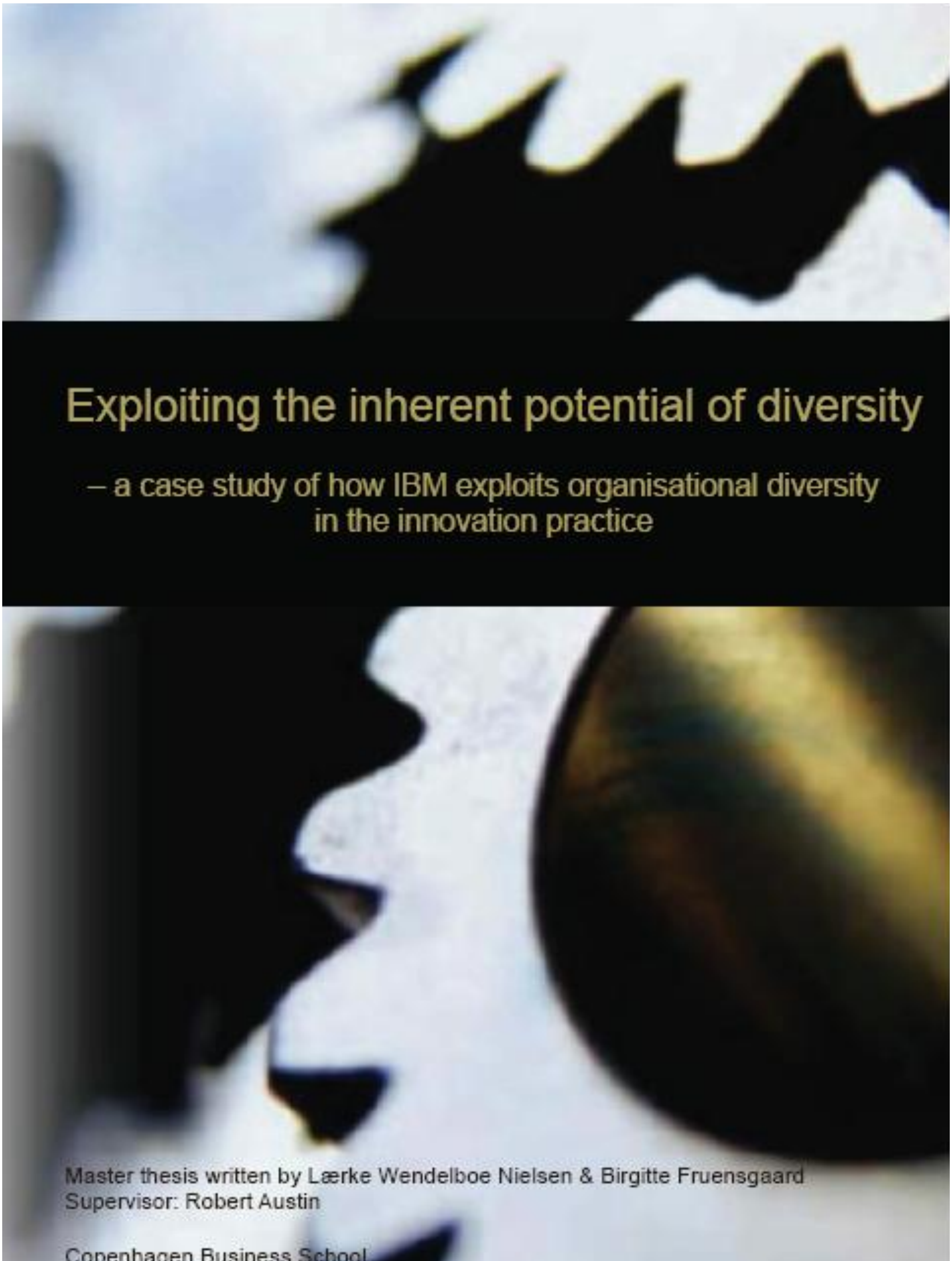

Exploiting the inherent potential of diversity

– a case study of how IBM exploits organisational diversity in the innovation practice

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Copenhagen Business School
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DATA SHEET

Title:

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EXECUTIVE SUMMARY

Today, innovation is vital for staying in a market that becomes more global and more heterogeneous, which draws attention to organisational diversity. Yet, studies show that many Danish organisations have an astoundingly high degree of homogeneity, which might be explained by a lack of insight in diversity's potential and a scarce field of literature on the topic.

With this thesis we wish to examine how organisational diversity is exploited in the innovation practices of global enterprises. The aim is to deduce some general findings on the subject by establishing a knowledge-based theoretical framework for diversity in which an inductive research method is used for a case study of IBM – with a primary focus on IBM Danmark A/S – where the organisation is analysed by recurrently enfolding data and theory.

IBM is seen as a unique case within the field of diversity and innovation because of their huge amount of patents and because diversity has been a natural part of the organisation for decades. IBM has an inclusive diversity culture with a strong focus on "everybody", where a number of web tools enable the IBMers to map and search for all kinds of employees throughout the organisation. Diversity is exploited by encouraging every employee to contribute to the idea generation and evaluation through different web tools, and in established teams, diversity is exploited by balancing and facilitating diverse knowledge sharing. The analysis is followed by a discussion of the overall analytical results.

The thesis will propose a management model of three interrelated gear wheels that provides some concrete initiatives on how diversity and innovation is addressed in an organisational context. The model should be an inspiration for organisations in establishing and maintaining an inclusive culture, where employees are mapped consistently in order to combine the knowledge properly, and inspiration on how to prepare for and facilitate diversity throughout the innovation process. Doing so, the thesis has answered the research question on how the inherent potential of organisational diversity is exploited in the innovation practices of a global enterprise.

CONTENTS

CHAPTER I *Introduction*

Diversity is said to power innovation due to the fact that two similar minds only produce two similar ideas – while two different *minds produce two* different *ideas. However, if it was that easy, we would all be great innovators! Organisations need facilitation and management in order for diversity to boost innovation.*

Today, innovation is not just a possibility for the few privileged, but it is a requisite for surviving in a market that continuously becomes more global and more heterogeneous. In this context, innovating means an enhanced performance caused by a new combination of different knowledge, perspectives and ideas. Therefore, organisational diversity is put in the spotlight, and similarity among employees is, in this regard, one of the biggest threats for a business that wishes to foster corporate innovation. However, studies show that Danish organisations have an astoundingly high degree of homogeneity, and they appear to be unaware of the inherent potential of diversity to enhance the innovation.

1. The diversity potential

In spring 2009, we went to a seminar that was held in relation to World Outgames, a sporting and cultural event hosted by the global gay community, taking place in Copenhagen later that year. The seminar was called ”Have a nice gay!” and the subject was why and how companies can improve their bottom line by strategically focusing on the homosexual segment. We were immediately caught by the fact that these “different” people could positively affect a company’s revenue.

However, even if a strategic approach towards homosexuals may affect the bottom line, we did not find signs that homosexuals, alone, could improve the level of creativity nor innovation, which was our primary field of interest. Therefore, we spanned the research field and discovered that general diversity among employees, in both research and the business world, is proved to foster creativity and innovative performance. Among other studies we encountered Østergaard et al., who recently made a study of 1,648 Danish companies, revealing that employee diversity in terms of gender, age and education has a positive effect on companies’ innovation practices (Østergaard, Timmermanns & Kristinsson 2009). A recent large Nordic research conducted by the Danish Research and Innovation Board

(Forsknings- og Innovationsstyrelsen) also supports Østergaard's findings, and additionally reveals that companies staking on diversity have close to double as high probability to be innovative than other companies (Forsknings- og Innovationsstyrelsen, 2007).

International studies also propose this positive link between innovative performance and diversity, among others, an American study by Cohen and Levinthal (1990), who made a sample of 1,719 business units, revealing that groups with a high diversity of knowledge is better at absorbing different ideas and trends in the market, and converting it in to a business opportunity. By studying extant research on the effects of different types of diversity, also Milliken and Martins (1996) found that diversity in the composition of groups directly affects outcomes such as performance and turnover.

This positive linkage is identified in the business world as well. In 2002, Barclays Bank and Cabinet Office made a study with 140 British companies, asking them about their diversity strategies. 80% of the respondents confirmed a direct connection between their diversity policies and the organisation's performance in i.e. enhanced productivity, customer service and marketing (Barclays Bank and Cabinet Office, 2002). Since 2002, also Danish Novo Nordisk has worked with a diversity policy as part of their profile of being social responsible, experiencing, that workforce diversity is a valuable and competitive strategy in the long run (Teknologisk Institut, 2007).

So, we detected a link between organisational diversity and innovative performance in both research and organisations, but also a wide theoretical field argues for the benefits – viewing diversity as a competitive, knowledge-based resource. We will present five overall theoretical arguments to why diversity enhances innovation:

(1) People with different skills, ideas and values working together have the potential of offering dissimilar approaches that allows for more dynamic conversations, enables questioning of status quo, testing and challenging institutionalised assumptions (creative destruction) (Schumpeter, 1962).
(2) Different knowledge in a group makes members understand and explore a particular problem from a multitude of different perspectives, which brings different skills and competences in use, in order to solve a problem (shared problem solving) (Leonard-Barton, 1995).

(3) A group with diversity of knowledge has the ability to recognise the value of new external information, evaluate and assimilate it and apply it in a commercial context (absorptive capacity) (Cohen & Levinthal, 1990).
(4) Diversity in knowledge enables a particular issue to be interpreted from a range of different perspectives which is suitable for dealing with unforeseen contingencies in the environment (requisite variety) (Nonaka & Takeuchi, 1995).
(5) If members of a diverse work group engage in external knowledge sharing, their performance will improve due to an active exchange of knowledge through unique external sources (network variety) (Cummings, 2004).

2. Problem statement: The lost potential

Several times in our initial research, we encountered Susanne Justesen, who is specialised in the field of innovation and diversity, and we met with her in August 2009. She told us about her PhD research on group exploitation of diversity in Danish organisations, and about her consultancy business, Innoversity Copenhagen, that helps companies leverage organisational diversity. Justesen revealed that diversity seems rather unexploited in Danish organisations[1], which really surprised us, as both research and theory point at several obvious benefits. She explained that even though the diversity debate lately has become more evident in Denmark, the truth is that we are far away from making diversity a part of companies' business strategies.

How can this be, when the benefits of organisational diversity are convincingly clear?

One of the reasons could be the inherent social and psychological pattern that makes humans prefer to socialise with similar others, consequently influencing companies only to hire employees who "fits in" – called the homogeneity hypothesis (Byrne, 1971; Schneider, 1987). Another reason might be that Danish organisations, only within the last 15-20 years, have experienced cultural challenges, because cultural diversity in the population is a relatively

[1] For instance, in 2005, Susanne Justesen mapped diversity and homogeneity in Top 30 in the Danish business world, which showed that the 214 top managers are almost solely men with the same age, often similar educational background and all of them are Danish, which is notable as they are all multinational actors in the global market.

new phenomenon. In e.g. USA, multicultural society and organisations has been an issue for decades, and because of that, American organisations are one step ahead and they have acknowledged the business potential of diversity to a higher extend, while Denmark, in this matter, is still a step behind (Jacobs, Lützen, & Plum, 2001). The Danish Research Institute explains the situation with the fact that, especially knowledge intensive, Danish businesses are *rhetorically* aware of the opportunity in diversity, but most of them have difficulties in actually applying it in practice (Hagedorn-Rasmussen & Kamp, 2003). This is confirmed by PhD, Jacob Lauring, who recently found that, even though many Danish companies have a diverse workforce, the exploitation of diversity for innovative performance is limited, because they primarily use "different people" in non-creative practices, such as e.g. cleaning and bus service jobs (Lauring, 2005).

Though it might seem insuperable and expensive at first, organisations *would* be able to exploit the potential of diversity, if they to a higher extent worked with diversity as a knowledge resource and a competitive business potential – instead of just perceiving it as a burden and a purely social responsibility (Hagedorn-Rasmussen & Kamp, 2004; S. Justesen, 2009). However, when reviewing Danish literature on *how* to work with diversity as a knowledge-based and competitive business resource, we were met with a thin field of literature, as topics on the practical facilitation of diversity are rarely found in Danish research and literature (Forsknings- og Innovationsstyrelsen, 2007; S. Justesen, 2009; Lauring, 2005). This lack of appropriate managerial literature was the basic catalyst for our research field.

Research Question

Organisational diversity has the potential to enhance organisations' innovation practice, if it is managed and facilitated. However, even though many organisations are structured as global enterprises operating in a heterogeneous market, studies show that Danish organisations only scarcely exploit this potential of diversity. This could be explained by a lack of relevant management literature and hence lack of knowledge about how to actually exploit diversity in a business context. Therefore, in this thesis we will make a case study of the global enterprise, IBM, as they appear to be on the cutting edge in the field of both organisational diversity and innovation. This is done in order to answer our research question on:

How is the inherent potential of organisational diversity exploited in the innovation practices of a global enterprise?

In order to understand how the exploitation of organisational diversity is practically facilitated and managed, we find it necessary to ask the following sub-questions:

- *How is diversity embedded in the organisation?*
- *How is diverse knowledge managed and systemised?*
- *How is diversity used in different innovation practices?*

The aim with the thesis is to generate some general, yet practical, findings to the research question in terms of facilitating and exploiting organisational diversity. This will be done by establishing a theoretical framework with a knowledge-based approach to diversity, in which we will conduct a case study of IBM Danmark. The analysis of the organisation will focus on primary data from three main areas, collected mainly from face-to-face and email interviews, supported by other primary and secondary data, such as relevant studies and statistics, where relevant theory recurrently will be applied. We will discuss and reflect on the analysis, and afterwards we will provide some findings and suggestions on how the potential of organisational diversity could be exploited in a global enterprise.

Chapter II *Methodology*

In this chapter we will describe how our research is conducted and structured, and why it was done in that way. The aim is to understand the reasons that underlie the decisions taken throughout the research process, to give the research validity as an academic work, where findings and conclusions must be viewed on the basis of research design, methods and delimitations. Additionally, the chapter will provide an overview of the structure of the paper and on the resources available for the project.

We have primarily made use of the Danish book *Den skinbarlige virkelighed* by Ib Andersen (2008), which provides overall theory on how to chose and structure a research design, and the 1989 article "Building Theories form Case Study Research" by Kathleen M. Eisenhardt (Eisenhardt, 1989), which particularly gave us insight into how to use the case study method. Moreover, Robert K. Yin's (1994) *Case Study Research – Design and Methods* was used in relation to using a single case study.

1. The research design

A major part of the field wherein economics, sociologists and psychologist work is socially constructed. This means that the world, inhabited by social beings that constantly move in relation to each other, is ever-changing and therefore we cannot make theories that correspond to the scientific ideal of having causal determined explanations that also will apply in the future (Andersen, 2008). Therefore, economic studies often view the world as "ceteris paribus" – that is "all things being equal", in order to make some overall conclusions of a given situation. However, everything in the world is not constant, and thus another way to come around this is to make specific studies of current organisations or employees in an organisation (Andersen, 2008). This can be done in a deductive way, where general theories on a given subject are used to tell something about one or more concrete organisations/situations. It can also be done by using an inductive method, where concrete empirical situations are used for demonstrating or creating new theory (Andersen, 2008; Eisenhardt, 1989). However, often both methods are used during the research process, where data, empirics and literature is explored simultaneously.

The primary research method used in this thesis is an inductive, socio-constructive method, where we make a case study of the global enterprise IBM (primarily focusing in IBM Danmark A/S) (Andersen, 2008; Eisenhardt, 1989). As only little Danish research and literature has focused specifically on the managerial aspects in organisations, the applied method was naturally determined by the construct and the aim of the research. An inductive case study method was thus appropriate for analysing some actual situations in a real-life example, in order to conclude some general findings and generate new theories (Eisenhardt, 1989).

In accordance with Yin (1994), we will apply a case study as our research strategy, because this is appropriate when examining ”how” and ”why” questions to concrete organisational issues (Yin, 1994:6). As the managerial aspects of workforce diversity and innovation are relatively new fields of study among Danish theorists and authors, according to Eisenhardt (1989), it is comprehensible to use a case-oriented approach, which is especially appropriate in new topic areas. Using a case study research helps us in “understanding the dynamics present within a single setting” (Eisenhardt, 1989:534). Doing so, allows us to extend emergent theory and come up with novel theory on the topic of how diversity could be managed and facilitated to enhance the innovative performance and hence answer our research question on how the inherent potential of organisational diversity is exploited in the innovation practices of a global enterprise.

2. Choice of case

When selecting our case, we explored the field of diversity in Danish innovative businesses, and we found that IBM was often mentioned and referred to and applied in relation to various relevant issues. We found that IBM was one of the world’s first organisations to work strategically with workforce diversity. At the same time, for the 15^{th} year running, IBM has received more patents that any other company in the world – and thus they were innovative as well. We looked into various organisational materials, such as IBM’s homepage, notes, blogs and presentations from various diversity and innovation conferences etc., and we found that there was plenty of highly relevant and interesting data on IBM. As our research focus is on how diversity can be exploited in the innovation practices in a global enterprise, we have chosen a global enterprise like IBM, where such challenges are present.

Though many Danish innovative organisations state on their homepage that they work strategically with workforce diversity, we found that IBM by far was the most convincing in terms of material and statistics that supported their statement. This perception was supported by Susanne Justesen (2005, 2009) who made a huge research within the field of diversity and innovation in Denmark, and found that only very few organisations are actually remarkable in the field. To answer our research question, we thus found IBM, with focus on IBM Danmark, to be a representative case for our study.

2.1 Single or multiple cases

According to Yin (1994), it is possible to generalise from both multiple as well as single case studies. It is important to describe the case study as thorough as possible, and then inductively come to general knowledge. However, in single cases it is even more important, contrary to multiple cases, to depict the relations in the case that are specific to exactly this case (Yin, 1994).

There are three typical objectives for choosing a single case study, opposed to multiple case studies (Yin, 1994). The first reason is when the case is highly critical in relation to current theory, models, assumptions or practices. The second reason could be if the case revealed a specific phenomenon that priviously has not been relevant or possible to explore. The third reason is if the case is unique or extreme within the field of subject (Yin, 1994). We have chosen to make a single case study, as IBM appears to be an extreme case within the fields of both organisational diversity and innovation, and because their managerial approach on releasing the potential of diversity in the innovation practice seemed to be a phenomenon not studied thoroughly before. Therefore, we perceived IBM as sufficiently representative for the field, which allowed us to include only a single case (Yin, 1984).

2.2 Delimitations to type of case organisation

Certain circumstances in the choice of studying IBM as a case must be taken into consideration, and the results of the analysis and our final findings must be viewed in the light of these delimitations.

Size of the enterprise

When working with diversity and innovation there are some remarkable differences between small and large organisations (S. Justesen, 2009). Smaller organisations are often more specialised within a specific business field and therefore likely to recruit only specific knowledge. They have shorter responding time to top management changes, such as policies or strategies, and therefore the company culture is easily more consistent and applicable, without any remarkable internal grouping. Larger organisations need broader and more general knowledge and therefore, the tendency for organisational homogeneity as well as grouping is higher (S. Justesen, 2009). The global IBM has almost 400,000 employees in more than 170 countries and our findings might therefore not apply for smaller organisations.

Danish vs. an American organisation

The fact that IBM is a globally integrated enterprise, where daily work and projects takes place across borders makes cultural and national diversity a natural part of IBMers' work. It might therefore be easier for IBM to adapt to other kinds of diversity, contrary to organisations that are not used to diversity, and our findings should be viewed in this light.

Due to the fact that IBM is a global enterprise that works across locations and countries, we had difficulties in focusing our case study solely on IBM Danmark – even though the interviews were conducted in IBM Danmark solely. This is to say that throughout the paper, we will use the overall appellation "IBM" – apart from certain situations where "IBM Danmark" is important to highlight.

The IT software industry

When conducting interviews, especially Quitzau indicated that many IBMers are "first-movers", meaning that they are among the first to use new software. This is of course grounded in the fact that most IBMers work with IT software everyday and hence see it as a natural part of their everyday life. Our analysis on how IBM collaborates and innovates, which also will include web tools, must therefore be viewed in the light of IBMers that already use such tools as an integrated part of their business.

3. Data collection methods

Using both primary and secondary sources of information will give us a broader and more correct picture of the field of subject (Andersen, 2008). We will therefore apply different data collection methods in terms of primary and secondary data, relying on both qualitative and quantitative methods. As Eisenhardt says:

> "Case study research can involve qualitative data only, quantitative only, or both (...) The qualitative data are useful for understanding the rationale or theory underlying relationships revealed in the quantitative data or may suggest directly theory which can then be strengthened by quantitative support" (1989: 538)

We did not focus on specific managerial levels when collecting data, as we wanted to get an overall understanding of the situation IBM faces in relation to exploiting the potential of diversity.

3.1 Primary data

Primary data are used in terms of interviews with various persons from the case organisation, and both qualitative and quantitative organisational data was collected as well as observational notes.

During our data collection process, we found that some data was easier to get access to than other. We especially experienced challenges in collecting data on how diverse knowledge is utilised in everyday situations. Getting a deeper insight into these "practical" situations would probably require a more observational approach. However, due to limited amount of time and resources, we prioritised differently and still reached satisfactory data to our analysis.

Face-to-face Interviews

To get an insight on our case study and data for answering our research question, we conducted three qualitative face-to-face interviews with key managerial representatives from Danish IBM departments in respectively Lyngby and Østerbro, Copenhagen.

The first interviewee is HR Manager Anne-Marie Westergaard (appendix 1) who mostly contributes to the first part of the analysis and our understanding of the vision and implementation of diversity in the organisation. We were made familiar with Anne-Marie Westergaard as we looked through a thesis paper from CBS on IBM.

We moreover interviewed Innovation Manager Anders Quitzau (appendix 1) who contributes to our understanding of innovation and the use of virtual communication in IBM. We became acquainted with Quitzau when we googled "innovation and IBM Danmark" where Quitzau was mentioned in relation to several innovation blogs, presentations, articles etc. We therefore perceived him as a key person in relation to IBM and their innovation activities.

At our meeting with Quitzau, we asked if he was familiar with anyone in the organisation with knowledge about hiring internal and external employees in IBM and he referred to Iben Klitgaard and provided us with her contact information. The third interviewee is thus Deployment Manager and team leader Iben Klitgaard (appendix 3), whom we included in order to get a picture of deployment relations in IBM Danmark and the management in teams which we found to be relevant issues to look into. As Klitgaard has worked in IBM for 15 years, she possessed other interesting and relevant knowledge about the organisation.

Interview approach

In our face-to-face interviews, we used the semi-structured approach (Kvale, 1996)**.** We had an outline of issues to be covered and the semi-structured approach enabled us with loose frameworks, where we could vary the wording and the order of the questions. The major benefit of this approach is that the data collection is somewhat systematic and comprehensive, while the tone of the interviews remains fairly informal (Andersen, 2008). It furthermore allowed us to probe for more details, as the interviewee not always interpreted the questions in the way they were intended. To the extent possible, we asked for example-giving which enhances the validity of the statements. Justesen says:

> ” If interviewees never are asked to give examples to their answers, they often become very general, as they know exactly what to answer. If you, as an interviewer, consistently ask for examples, the interviewee cannot avoid it and they will start giving examples themselves. This is a method to get more essence from the interview (...) the more concrete examples you can get, the easier it will be to get into depth with the questions”. (2009)

Delimitations to interviews

A general negative effect of the qualitative method might be that we used the data highly subjective, which means that we are the ones who decide which quotes or specific examples to report (Andersen, 2008). Making face-to-face interviews might as well hinder the interviewees in opening up and be honest, as the situation might appear rather uncomfortable in comparison to e.g. written interviews or telephone interviews (Kvale, 1996).

Even if we want to explore the managerial challenges of facilitating and releasing diversity and innovation, conducting interviews with especially leading managers, might have some implications (Andersen, 2008). Having a position as a leading manager, he/she will arguably feel a certain responsibility to the top management in relation to speaking in favour of the organisation, and hence be conscious about saying the “right” things at the right time.

Email Interviews

We find it important also to include viewpoints from employees, as it gives us an understanding of how an incident of reality is placed in relation to the management’s statements and understanding of the situations, as they may provide a more subjective and true rendering of reality (appendix 4, 5, 6).

The email interview method was chosen for several reasons: The first reason is that the email interview gives the respondent time to consider, dwell on and express him/her in a desired manner and hence give more reflective answers (Dube, 2003). Moreover, the impersonal nature of the email interview might help people say things that they would not be willing to say to a person sitting in the same room. Hence, email interviews can seem less intimidating than e.g. face-to-face interviews (Dube, 2003). Given the character of our questions, which might occur to enter in the interviewees' personal sphere, we regarded email interviews to be an appropriate way to get an honest and valid understanding of the situation. According to Bampton and Cowton (2002) asynchronous communication of time, which is the nature of e-mail interviews, has obvious advantages as "busy interviewees do not have to identify a mutually convenient time" (2002:3). Another advantage is that the outcome of an e-mail interview can directly be downloaded on the computer, so there is no transcription time.

Our email interviewees were selected and reached via our three face-to-face interviewees, where we asked them to forward a questionnaire to a handful of employees. The email interview was corrected once, which was due to the character of the questions that we wished to change, as well as progression of our research that required a different character of questions. As Eisenhardt says:

> "A key feature of theory-building case research is the freedom to make adjustments during the data collection process (…) Adjustments can be made to data collection instruments, such as the addition of questions to an interview protocol" (1989:539)

Along with the email interview, we enclosed an interview guide that informed on the purpose of the interview and the estimated time to answer the questions in order to prepare the interviewees beforehand. The interview protocol was structured as a fixed series of questions. Like in our face-to-face interviews, we asked the interviewees to come up with one or more real life examples after each question, in order to get more clarified answers and to give them more validity.

Delimitation to email interviews

There are also some downsides in using email interviews, which must be considered when using the data. We only collected the pure answers, meaning that we did not have the possibility to have the answer amplified or elaborated. Neither was it possible to read cues or signals in the respondent's body language and his/hers thinking path to the answer, which might be helpful when interpreting a situation (Dube, 2003). Moreover, we only got three interviews back, and we had hoped for a couple more.

Field notes

Eisenhardt argues:

> "Filed notes are an ongoing stream-of-consciousness commentary about what is happening in the research (…) that is, to react rather than to sift out what may seem important, because it is often difficult to know what will and will not be useful in the future". (1989:539)

While collecting primary data in and around IBM, we continuously made field notes by writing down thoughts and commentaries about what happened in the research, both in relation to our observations and analysis. By doing so, we can support the interviews and data with the experiences we had during the data collection (Eisenhardt, 1989).

Other primary data

Other primary data was collected in the form of IBM job ads, home page searches, written organisational values, policies and organisational statistics on e.g. diversity categories, number of patents or use of virtual communication tools. This data was primarily collected from IBM's homepage or gained through printed and electronic slides handed to us by our interviewees. In order to support our chapter on virtual communication, we tried to get access to IBM's intranet, which would enable us to navigate in and explore the various virtual sites and observe how IBMers interact virtually. Regretfully, due to the fact that the content on the intranet is highly confident, this was not possible.

3.2 Secondary data

Secondary data is applied in terms of various empirical studies by other researchers, academic journal articles, scientific reports, consultancy research and third party interviews all regarding diversity and innovation in especially a global context. This was both qualitative data, such as specific situations and results in case studies, but also quantitative data was used, such as for instance to which degree specific diversity categories were found to affect the performance level and statistics of organisational employee diversity in specific organisations. Eisenhardt says that using secondary research shows that others have had similar findings in a very different context, which strengthens the confidence in relation to the validity and generalisability of the findings (1989:544).

The secondary data used in our research was primarily found via internet search in electronic academic journal databases, via the CBS library catalogue or simply through Google with specific and well-though search criteria. We moreover contacted relevant academics who provided us with useful material, e.g. Christian R. Østergaard, who has conducted various research within the field of diversity and innovation.

3.3 Data structuring

In order to structure our data we saved it in "Dropbox"[2], which is an online storage utility that allows files to be easily shared and accessible everywhere from both of our laptops, which optimised our shared work-process.

To structure our literature sources we used "RefWorks"[3], which is a web-based application for managing and storing references, retrieving bibliographic information and designing texts in terms of their literature references, which provides an overlook of our literature as well as making citation and bibliography precise.

3.4 Data processing

To each interview we brought a digital dictaphone, which made it easy to audio-record our conversations with the interviewees. We chose to transcribe the interviews both to get a good overview of the data, make the data more accessible and more valid, and finally to make it officially available by enclosing it in the paper. Having the data in a hard-copy moreover made it easier to find and make quotes from the interviews. In relation to our email interviews, we sent out the questionnaire by email in an attached text-document to the respondents, and we received them in the same way.

We printed the interviews, read them through and discussed the content of them in relation to our research question. For each interview, we made a selection process where we highlighted relevant and interesting statements which we used in the paper. Finally, we compared the statements from the interviews and kept in mind that statements recurring in more than one interview were more valid than when a statement only was made once.

In relation to field notes, we did not transcribe them nor enclose them in the paper. They most of all functioned as inspirational and unofficial notes to our selves. Most often the field notes were taken in a small sized note book which we carried around almost 24/7 so we occasionally could write down thoughts, perspectives and ideas. During the analysis process we continuously went through the notes to ensure that no relevant ideas were lost.

[2] See www.dropbox.com
[3] See www.refworks.com

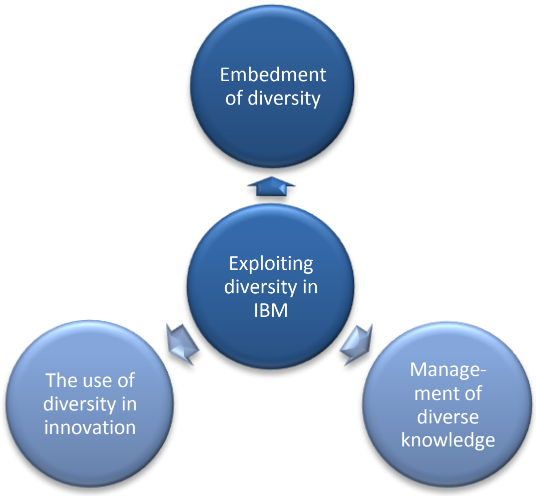
In relation to data processing of other secondary data, like research papers and statistics, we discussed the material in relation to the subject, and ensured that the validity of the sources was okay before applying it in the thesis.

4. Analysing data

In order to sufficiently answer our research question on how the inherent potential of organisational diversity is exploited in the innovation practices of a global enterprise, we found it necessary to divide the analysis into three parts. These parts correspond to the sub-questions in our research questions on how diversity is embedded in the organisation, how diverse knowledge is managed and systemised, and how diversity is used in different innovation practices. The reason for conducting the analysis in exactly these parts is substantiated in both *theory* and in *data* from IBM, which we will unfold beneath.

4.1 Arguments for the three-part analysis

Though we have not found much literature on exactly how to facilitate the exploitation of organisational diversity for innovation, we have detected some arguments within diversity, knowledge and innovation management that substantiate addressing the subject in three parts. Also the data collection in IBM points at such a trichonomy. All of the IBM interviewees agreed that IBM has taken and still undergoes some indispensible steps in order to integrate diversity in their business. In the interview with HR Manager, Westergaard, she explains:



> "Many organisations believe they can jump to where we are today. But I claim that it's not possible. If you for instance don't make a diversity policy about what you think of all these things, you cannot move on to integrating diversity (...) There are certain phases you need to go through".

The argument for the **first** part of the analysis on how diversity is embedded in the organisation is that diversity management theory argues that one of the main issues when working with a diverse workforce is to create a culture for diversity (Brandi & Hildebrandt, 2003; Jacobs et al., 2001). This implies being aware of employees' differences, and establishing an open and tolerant atmosphere that welcomes diverse people, regardless of the business objective - that being innovation or not. If the employees do not feel welcome in the work place, they will not perform their best and their knowledge will not be released and utilised (Sonnenschein, 1999). In the data collection, we experienced that the first phase for IBM has been to create equality and awareness of diversity, just as argued in theory, and they emphasised that this issue must be fulfilled in order to move ahead with other initiatives, such as e.g. using diversity actively. Therefore, the first area that we will analyse is how IBM *embeds* diversity into the organisation, which will contribute to answer the overall research question of how organisational diversity is exploited.

Secondly, theory argues that the main resource in innovation is knowledge, and as stated in the introduction, a variety/diversity in knowledge can positively enhance innovation. Being aware of this diverse knowledge is therefore crucial for organisations that wish to be more innovative. According to Alavi and Leidner (2001), a common application of knowledge management is the creation of corporate directories, also referred to as the mapping of internal expertise. Because much knowledge in an organisation remains un-codified, mapping the internal expertise is a potentially useful application of knowledge management, where many such initiatives rely on IT as an important enabler (Alavi & Leidner, 2001).

In our data collection in IBM we also encountered a range knowledge management tools used for mapping, searching and storing organisational knowledge. These tools seemed to be highly important for IBM in order to know what kinds of knowledge they have available, and in order to put the right people together when establishing new teams. Therefore, the second area we will analyse is how IBM *manages* and *systemises* the huge amount of diverse knowledge they have in the organisation, which is done to answer the overall research question of how diversity is exploited in the innovation practices.

Regarding the **third** part of the analysis, literature on diversity and innovation perceives the actual implementation and *use* of diversity in the innovation practice as the last and highest level of success of enhancing the performance with diversity. An example of this is David Thomas and Robin Ely (1996) who emphasise three perspectives on organisational diversity: 1) The discrimination-and-fairness perspective, 2) the access-and-legitimacy perspective and, 3) the *integration*-and-*learning* perspective, which views diversity as a resource for enhanced learning and integration of new knowledge in the performance. In Danish literature, HR counsellor, Elisabeth Plum (2007), who works with the term “cultural intelligence”, states that intercultural *engagement* is the prerequisite for *understanding* cultural differences, and if these two actions are combined and activated it could result in an improvement of the intercultural performance. Also Susanne Justesen (2007) suggests that first of all, the available knowledge must be mapped and then constructed in order to actually be exploited in the innovative practice by *exchanging* and *combining* knowledge.

Our data collection in IBM revealed that they practise different kinds of innovation practices in relation to the task and phase of the innovation process. IBM emphasises to facilitate the corporate idea generation and idea evaluation practices through a set of web tools, but what regards teams and team collaboration practices, different tools and work methods are used. Therefore, in the third part of the analysis we will look at how IBM uses, integrates, understands, activates, exchanges and combines their diverse knowledge in practise, as it in both literature and IBM seems to be what actually makes diversity affect the innovation practice. Doing so, we believe to contribute to the last part of answering the research question on how the potential of organisational diversity is exploited.

As it might appear, these analytical fields, both in theory and practise, seem to take place at different managerial levels in the organisation, which includes both an organisational and strategic level – as well as a team level. The reason is that we wished to capture all relevant aspects of exploiting diversity, and hence did not focus only on a single managerial level when collecting data and theory.

We hope that the above arguments have clarified why we will conduct the analysis in three parts, and why exactly these parts have been selected. It may be argued that other areas within the literature and IBM would have been relevant to include, but the research fields mentioned above appeared to be the most essential to our research question.

5. Theoretical framework and literature

A theoretical framework is crucial for a research design, to have a basic frame to operate within (Andersen, 2008). In the thesis we will establish a theoretical framework, within which we recurrently can apply supportive as well as conflicting literature to our analysis.

5.1 Theoretical framework

According to Mannix and Neale's (2005) study of diversity research through the last fifty years the majority of research still favours a *pessimistic* view on diversity, arguing that diversity generates social divisions, which create negative performance outcomes for the group. In the introduction to the thesis this was explained with i.e. the homogeneity hypothesis. However, the *optimistic* view argues that diversity leads to increased variety of perspectives, approaches and opportunities for knowledge sharing, and hence to greater creativity and quality of team performance in terms of e.g. innovation. This was earlier presented as creative destruction, problem solving, absorptive capacity, requisite variety and network variety.

Therefore, there is a paradox in the theoretical perception of the potential of diversity, but in this thesis we will examine how the potential of diversity is positively exploited in IBM and, therefore, we will apply a knowledge-based and optimistic framework on our study. However, we will still take the opposing and pessimistic theoretical approach into consideration, as we find it a comprehensive way to get an overall and more reflected understanding of the research subject (see "conflicting literature" below).

We needed a theoretical framework that covered both diversity as well as innovation in an optimistic organisational perspective, and we found that the theoretical fields of diversity management, knowledge management and innovation covered the overall aspects that we will examine. We perceive *diversity management* as the central building brick for every organisation that wish to exploit diversity regardless of the objective, as such theory provides an overall understanding of managerial issues in having a diverse workforce. *Knowledge management* is basic because we perceive knowledge to be the central resource of *innovation.*

Therefore, the theoretical fields of *diversity, innovation* and *knowledge management* function as the *overall* theoretical framework and basis for the case study, whereas theory applied in the analysis will span both supportive and conflicting fields of literature in order to support the analysis most appropriately and to understand the data and specific situations we experience in IBM.

5.2 Supporting literature

Within this overall field of diversity management, knowledge management and innovation we have detected some, however sparse, literature that links the managerial aspects of organisational diversity *particularly* to the innovation practice.

One of the primary theorists that will be used is Susanne Justesen, who in her PhD, *Navigating the paradoxes of diversity on innovation practices*, has made a longitudinal study of how diversity in knowledge can be used to make the innovation practice innovative. During her project, she followed six teams/innovative processes, where one of the groups exemplified how diversity positively can affect innovation. Justesen explains how the group members evolved and constantly challenged, exchanged and combined their various perspectives (2007). Justesen is inspired by the economic concept "creative destruction", introduced by Joseph Schumpeter in 1942 and later elaborated by Theodore Levitt in 1962. Creative destruction can be described as a way of thinking and is about challenging peoples' fixed assumptions and the existing best practices (Schumpeter, 1962). Levitt (1962) observed that being willing to destroy the old is the heart of innovation and the means to enormous profits. We will make highly use of Justesen's research as it gives an in-depth understanding of the relations between diversity and innovative practice.

Jerry Hirshberg, founder of Nissan Design International, believes that diversity, in the form of talent and ideas, is key to success in all creative endeavours (Leonard & Swap, 1999). This belief led him to originate the concepts of "creative abrasion". Dorothy Leonard, HBS professor in knowledge management and innovation, has elaborated on the theory of creative abrasion in collaboration with Professor Walter Swap from 1999. Leonard and Justesen agree that innovation results from diversity of people and creative abrasion that covers the concept of creating project teams of people with diverse and even conflicting intellectual backgrounds and viewpoints (S. Justesen, 2007). Leonard argues that the friction caused by these combinations often sparks innovative ideas that would not be generated by like-minded team mates. In other words, heterogeneity of viewpoints combined with the "right" kind of conflict (creative abrasion) can more likely lead to innovation. Throughout the paper, we will rely upon Leonard and Swap's supportive perception of creative abrasion as it supports the fact that managing diversity can foster innovation.

As knowledge is a central issue in this thesis, Nonaka and Takeuchi's perception of knowledge creation will be used to support the analysis (1995). In their book *The Knowledge Creating Company*, they describe the values of cognitive diversity and viewing knowledge creation as a social interaction process of shifting back and forth between tacit and explicit knowledge. They refer to the positive effects of having a large and multifaceted pool of ideas to work with, where new knowledge is born out of ambiguity and chaos. Nonaka and Takeuchi (1995) is applied in the thesis because they support the perception that management of diverse knowledge can lead to an enhanced innovation practice.

5.3 Conflicting literature

When searching for sources, we also examined conflicting literature which forced us to think more creative, provided us with a deeper insight into the theory on the field (Eisenhardt, 1989): "The juxtaposition of conflicting results forces researchers into a more creative, framebreaking mode of thinking than they might otherwise be able to achieve" (1989:544).

Examples of conflicting literature applied in our analysis are especially social psychology literature in relation to how diversity manifests itself in larger settings, such as groups and organisations. Social psychologists Turner et al. (1979) and Campbell (1988) have described the behaviour of group preferences as ingroup favouritism, which hinders diverse and out-standing people in joining the group. Similarity-attraction theory (Byrne, 1971) and the homogeneity hypothesis by Schneider (1987) argues that organisations become homogeneous over time, which is also conflicting with our basic argument that diversity positively influences innovation. We will take such conflicting theoretical approaches into consideration, as we find it a comprehensive way to get an overall and more reflected understanding of the research subject.

5.4 Enfolding literature

The aim with this thesis is to examine how diversity is practically facilitated and exploited in the innovative practice, and as this is a rather unexplored field, literature (both supporting and conflicting) will be applied when relevant. Doing so, allows us to iteratively jump between case data and literature and dwell at every issue that appears relevant. Therefore, we do not enfold all theory beforehand in a separate section, instead, most of it will be enfolded recurrently throughout the analysis (Eisenhardt, 1989).

The **first part** of the analysis will be supported with literature from primarily Peter Hagedorn-Rasmussen and Annette Kamp (2003), who has made a research on Danish organisations and their attempts to positively utilise workforce diversity. Michael Stuber (2008), German founder of the research and consulting company European-Diversity, was useful in organisational communication of diversity and finally Søren Brandi and Steen Hildebrandt (2003), who is occupied within strategic management and change, will be applied especially in relation to specific management initiatives.

In the **second part** of the analysis, we will primarily make use of Susanne Justesen's approach to knowledge mapping (2007, 2009), as it substantiates a business perspective of mapping knowledge in order to innovate with it. Moreover Lynda Gratton (2007), Professor of management practice, will be applied in relation to team work and how creativity may be balanced in the team along with Leonard and Swap (1999), who will be applied in relation to the impact of creative abrasion.

As mentioned earlier, literature on exploiting diversity for the innovative practice is rather sparse, and literature applied in the **third part** of the analysis will thus be somewhat scattered as it spans multiple fields of theory in order to support what we see in IBM. We will primarily include innovation theory by Henry Chesbrough (2003), Professor and creator of the term "open innovation", along with Justesen's approach to diversity as innovation enhancing, which is only possible if all kinds of knowledge is accessible and set in use. Also Lipnack and Stamp (2004), who are considered to be leading within virtual teams and networked organisations, will be used along with Jill Nemiro's (2000) research on how to connect in geographically dispersed teams. Finally, Geert Hofstede (1991), a Dutch organisational psychologist, and Elisabeth Plum (2003) are applied in relation to intercultural collaboration, where lastly, Leonard and Swap, will support the analysis of creative conflict.

5.5 Definitions and terminology

Throughout the thesis, the most important terms and concepts will recurrently be explained and defined. However, below we have enclosed a list of the most commonly used terms, to clarify and provide a quick overview.

Diversity	Through this paper, diversity is defined as availability and awareness of multiple and different individual knowledge domains in a business context.
Homogeneity	Homogeneity is defined as the dominance of a single regime of competences (knowledge domains), which prevents the available diversity in a group from being constructed and used.
Homogeneity hypothesis	Interaction among people with similar attitudes, values, and personalities define the nature of the organisation in terms of its culture, climate, structure, and work processes. These processes will result in a reduced internal organisational diversity over time, because of individual preferences on similarity.

Ingroup favourism	People who avoid to be confronted with dissimilar others who pertain to outgroups that are different from one's own group, due to insecurity, prejudices and certain expectations about other groups.
Innovation	Innovation happens when different knowledge is combined in new ways and when this combination results in a new and valuable practice (e.g. product, process, service, thinking, organisation etc.).
Innovation process	An innovation process is defined as having a beginning, an in-between and an end, hence innovation is seen as sequential processes. Some phases in the innovation process calls for a higher degree of diversity that others.
Innovation practice	Innovative practice is seen as an action that could take place at all levels in and outside the organisation, or wherever people confront problems and deal with unforeseen contingencies, which may or may not be situated in a formal innovation process.
Knowledge	Knowledge is defined as a result of a social interaction between individuals, where information is combined with experience, context, interpretation and reflection.
Knowledge domains	Knowledge domains represent a unique set of perspectives and skills. The perspectives of a particular knowledge domain provide each of us with a certain way of understanding a particular situation or problem, and the skills provide us with a certain way of solving the situation or problem.
Management levels	Top management set the visions and strategies for the organisation, where middle management's responsibility is to monitor activities of subordinates while reporting to upper management. Team management is day-to-day leaders or leaders of teams and departments, who provide guidance, instruction and direction to a group of employees.
Organisation	An organisation is understood as a pattern of relationships among people in a business context.

Similarity-attraction	When individuals favour or choose to be around and socialise with people similar to themselves in terms of common beliefs, attitudes and/or interests.
Virtual team	A virtual team is a group of people who works on a temporary project or task, and repeatedly interact across distances inside certain boundaries, relying on communication technologies.
Web 2.0	Web 2.0 is associated with web applications that facilitate interactive information sharing, interoperability, user-centred design, and collaboration on the internet. Social networking sites and video sharing sites are examples of this.

5.6 Delimitations to literature

We will apply some American theory in our analysis, as the American field of diversity and innovation is larger and more explored than the Danish. It is therefore important to note the inherent delimitations in working with a theoretical field that is rooted in American tradition, but applied to a Danish context.

Another issue that should be taken into consideration is the fact that we, especially in the third part of the analysis, have to apply theory from other theoretical fields, on e.g. virtual communication that is not necessarily related to diversity, because we did not encounter enough extant literature on the field.

There are a number of economical issues to consider in relation to organisation's use of diversity like costs associated with compliance with laws, registration systems, staff training and communication of new policies etc. (Europa-Kommissionen, 2003). However, applying an optimistic approach to diversity, which argues for the long-term benefits of diversity, we will not consider these costs issue in our research.

6. Building new theories

The inductive case study method is appropriate for rather unexplored subject. And a continuous iterative process between theory and analysis is key when building new and general theory, as new theory must take advantage of the insights from the data (Eisenhardt 1989). Eisenhardt puts it this way: "While linking results to the literature is important in most research, it is particular crucial in theory-building research because the findings often rest on a very limited number of cases" (1989:545). During the analysis, we constantly compare theory and data in order to inductively understand the theory through a real-life situation (Andersen, 2008; Eisenhardt, 1989). In some cases the case matches the existing theory and enhanced our confidence. Other times the case does not match any extant literature, which could either be because of lack of theory to explain the situation in the case, or because of our methods used. This gives us an opportunity to dedicate a section on discussions and reflections on why this was the case, shifting between analysis, theory and method.

A normative and prescriptive approach will be applied in the last part of the research, where we will develop a set of findings, in the form of suggestions, based on our findings from analysing data and theory. The aim with the findings is to give managers, leaders, academics and others with interest in the field in question some suggestions to how workforce diversity can be utilised through various managerial initiatives to affect the innovative performance positively, of course taken our delimitations for the study into consideration.

7. Research resources and project planning

The thesis is completed by two students. In early summer 2009, we started some early spits to the thesis, when we still followed other courses at CBS. We went to several seminars and lectures on topics that we found interesting, and started to search the internet for interesting research and literature on different topics.

After the summer holidays, we agreed on the first outcast to a research question and method, and we intensified our literature and secondary data search. In relation to this, we met with diversity and innovation PhD and counsellor, Susanne Justesen, and she extended our insight into the subject of diversity and innovation. In late August, we agreed upon a case organisation and in the following three month, we collected primary data from IBM. The data was continuously processed during the autumn, and analysed in the dark winter months, starting from December, 2009. The last commas were typed in March, and the paper was handed in in early April, 2010.

During the process we had about six meeting with our counsellor from CBS, who guided us in the overall process and helped us with clearing uncertainties in method.

8. Structure of the paper

To give the reader an understanding and easier reading of the paper, we have enclosed a short description and illustration of the chapters. The paper is divided into seven chapters illustrated in the model below:

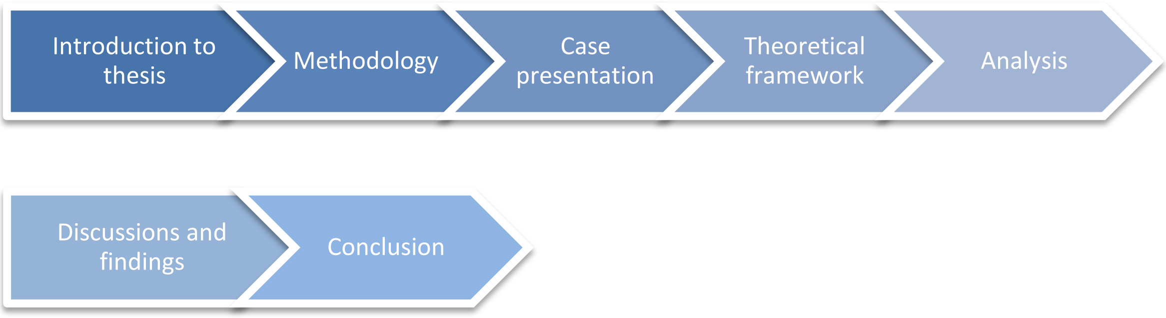


Figure 1: Structure of the paper

Chapter 1: Provides a desciption of our field of interest and the problem statement. It gives an overall understanding of how diversity is connected to the innovative performance – based on both empirical studies and theory – but also argues for the lack of extant Danish literature, which created our field of interest.

Chapter 2: Description of the methodology used in the thesis and argument for the structure of the case study.

Chapter 3: Here, the case organisation, IBM, is presented with a specific focus on describing which kind of organisation we are dealing with, in a way that is useful for the reader to understand and get an insight into some focus areas of the organisation.

Chapter 4: The theoretical framework is presented in order to have a theoretical basis for conducting the case study.

Chapter 5: This chapter is an iterative analysis divided into three parts, where primary data from the case study, theory and secondary material is applied, in order to understand some central issues on management of diversity and innovation in IBM.

Chapter 6: Chapter six is discussions and reflections on the analytical results, theory and the method used, in order to provide some general findings and suggestion.

Chapter 7: Here, we will conclude on how we have answered the research question and to what extent, and conclude on the overall master thesis project along with some further remarks.

CHAPTER III *Presentation of case*

We have chosen to make a single case study of IBM, as they appear to be unique within the field of organisational diversity and innovation, and because we did not find any previous research on their approach on exploiting the potential of diversity for innovation. In the following paragraphs, we wish to provide an overall idea of the organisation, and present some main organisational issues that we encountered in the study of IBM, which will be processed and elaborated in the analysis.

1. IBM – a globally integrated enterprise

In 2008, IBM (International Business Machines Corporation) had almost 400,000 employees, revenue of more than 100 million dollars and more than 4,000 patents only that year. This makes IBM one of the world's biggest IT-companies and founded in 1896, makes it one of the oldest as well (IBM, 2009a). The headquarters of IBM is placed in Armonk, (New York), USA, but they have locations in more than 170 countries. Originally, computer hardware production was IBM's main business, but now earnings primarily come from IT software, services and consulting (Quitzau, 2008a).

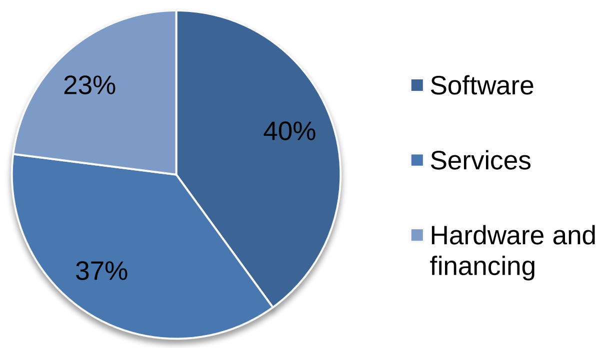


Figure 2: Division of the business areas in IBM. Source: IBM

IBM is a so called "globally integrated enterprise" (GIE) which, unlike a multinational corporation, is characterised by having departments in different countries collaborating on the same goal, where everything that can be united is united across the world. This means that all IT support is placed in India, all telephone support is placed in Scotland, HR support placed in Budapest, accounting in Bratislava and so forth. All these departments are connected through an expanded virtual intranet and most of the daily work and collaboration takes place via internet and telephone, instead of physical meetings (IBM, 2009a; Westergaard, 2009a). Every country has a national top management team, where the national director for e.g. HR refers to a HR director higher up in the GIE, referring to another higher up and so on.

The Danish branch of IBM, IBM Danmark A/S, was founded in 1950 and is the largest IT company in Denmark. Today they have more than 4,700 employees and a revenue of almost 9 million DKK in 2008. In the end of the 1990s, IBM Danmark turned into a service business with the establishment of IBM Business Consulting Services and IBM Global Services generating around 50% of IBM Danmark's total sales. The Danish headquarter is in Lyngby, Sjælland, and there are additionally seven offices around Denmark. Since 2004, Lars Mikkelgaard-Jensen has been the national Managing Director in IBM Danmark (IBM, 2009f).

2. Diversity in IBM

Workforce diversity is not new to IBM, as they were one of the first companies worldwide to have diversity in the workforce – long before it was required by American law. The list below shows some milestones in the history of diversity in IBM, demonstrating how they always have been ahead of their time:

	Milestones in organisational diversity in IBM
1889:	Hired women before women were given right to vote
1914:	IBM hired its first employee with disability *– 76 years before the Americans with Disability Act*
1935:	IBM recruited its first professional woman *– 28 years before the Equal Pay Act.*
1953:	IBM's first written Equal Opportunity Policy called for equal opportunity in hiring "Regardless of race, color, or creed" *– 11 years ahead of the 1964 Civil Rights Act*
1983:	IBM included sexual orientation in their Equal Opportunities Policy *– as one of the very first companies in the word*
2005:	Protecting genetic privacy, IBM expands their Equal Opportunity Policy

Source: IBM

When IBM communicates about diversity today, it regards all business activities ranging from external relations, recruiting, personal well-being, talent management, business score cards to diversity in innovative practice etc. They have a written diversity policy which says that: *All business activities are conducted without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, or age* (IBM, 2009c) (enclosed in its full length in appendix 7). According to IBM, the two main points of the entire policy are:

- IBM do not tolerate discrimination and harassment
- Employments and advancements takes place solely on the basis of ability and talent

IBM has several tools for identifying and searching for knowledge throughout the organisation. Blue Pages is an employee directory that contains information on the profile such as technical skills, experience, interests, availability, titles, age and contact information. Fringe Contacts is a corporate directory and social network tool, where profiles are automatically generated via existing information from the Blue Pages directory, but furthermore it includes a social bookmarking tool, communities that they belong to and blog entries. Small Blue is a social network analysis tool that works as an automatic information analytics suite that visualises social networks and knowledge availability through scans of all online activities, such as email correspondences, chats, online documents etc.

To IBM Danmark, the diversity policy is the same as in "global IBM", but due to national differences in terms of history, precedence, religion, culture etc. there are undeniably differences in practice between the different countries. In IBM Danmark, e.g. black people have never been an issue as seen in USA (Westergaard, 2009). In 2006, IBM Danmark won the MIA Price, which is a yearly price given to Denmark's most diverse organisation. According to the jury, IBM Danmark received the price because they "dare to say out loud that diversity and equal opportunities is not just about supporting minorities, but also about making the organisation competitive in a market that, now more than ever, asks for innovation" (MIA prisen, 2009). Among specific inclusive initiatives are (Westergaard, 2009b):

- Female IBMers serving as mentors in Denmark's Centre of Information on Gender, Equality and Ethnicity (KVINFO) for immigrant women.
- IBM and the Junior Chamber cooperate and help non-ethnic Danes getting a job.
- Initiatives are taken to get more girls and women interested in IBM, such as the "What Women Want" event and the "Technology and Girls" program.

2.1 Diversity and innovation

Using diversity strategically in the innovation practices in IBM was put on the agenda some years ago. In July 2008, senior leaders across IBM laid out a new "diversity charter" for a diversity strategy to help safeguard the continued viability and growth of IBM on a global scale. This charter is presented as Diversity 1.0, Diversity 2.0 and Diversity 3.0, which are three strategic milestones for working with diversity as an innovation enhancing opportunity. Diversity 1.0 began in the mid-20th century, where the focus was on a policy on equal rights and respect for everybody. Diversity 2.0 took place in the 1990s, and had focus on eliminating barriers and understanding constituencies and differences between them. As a part of Diversity 3.0 IBM revalidated their diversity competencies and integrated diversity into every development, evaluation process and restructuring programs. Three new values were linked to the diversity work, developed by the employees themselves (IBM, 2009b):

- Dedication to every client's success
- Innovation that matters – for our company and for the world
- Trust and personal responsibility in all relationships

"[Diversity 3.0] is the point where we can take best advantage of our differences – for innovation. Our diversity is a competitive advantage and consciously building diverse teams helps us drive the best results for our clients" (IBM, 2009b).

3. IBM's innovation practice

During the last 15 years, IBM has been the leading company in terms of IT-research, and the organisation has around 4,500 employees who are dedicated only to research and development. Moreover, IBM has more than 44,000 active patents globally and the number of "non-IT" patents, such as organisational development, solutions and business processes, are increasing (Quitzau, 2008b). They usually have several innovation activities going on simultaneously. The innovation practices most often involve internal resources, in terms of employees across departments, competences and geography – as well as external resources such as customers, business partners and educational institutions (Quitzau, 2008a).

Examples of IBM's innovative projects are:

- "Let's build a smarter planet", where IBM's vision is to begin an open dialogue about how integrated technology and intelligent systems can benefit the global population (IBM, 2008).
- In corporation with Energy Australia, IBM has recently taken a "Sustainable Energy" initiative based on the fact that every year, grids around the world lose enough electricity to power India, Germany and Canada all together (IBM, 2008).

IBM mainly operates with web 2.0 technologies, which is the second generation of the first kind of internet, which is moving away from static web pages to dynamic and shareable content and social networking. Web 2.0 can also be used to pull together knowledge and competences in virtual rooms (Quitzau, 2008c). IBM has developed a large number of collaboration spaces like wikis, blogs etc. and Lotus Connections is IBM's commercial "social software suite" used internally as well, featuring the following tools (Quitzau, 2009): Profiles to find experts and the right person; Blogs to publish something, share ideas and information; Dogear to share bookmarks and share knowledge; Communities to find persons who do the same as you; and Activities that help taking the projects "out of your inbox".

The illustration below shows some of IBM's innovation activities placed in relation to the innovation phases (in the top), in relation to involved parties (to the right) and the web-technologies used to develop the activities (in the bottom):

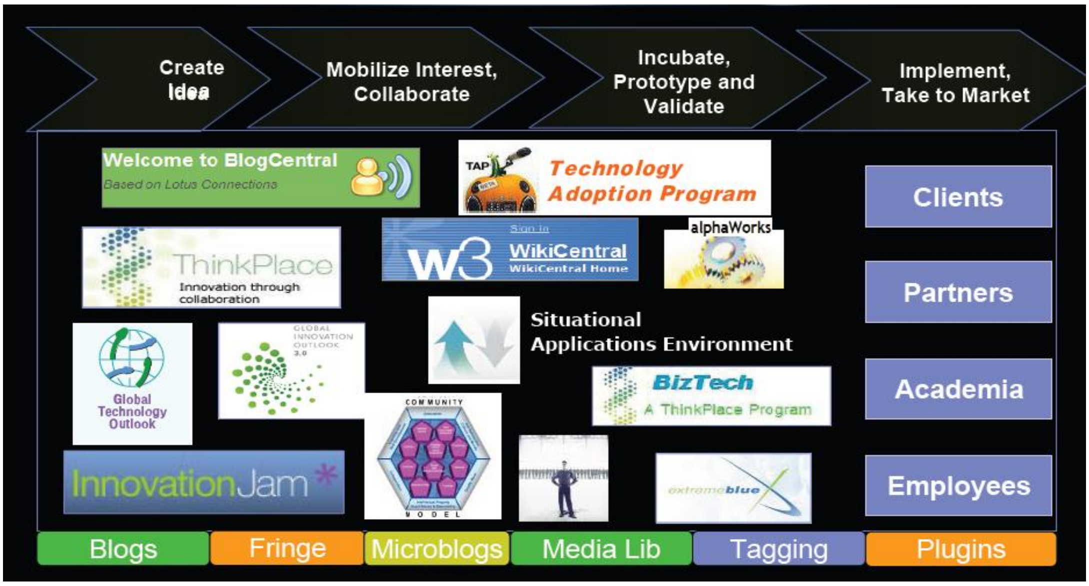


Figure 3: IBM' web 2.0 technologies for innovation. Source: IBM

IBM's innovation activities take place at various business areas, such as development of e.g. new services and software and they have created a number of web portals with the aim to increase innovation.

Sum up

The aim with this chapter was to provide an overall understanding of IBM and some of their central business areas. These areas are what we will look deeper into in the analysis of how IBM embeds, manages and uses the potential of having diversity in the organisation.

CHAPTER IV *Theoretical framework*

The aim with this chapter is to establish a theoretical framework for our case study that can support our analysis and answer the research question. Building on Mannix and Neale (2005), we argue that diversity in an organisational context can be viewed from two different theoretical approaches, which cover the optimistic and the pessimistic view. As we will study the case of IBM, where organisational diversity is used as a business case in the innovative practices, we find it appropriate to lean on an approach that emphasises the positive link between diversity and innovation, and hence we apply an optimistic and knowledge-based approach throughout the thesis. However, we find it relevant to shortly examine the pessimistic approach, as it might help us to better understand and analyse our empirical observations.

First of all, we will examine what diversity is and how it is constructed. Then we will shortly review the pessimistic approach to organisational diversity, and afterwards turn to our theoretical framework of the research – the knowledge-based and optimistic approach, which is centred on the theoretical fields of innovation, knowledge and diversity management.

1. Understanding diversity

Many theorists have given their suggestions to what diversity is, and which dimensions, variables and layers it contains. Some scholars focus on the visual surface-level of diversity such as race, gender, age, (dis)ability etc., where the major focus is on discrimination and issues of equality and exclusion. Other scholars emphasise the more non-visual elements of cognitive diversity, as all the ways in which individuals can differ, and thereby allow for issues on e.g. knowledge sharing for being in focus (Mannix & Neale, 2005).

As we can see, the word diversity is used in theory to refer to many types of differences among people. According to Mannix and Neale (2005), who have mapped diversity research through the last 50 years, the most commonly used definition derives from Williams and O'Reilly, which states that diversity is ''any attribute that another person may use to detect individual differences'' (Mannix & Neale, 2005:39). The advantage of this definition is that it is broad and at the same time dynamic, meaning that it can include a relevant personal attribute in a given context. Another advantage of this definition is that it acknowledges the theoretical traditions of self-categorisation and social-identity theory (Tajfel, 1982; Tajfel, 1992), on which much diversity research is based, and which are the theoretical traditions we will apply in order to understand the *construction* of diversity.

We will get back to our definition of diversity later, but first we will examine the construction of diversity, where the creation of individual identity is fundamental, since diversity is seen as a social constructed process, where individuals identify themselves before they eventually (dis)associate themselves from/with others.

1.1 Diversity: Constructing personal identity

The use of the term diversity derives from social identity theory and from social psychology. According to these directions, we define ourselves from the identity dimensions we think we belong to (S. Justesen, 2000; S. Justesen, 2006b). These could be both primary and secondary identity dimensions, where the primary is e.g. women, homosexuals, American, old etc., and the secondary groups could be manager, single mother, boy scout, and middle class. One example of a model of such identity groups was made by Loden and Rosener, who in 1991 made a 'diversity circle' that shows the primary and secondary diversity dimensions:

Figure 4: Diversity dimensions from Loden and Rosener (1991). Source: www.gm.com

The inner circle represents the primary identity dimensions, which are human aspects that one cannot change. The outer circle consists of characteristics that can and do change throughout life. The important thing to notice here is that it is not just one or the other that makes a person unique - it is the unique *combination* of all these characteristics (Byrd, 1992; Loden & Rosener, 1991).

In order for an individual to decide whether he/she feels different or similar to others, he/she has to distinguish the categories. The personal identity is thus made on the basis of which groups, the first and the second dimension, the individual thinks he/she belongs to. When a human relates to the group characteristics, he/she becomes a member of that group and thereby creates his/her own identity, similar to that of the group. Only at this point, knowing where you belong and knowing yourself, you are able to distinguish yourself from others and dissociate or associate from/with them. This is how diversity is created (Tajfel, 1982; Tajfel, 1992; Turner, Brown, & Tajfel, 1979).

To exemplify the above, such two different identities could (though very simplified) be graphitised in the two identities A and B:

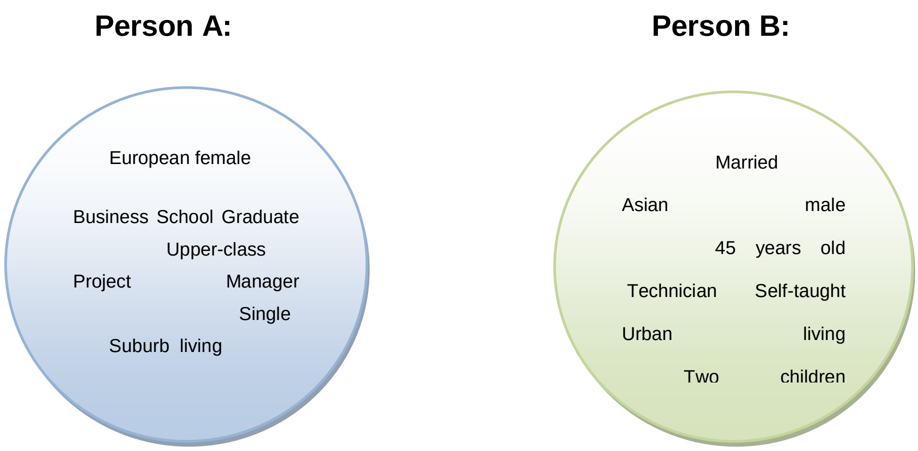


Figure 5: Simple illustration of two identities

Person A and B have different personal identities. One social group that A belongs to could be e.g. “single”, if it makes her feel different from e.g. “married”, which might be a group that B belongs to. This judgment depends on how A and B perceive themselves in relation to the other, and whether they feel dissimilar or similar to this other.

2. Pessimistic approach to diversity

As we have seen above, individuals construct their identity in a social context, where the self and “the other” characterise one another according to a social group in a mutual manner.

When looking at diversity in an organisational context, there are some remarkable theoretical characteristics of attraction to similarities and group preferences, which we refer to as the pessimistic approach to diversity, perceiving diversity without potential in an organisational context. We will shortly present this conflicting theory, based on social psychology and the theory on ingroup favorism and similarity of attraction theory, as it might be helpful for understanding the observations from IBM and provide a more reflected analysis.

2.1 Ingroup favourism

To understand how diversity acts in an organisational context, first of all, we need to understand how it manifests itself in larger settings such as in social groups. This is described by social psychologists by group preferences as “ingroup favouritism” (Campbell, 1988; Turner et al., 1979).

Ingroup favouritism has three different forms: 1) ingroup bias; 2) intergroup differentiation and 3) outgroup derogation. The first one occurs when an individual prefer their own group (ingroup), but remains neutral to other groups (outgoups). To include the example above with person A and B, ingroup bias would mean that individual A thinks higher of female project managers, but remains neutral to other occupations such as Asian technicians. The second form, intergroup differentiation, is practised by individuals who rate their own ingroup high and look slightly down on outgroups. With our example, this would mean that individual A prefer joining other Europeans and be slightly disparaging to individual B, because of him being Asian. Finally, outgroup derogation is characterised by individuals being neutral to their ingroups while being highly derogatory to outgroups. With this form, identity A does not necessarily think higher of Europeans, females or project managers because of them being so, but she does act highly derogatory towards individual B, simply because he is Asian, male or technician.

Outgroups are therefore rarely favoured in social contexts, meaning that social homogeneity, where all social groups are similar, is very likely to occur in larger social settings like e.g. organisations (Byrne, 1971; Turner et al., 1979). In the following we will look further into how this affects diversity in an organisational context.

2.2 Similarity-attraction theory

The similarity-attraction theory states that people are more comfortable when being around individuals who they perceive as being similar to themselves in what could be e.g. values, beliefs, interests or background etc. Socialising with similar individuals reaffirms people’s beliefs, and hence serves as a signal that future interaction will be free of conflict (Byrne, 1971).

Benjamin Schneider (1987) has proposed what he calls an ASA model to explain this behaviour in an organisational context, also referred to as the “homogeneity hypothesis”. It suggests that the interactions among people define the nature of the organisation in terms of its culture, climate, structure and work processes, and employees therefore construct the organisation they act in:

> “My basic thesis is that it is the people behaving in them that make organisations what they are. My thesis suggests that Kurt Lewin may have overstated the case when he hypothesized that behavior is a function of person and environment [...] My thesis is that environments are function of persons behaving in them”. (1987:438)

The essence of the ASA model is the processes of attraction, selection and attrition from organisations. These processes will result in a reduced internal organisational diversity over time, because of individual preferences for similarity. Consequently, people who remain in an organisation will come to find themselves working with colleagues very much like themselves, because the “fit” is better (Schneider, 1987; Schneider, Goldstein, & Smith, 1995).

Research shows that this homogeneity is especially prevalent in top management, which tends to be more homogeneous than the rest of the organisation, because it is composted of relatively few people, who work closely together and therefore prioritise a smooth collaboration. Recruitment decisions are often not taken on the basis of what will serve the business performance the most, but rather on the basis of similarity-attraction as we saw earlier (S. Justesen, 2005; 2009).

3. Optimistic and knowledge-based approach

We have now examined some theoretical directions arguing that diversity in an organisational context does not allow for enhanced performance. We will now turn to an examination of the optimistic and knowledge-based approach that has a different focus and is centred on knowledge and on the positive effects that diversity of knowledge could have on innovation.

In the following paragraphs, we will examine some basic concepts of innovation, knowledge and diversity management, on which a knowledge-based approach is grounded, which is the overall theoretical framework applied throughout the thesis. Then, we will get back to the definition of diversity, and finally we will examine some theoretical approaches on how diversity is exploited in the innovation practices.

3.1 Diversity management

Overall, diversity management is about managing diverse employees and make them perform unaffected of their individual differences (Brandi & Hildebrandt, 2003). In this thesis, diversity management is therefore seen as the basic brick in every organisation that operates with a diverse workforce.

As we shall see later, knowledge is constructed through a social process of exchanging information. Because knowledge sharing is tied to social processes, it is essential that employees feel secure and are able to work unhindered, which is a personal but also a managerial concern that implies creating an open and tolerant diversity culture. The objective of managing diversity is therefore to heighten productivity by positively effecting the internal organisation (Brandi & Hildebrandt, 2003; Hagedorn-Rasmussen & Kamp, 2003; Jacobs et al., 2001). As Richard Rosenberg, former chairman in Bank of America, says: “Diversity has to be managed – it just doesn’t manage itself” (Sonnenschein, 1999:24-25).

There are two main approaches used in Danish diversity management theory. The *equal rights-based* approach and the *resource-oriented* diversity management approach (Nour & Thisted, 2005). The equal rights-based approach focuses on creating an organisation with equal opportunities and equal rights for everybody. It can be described as the first step for an organisation that wishes to actively use diversity. The second stage of diversity management is the resource-based approach, focusing on increasing diversity and understanding how to appreciate and utilise the individual’s unique competencies. Usually, the first step must be fulfilled in order to proceed to the next (Hagedorn-Rasmussen & Kamp, 2003; Nour & Thisted, 2005).

In relation to using the unique differences, it is argued that three basic principles of interaction practice are followed (DiStefano & Maznevski, 2000). The first regards an initial mapping of where the differences of employees are identified and described in a neutral and measurable manner. Secondly, employees must bridge, which means to communicate in ways that explicitly takes the differences among employees into account, in order for the right people and ideas to find each other. Then finally, by collaborating across differences, employees can integrate their new insights into productive results (DiStefano & Maznevski, 2000).

Organisations that do not manage diversity could experience disruptions and lower morale among employees, eventually leading to higher employee turnover (S.F. Jensen 2006). Literature argues that one of the most important places for demonstrating everyday respect for diversity is in communication. The managerial task is therefore to make communication reflect respect and tolerance for different others, demonstrate flexibility, show patience and also exhibit empathy in the way they communicate (Mayfield, 2009; Sonnenschein, 1999).

3.2 Knowledge

In this thesis, knowledge is defined as **a result of social interaction between individuals and the community they interact in, where information is combined with experience, context, interpretation and reflection**.

Though the concepts of knowledge, information and data are related, according to Thomas Davenport and Laurence Prusak, it is important to make a distinction between them, as the differences are fundamental to do successful knowledge work (2000).

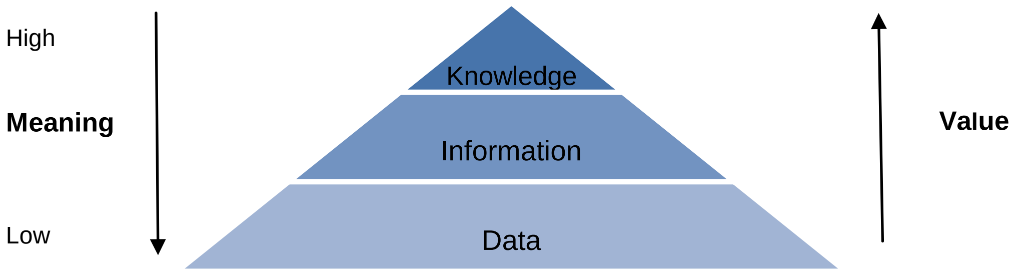


Figure 6: Illustration of the division between knowledge, information and data

Data is tangible, such as letters and numbers and isolated measurements without meaning that need to be understood in a context, to make sense. *Information* can be described as data that has been included in a context, and hence information is data that is endowed with a relevance and purpose. Information becomes *knowledge* when it enters the human brain (Gottschalk, 2007).

To understand the complexity involved in the processes of creating and transferring knowledge, it is crucial to address the notions of explicit and tacit knowledge. *Explicit* knowledge is also referred to as formal knowledge, and Nonaka and Takeuchi (1995) describe it as what can be communicated, processed, transmitted and stored relatively easily in the form of data, scientific formulae, manuals and such like. However, solely explicit knowledge will not encourage people to offer new ideas, because much innovation roots in the tacit knowledge (Nonaka & Takeuchi, 1995).

Tacit knowledge is referred to as informal or implicit knowledge that is personal and difficult to formalise, as it is rooted in people's actions, procedures, commitment, values and emotions etc. (Nonaka & Takeuchi, 1995). It consists of mental models[4] that are ingrained and taken for granted and is thus difficult to articulate. Michael Polanyi explains that "we can know more than we can tell", and hence he defines tacit knowledge as somewhat subconscious, and therefore people cannot communicate what they know with words, as they are not fully aware of it (Polanyi, 1997).

Individual knowledge: Knowledge domains

Susanne Justesen (2007) defines individual knowledge as something that consists of *knowledgeable identity domains*. The term "domain" is used to describe a specific area of knowledge and expertise of an expert system or a community of practice (Wenger, 2006). Each domain represents a unique set of perspectives (cognition and values) and heuristics (skills and abilities) that provides individuals with a certain way of understanding and solving particular situations or problems. Each individual therefore have multiple knowledge domains. An example of such different knowledge domains in company Y is illustrated below with group X:

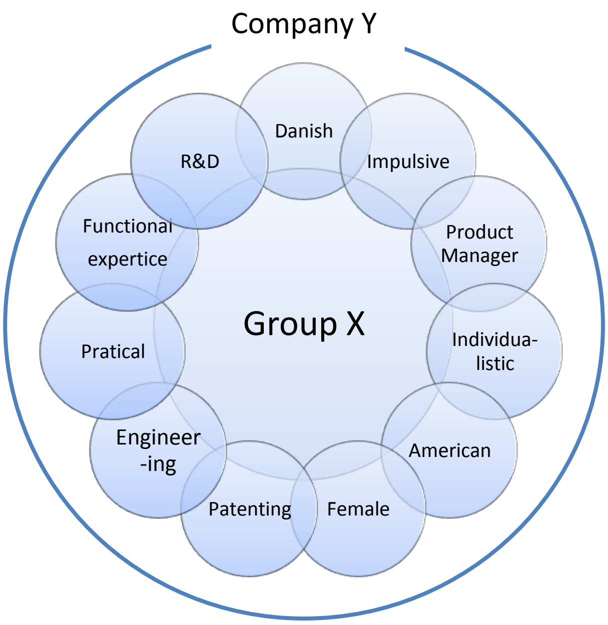


Figure 7: Illustration of a knowledge domain

[4] A mental model is an explanation of someone's thought process about how something works in the real world. Our mental models help shape our behaviour and define our approach to solving problems and carrying out tasks (Senge, 1990).

A knowledge domain is described as possible or latent knowledge, meaning, that individuals who hold it *could* choose to construct or activate it, depending on the person's "coating" or willingness to mutually interact in a given context. If two or more persons in a group have this willingness, they can use their perspectives and skills as part of the social knowledge sharing process of exchanging and combining knowledge domains (S. Justesen, 2007).

Knowledge as a social construction

For Nonaka and Takeuchi (1995), tacit knowledge is transmitted through social interactions where both tacit and explicit knowledge is shared. Making personal (tacit) knowledge available to others is the central activity of the knowledge and innovation creating company. If an organisation wishes to benefit from tacit knowledge, this knowledge must be elicited, shared and codified into explicit knowledge. It is therefore indeed relevant that organisations create a knowledge enabling context that inspires people to take part and actively participate in this socialisation process (Brandi & Hildebrandt, 2003; Jacobs et al., 2001).

The term *knowledge management* comprises a range of practices used in an organisation to identify, create, represent, distribute and enable adoption of knowledge. It can be defined as an organisationally specified process for the knowledge of employees, in order for other employees to make use of it – and thereby be more effective and productive (Alavi & Leidner, 2001). However, it is important to underline that managers cannot force knowledge creation or sharing to happen, but they can facilitate and encourage collaboration and a culture that values knowledge from many different sources (Irick, 2007).

3.3 Innovation

Today's knowledge-driven economy affects the innovation practices and the approach to innovation. Innovation is not any longer solely based upon research (technology-push theory) and interaction between external actors, but is now highly dependent on the current social network theory of innovation, where knowledge plays a crucial role. Whether it is a development of a new product, process or service, innovation is concerned with going beyond the realms of existing knowledge and developing new knowledge and insights (Hislop, 2005; Nonaka & Takeuchi, 1995).

Through this paper, we define innovation as something that happens when **different knowledge is combined in new ways and when this combination results in a new and valuable practice**. Innovation can either be incremental (to optimise an already existing product, service etc.) or radical (a totally new product, service etc.), and innovation in companies can take place at all levels and in every unit of the organisation, thus not just in e.g. the R&D department.

Creativity

Creativity is highly connected to both knowledge and innovation, in that creativity does not exist without relevant individual knowledge and experience, and because innovation is the successful implementation of these creative ideas within an organisation (Amabile, R. Conti, & et al., 1996; Leonard & Swap, 1999). The following table shows the connections/differences between creativity and innovation (David, 1998):

Creativity involves the process involved in generating ideas...	... whereas innovation is the sifting, refining and more importantly the implementation of those ideas.
Creativity needs divergent thinking[5] to encourage the generation of creative ideas...	... while innovation needs convergent thinking to reach the synthesis of those ideas, solutions and operations.
Creativity is solely concerned with the generation of ideas...	... while innovation aims at implementing those ideas.
Creativity does not have to be linked with a business' financial benefit...	... innovation, on the other hand, generates financial values for businesses.

As seen above, creativity and innovation are located and achieved at different stages of thinking, it leads to different results and they offer different business relevance. This viewpoint is acknowledged by Amabile et al. who suggest that:

> "...creativity by individuals and teams *is a starting point for innovation*; the first is a necessary *but not sufficient* condition for the second". (1996:1155)

Diversity

As we saw earlier, diversity means that people differ from each other – whether that is physically or cognitively. The scheme above shows that creativity needs divergent thinking, meaning that people think differently and is ready to challenges each others' views, and therefore organisational diversity is connected creativity and idea generation.

[5] Divergent thinking is a thought process used to generate creative ideas by exploring many possible solutions. It is often used in conjunction with convergent thinking, which follows a particular set of logical steps to arrive at one "correct" solution that do not require significant creativity.

Therefore, it is also less likely that a homogeneous team, where everybody thinks the same, come up with innovative solutions, as they most often will be “reproducing” the past: *We know what worked last time, so let’s continue with that*, but they would most likely work faster and be more efficient, because people agree on working styles, methods, techniques etc. On the other hand, a heterogeneous and diverse team would, by virtue of their different knowledge and viewpoints, come up with new and creative solutions, though it might take longer time to get to a result (Gratton, 2007; S. Justesen, 2009; Leonard & Swap, 1999).

The innovation process and practice

When talking about creativity and innovation, it is useful to distinguish between innovation *practice* and innovation *process.* The study of innovation processes focuses on how and why innovations emerge, develop, grow and terminate and is hence as sequential process (Salomo, 2005). There are slightly different opinions on the steps in the process, but the overall concept of an innovation process looks as follows:

Figure 8: The Innovation process (inspired by Salomo, 2005)

In the initial phases, the need for creativity and diversity is high in order to create new ideas, concepts and solutions. This declines as the innovation process proceeds, where a need for coherence, homogeneity and efficiency is higher in order to actually implement the idea (Gratton, 2007; Leonard & Swap, 1999).

Contrary to the innovation process, innovation *practice* is not seen as a sequence, but rather an action that can be studied at all levels inside and outside the organisation. The innovation practice may or may not be situated in a formal innovation process (Carbaugh & Hastings, 1992; Von Hippel & Von Krogh, 2006). Leonard has described four different innovative kinds of practices: 1) Integrated problem solving across different cognitive barriers; 2) Implementing new knowledge in methodologies and tools; 3) Experimentation and 4) Importing knowledge from external networks. These practices create flows of knowledge, directing them into the organisational core capabilities (Leonard-Barton, 1995).

3.4 Defining diversity

As promised, we will now get back to a definition of diversity used in this thesis, which at this point is possible, in the light of our review of the theoretical fields of diversity management, knowledge and innovation. The definition of diversity is quite broad, as it includes all the knowledgeable dimensions that humans possess. What is essential in our context, though, is that these differences are available to others, in order to make them enter into a social interaction process, where the knowledge is actually shared and used. Therefore, through this paper, diversity is defined as **availability and awareness of multiple and different knowledge domains.**

Even though individuals are different by nature, it does not imply that we automatically utilise our differences. By using this definition of diversity, we demonstrate that we lean on a knowledge-based approach, where individual knowledge domains must be used and activated in the innovative practice, in order to release its potential (S. Justesen, 2007; 2009). The table below demonstrates the width of diversity by dividing it into different categories. These categories are examples and by no means exhaustive. We have included the table, in order to give the reader some concrete ideas of the width in the diversity term as we use it in the thesis:

DIFFERENT CATEGORIES AND TYPES OF DIVERSITY
DEMOGRAPHIC DIVERSITY *Race, ethnicity, gender, age, religion, sexual orientation, physical abilities*
DIVERSITY OF TECHNICAL / FUNCTIONAL SKILLS *Education, functional knowledge, information, expertise, training, experience, abilities*
VALUE DIVERSITY *Cultural background, ideological background, beliefs, attitudes*
ORGANISATIONAL AND NETWORK DIVERSITY *Tenure or length of service, title, work-related ties, community ties, external business relations*
SOCIAL AND GROUP STATUS DIVERSITY *In-group membership, friendships, hierarchical level, collegial preferences*
COGNITIVE DIVERSITY *Cognitive styles, personality type, behavioural styles, motivational factors, thinking style*

Source: Modified after Justesen (2007) and Mannix and Neale (2005)

3.5 Exploiting diversity in the innovation practice

In our theoretical framework we argue that the value of internal knowledge sharing increases when organisational teams are structurally diverse. A structurally diverse team is one in which the members, by virtue of their different organisational affiliations, roles or positions, can expose the team to unique sources of knowledge.

Professor Dorothy Leonard's major research interest and consulting expertise is related to the management of knowledge for innovation and stimulating creativity in group settings (Leonard-Barton, 1995). Leonard uses the term "creative abrasion" which defines the process that occur when creative solutions are generated because people with different skills, ideas and values are put together:

> "Presented with an innovation opportunity, [many managers] hire or select intelligent people, throw them together – and expect creative miracles. Sometimes miracles do happen, but a randomly identified group of people is not likely to be especially creative". (1999:19-20)

Therefore, it is crucial to mix and combine team members deliberately. Leonard argues that "innovation occurs at the boundaries between mind-sets, and not within the provincial territory of one knowledge or skill base" (1995:64). Cognitive differences among people keeps them away from falling into habitual problem solutions, and instead people are forced to "go on cognitive compromises" (Davenport & Prusak, 2000).

Nonaka and Takeuchi (1995) use the term "knowledge creation" that refers to the capability of a company to create new knowledge, disseminate it throughout the organisation and embody it in new products, services or the like. To do so, managers should ensure variation of knowledge and allow for different assumptions to be challenged by other assumption, opinions, approaches etc. In practice, however, this is often a challenge, because variation also brings along complexity and even conflicts – also called "creative chaos" (Nonaka & Takeuchi, 1995), "intellectual disagreements" (Davenport & Prusak, 2000) or "creative clashes" (Leonard and Swap, 1999), which in many cultures is associated with negative emotions that are counterproductively.

Susanne Justesen expresses it this way: "Innovation hurts!", which very clearly indicates that innovation is not an easy task (2009). One of the biggest managerial issues is therefore to facilitate creative conflicts, and avoid personal clashes and disagreements, yet, it might not always be easy for a team leader to judge whether a conflict is personal or creative. And sometimes is better to compromise diversity by upholding a quiet atmosphere in the team, if the team for instance needs to conclude on something or move ahead quickly (Leonard & Swap, 1999).

Challenging the team composition

The practice of creative abrasion is connected with the practice of "challenging knowledge domains", which derives from Susanne Justesen (2007). Justesen argues that in order to make teams innovative, knowledge domains should not only be combined, they should also challenged. Challenging means that people's ingrained assumptions are combined in *new* ways, and to do so, both the overall diversity categories (from the scheme above) as well as specific knowledge domains should be considered when composing teams (S. Justesen, 2009; S. Justesen, 2007; Leonard & Swap, 1999).

Composing teams is thus a selective managerial process, where different backgrounds, ideas, perspectives, experiences, skills, behaviour, personality type, group membership, age and culture etc. are well considered and deliberately put together. However, there is no general formula for *how* knowledge domains should be combined, as this "right" composition depends on the task, the character of the team and the specific phase of the innovation process (Gratton, 2007; S. Justesen, 2009; Leonard & Swap, 1999). For instance, if a task is to round off a project in two weeks, a higher degree of efficiency and convergence might be needed, instead of creativity and diversity.

Lynda Gratton (2007) found that the diversity of knowledge in a group (complexity) is related to innovativeness and productivity. A *low* group complexity leads to productivity and efficiency, yet no innovative practice, and neither does a group with very *high* complexity. Gratton's study revealed that a *moderate-to-high* level of complexity leads to productivity *and* innovation. Therefore, productivity and innovation is relatively compared to the level of diversity, and the manager's task is therefore to balance diversity and complexity in relation to the task

Yet, for the innovation practice to actually *be* innovative, the group needs to actively engage in the process, where management is needed in order for them not just to exchange knowledge domains with one another, which will result in an efficient but not innovative practice, but to make them challenges each other's ways of doing and thinking (S. Justesen, 2007).

Sum up

In this chapter we wanted to establish a theoretical framework for the case study. First of all, we did that by examining how diversity is constructed, and then by presenting the theoretical paradox in the perception of the potential of diversity, in both a pessimistic and optimistic approach. We concluded that, in this thesis, we will examine how the potential of diversity is positively explored in IBM, and therefore, we will apply a knowledge-based theoretical approach to diversity and thus an optimistic framework on our study based on innovation, knowledge and diversity management as well as theoretical approaches on how to exploit diversity for innovation. However, when it seems relevant, we will also take the opposing and pessimistic theoretical approach into consideration, in order to make the analysis more reflected and answer the research question more sufficiently.

CHAPTER V *Analysis*

As stated earlier, literature on the practical aspects of exploiting diversity in the innovation practice is a little-explored field in Danish literature. Therefore, we found it interesting to make a case study of IBM and analyse how they manage diversity, as we perceive them to be a unique case within this subject.

The analysis will be conducted in three parts, which reflects the empirical data from IBM as well as theoretical arguments, both highlighting three essential focus areas in exploiting diversity for innovation. These three issues are: Embedment of diversity in the organisation, management and systemisation of diverse knowledge, and the use of diversity in different innovation practices.

Using a case example where literature recurrently is enfolded, we aim at generating findings and suggestions for a general theory building (Eisenhardt, 1989). Such an approach allows us to jump iteratively between case data and literature, and dwell at every issue that appears relevant. But for the same reason, the analysis may also appear a bit scattered, and therefore, we will start out with a short overview of the three parts as well as providing an overall sum up in the end.

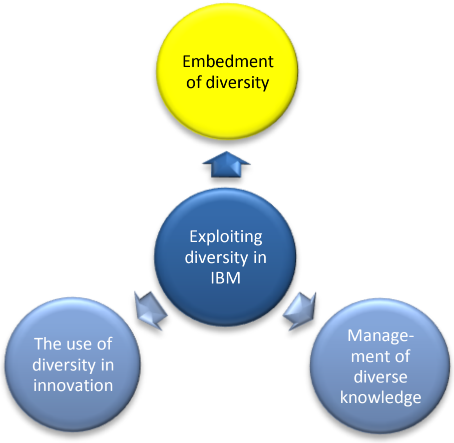
1.Presentation of the three parts

Part one: When we examined IBM, it became clear to us that they not just communicate about diversity, but they seem to have a corporate culture for diversity and for acknowledging its business potential as well. In diversity management theory we found that a strong focus on an open culture in the organisation is crucial in order to welcome diverse people and make them perform their best. Analysing this can therefore help to understand how diversity is *embedded* in the organisation, which contributes to answering the overall research question of how to exploit diversity in the innovation practice.

Part two: In the second part of our analysis, we will focus on IBM's management of the big amount of talented employees the organisation possesses. We will analyse their knowledge management tools and look into the function and possibilities of these tools, in terms of span in diversity categories that are searchable. Theory argues that making knowledge searchable and accessible is crucial in order to also apply and use the knowledge. Therefore, analysing how IBM *manages and systemises* their knowledge, should help answering the research question of how diversity is exploited to enhancing the innovation practice.

Part three: In the third part, we will analyse how IBM *uses* knowledge in the innovative practice, as both theory and data argue that the integration of diversity in work is the final and last steps in a successful exploitation of diversity. As the innovation practice differ in relation to the innovation task and process, we will analyse two kinds of innovation practices: Firstly, we will analyse how IBM facilitates corporate idea generation and idea evaluation through a set of web tools, and secondly, we will analyse how IBM facilitates the exploitation of diversity in teams and team collaborations.

Part one: Embedment of diversity



The first part of our research question is focused on how diversity is embedded in the organisation. IBM has a long history of workforce diversity, in fact, they were one of the first organisations to conduct an official corporate policy on diversity. Through the data collection it became clear to us that today, IBM not just have a policy on diversity – they also have a corporate culture for workforce diversity and for its potential of enhancing innovation. Therefore, we wish to examine how this culture is created, and how it contributes to an overall embedment of diversity in the organisation, which, also in theory, is said to be the first focal step towards exploiting the potential of diversity for innovation. The issues we will look at regard IBM's work environment for diverse people, their corporate policies and top management's engagement in diversity.

1. A tolerant environment

H.G Barnett (1953), former Professor at University of California, argues that the cultural context in which individuals operate affects the innovative productivity. Many theorists agree with Barnett that an organisation's culture is a critical factor for creativity and innovation, which can either promote or hinder innovation-enhancing behaviour (Ahmed, 1998; Andriopoulos & Dawson, 2009; Davila, Epstein, & Shelton, 2006). One thing is to have a culture that recognises a diverse workforce as a valuable resource; another thing is to make diverse people feel welcome in the organisation, which to a high degree depends on the work environment. According to Leonard and Swap (1999), a "diversity embracing environment" is one where all kinds of people feel well and comfortable, and where respect and appreciation for diversity is demonstrated in everyday situations.

In IBM, one could imagine that for instance interviewee A would feel excluded due to his sexual preferences, as he joins the IBM network for homo-, bi- and transsexuals. However, he expresses a total acceptance and freedom to express himself in the workplace:

> "To me, it is essential that I work in an organisation where I feel included and not need to worry about whether or not I should be open about my sexuality to my colleagues and customers." (Interview A)

Interviewee A's homosexuality does thus not hinder his performance at work:

> "It's all about one being able to be a whole person at work, and if I wasn't 100 percent sure that the organisation backs me and my background up, it would simply have a negative impact on my performance and my possibility to utilise my skills completely". (Interview A)

This perception of openness is strengthened by six face-to-face interviews in IBM Danmark made in 2009 (Vrang, 2009), that all express a feeling of a tolerant work environment, even though the interviewees where all somehow "different". IBM thus seems to be an embracing organisation, where the corporate awareness of diversity in IBM is reflected in a respectful atmosphere.

Research shows that if an employee does not feel free to act as an "entire" person, collaboration among employees will be hindered, because he/she has to hide different aspects of him/herself, hold back and will hence not render the most. Such a situation will affect four easily measured circumstances that are directly connected with the bottom line (S. F. Jensen, 2006): 1) Lower productivity; 2) difficulties in recruiting the most talented employees; 3) higher absence/illness among employees and 4) higher employee turnover. Therefore, it is vital that there is focus on performance instead of differences, so that employees freely can activate and utilise his/her knowledge, in order not to obstruct the innovative performance.

An email-interviewee says: "I guess that is one of the points of being an inclusive workforce; that I don't pay attention to those things, but instead is more concerned with the work that each person provides" (Interview B). He thus experiences that IBMers have focus on the task and work instead of differences. The fact that IBM has received several diversity awards, including the MIA Award for being a diversity friendly workplace, supports that case is.

Now, how does IBM practically embed diversity and make employees feel included and welcome? What seems to be very important to IBM is the virtual environment, employee's possibility to give feedback, mentorships and making employees feel welcome.

1.1 Virtual environment

In the article, "Nature of virtual teams: a summary of their advantages and disadvantages", Bergiel et al. (2008) propose that equal opportunities in the workplace actually are enhanced when employees do not work together physically, but instead work online and virtually. They argue that e.g. physical disadvantaged employees gain easier access to the virtual workplace than to a physical office, and hence virtual teams discourage e.g. age and race discrimination, because the performance management primarily is based on team members' productivity and not on any physical issues (Bergiel, Bergiel, & Balsmeier, 2008).

Statistics reveal that about 50 percent of the IBMers are mobile workers, and this fact could therefore be argued to enhance equality and a tolerant environment. But also IBM's use of "Virtual World Guidelines", argues a consistency between the tolerant office as well as virtual environment. An extract from it goes:

> "IBMers are encouraged to engage, to learn and to share their learning and thinking with their colleagues (...) As we do so, our best guideline is to approach virtual worlds in the same way we do the physical world – by using sound judgment and following and being guided by IBM's values and the Business Conduct Guidelines". (IBM, 2009d)

Therefore, that IBMers are highly mobile and the fact that they make guidelines for such virtual work seems to be a way to embed diversity in the organisation, not just physically but also in virtual surroundings.

1.2 Feedback

IBMers can give critique to the management via a number of online feedback tools. One such feature is the discussion board/comment field that is attached to almost every page at IBM's intranet, enabling employees to comment and respond immediately on new incentives, news, topics, etc. (Quitzau, 2009). Also IBM's Diversity 3.0 strategy, which is the latest step in their new diversity policy of implementing diversity even more actively in the innovation practice (see case presentation), is a tool for feedback. The strategy is communicated to the employees via a well-used portal at the intranet that features e.g. different real time chat rooms and employee videos (Westergaard, 2009). Here every IBMer, both employees and managers, can discuss and debate diversity topics. According to the German diversity specialist, Michael Stuber (2008), such feedback functions between employees and the top is a crucial issue for employees to participate in the inclusion of diversity. Feedback possibilities are a way for every employee to take part of the bottom-up practice of flourishing diversity in the organisation, and hence strengthen the embedment of diversity.

1.3 Mentorship

Another way employees are included in IBM's open culture is via the use of mentorship arrangements for new employees, where the employee gets introduced to the organisation and the mentor learns about the mentee, in order to help him/her to for instance participate in activities that are appropriate to him/her (Quitzau, 2009; Klitgaard, 2009). According to theory, such mentorships ensure that employees get integrated much faster as they, through the mentorship, have insight knowledge of the organisation, its visions and policies. This is an important issue in diverse organisations, where all kinds of working methods, people, situations, areas reign. When establishing these relationships, it is not just the employee who learn about the organisation, but also the mentor discovers which unique domains this person possesses (Brandi & Hildebrandt, 2003; Sonnenschein, 1999). IBM's use of mentoring is thus a way to facilitate the embedment of the new (and different) employee from the start, by creating a quick connecting between the employee, manager and organisation.

1.4 Employee groups and networks

Facilitating the open and welcoming environment in IBM seems to be done as well in their use of "constituency groups". A constituency group in IBM is a group of people who share a number of characteristics, such as e.g. GLBT (gay, lesbian, bisexual and transgender), ethnic minorities, people with disabilities etc. The groups are officially constituted in the global IBM meaning that they all act globally across IBM with economic support to their activities (HR Management, 2009; Lavlund, Szpirt, Seier, & Brandbjerg, 2007; Westergaard, 2009a). IBM's focus on constituency groups began in the 1990s, where IBM aimed at eliminating barriers and understanding regional constituencies and differences between the constituencies (see case presentation, Diversity 2.0). Along with these groups, there are about 200 employee-initiated IBM diversity networks around the world.

Historically, constituency groups in organisations were made to accede to non-discriminative initiatives, but today, the method helps new and maybe diverse employees to feel included in the organisation. Some literature argues that it does not make sense only to concentrate on single groups within the organisation, if the organisation wishes to be diversity friendly, as there will be too much focus on being an "outsider". Instead the organisation should focus on the entire organisation as a diverse whole (Brandi & Hildebrandt, 2003). Such negative grouping is what we saw in the ingroup favourism theory (Turner et al., 1979), arguing that people who are a part of outgoups are not accepted by other ingroups.(Jacobs et al., 2001) However, others suggest that there is a risk in focusing too much on the organisation as a whole, because the concept of *diversity* and *differences* might lose its grip on the minorities and the critical issues that exist in an organisation (Jacobs et al., 2001). More importantly, being part of a constituency group can be said to enhance knowledge creation and sharing, as specific knowledge on e.g. physical disability might be useful for the development of e.g. a new computer product aimed at disabled users (Hagedorn-Rasmussen & Kamp, 2003).

Interviewee A from IBM says about his membership in such a group: “I get a large network across the organisation and I learn a lot about what is going on elsewhere in IBM”. He also states that the groups often function as business counsellors to e.g. the management on subjects that are related to the constituency. This tells us that these groups are a way to make employees feel included in the organisation, providing them with a sense of belonging and recognition, and additionally, the constituency groups help IBM to become more effective in reaching customers and employees in certain segments or markets, and thus exploiting the groups’ business potential.

2. Diversity policy

We have now seen how diverse employees are included in IBM through the virtual culture, mentorship, constituency groups and feedback possibilities. We will now look at how IBM relates to its own policy on diversity, to see how that could be a tool for embedding diversity in the organisation. An extract from IBM’s diversity policy says that: “The employees of IBM represent a talented and diverse workforce. Achieving the full potential of this diversity is a business priority that is fundamental to our competitive success” (IBM, 2009c). As the quote indicates, IBM not just practices a policy on equality and non-discrimination, the policy is also strongly linked to talent and business potentials. As we shall see, this is done by communicating the policy thoroughly, decentralising responsibility and recruiting on behalf of the policy.

2.1 Written down and well-communicated

When IBM gives advices to organisations that wish to work strategically with diversity, one of the issues they stress is that the policy is written down:

> “The diversity policy must be written down and exposed for the employees in the form of a set of “rules of the game”. Diversity in the work place is only consolidated, when we put up some rules on how to treat each other”. (Westergaard, 2009b)

The diversity policy is easily found on IBM’s homepage, and is often included in external communication, such as job-ads (IBM, 2009e). As Westergaard further states: “Organisations must keep articulating diversity. Step one is to have it written down in a policy and step two is to keep talking about it” (Westergaard, 2009b).

IBM’s approach to having a well-communicated diversity policy is supported in various literature, suggesting that the corporate attitude to diversity is reflected in communication

(Stuber, 2008). This includes both internal communication, such as appropriate internal language norms, but also external communication, such as product and corporate PR, sponsoring or promotion. Communicating policies properly assures that everyone in and around the organisation knows about and meets the policies, and thereby contribute to mainstream and implement it in the organisation. If policies are not communicated meticulously throughout the entire organisation, it is worth nothing, and the culture towards diversity will not move in a positive direction (Sonnenschein, 1999).

Also IBM's organisational values are directly connected with their diversity attitude (Lavlund et al., 2007). When taking IBM's size into consideration, quite uniquely, these values were created by the IBMers themselves at a "Value Jam" on the intranet in 2003, with 50,000 IBMers attending. This makes the values applicable to all kinds of employees, by not deriving solely from top management. Core values cover many areas that an organisation value and find important, and they can be said to be the guiding principles of an organisation. Values often have a high influence on the culture of an organisation, as they usually are viewed as overall long-standing organisational beliefs (Business Definition, 2009). IBM's approach to implement the diversity policy in their core values is supported by Brandi and Hildebrandt (2003), who argue that it takes a long time to implements a diversity attitude in all levels of the organisation, but incorporating it directly in the values, optimises the process.

By writing down and communicating their diversity policy in these ways, it could be argued that there is a higher possibility that IBM's corporate intentions are flourished and embedded in the entire organisation faster, with values automatically reflecting the diversity in the organisation as well.

2.2 Decentralised responsibility

In IBM, every manager has a responsibility for the diversity policy to be sustained and uphold. All the interviewees seemed to be familiar with the policy, which might be due to the fact that every manager and leader in IBM is taken over the policy every year (Westergaard, 2009a). On the homepage it says: "Every manager in IBM is expected to abide by our policy, and all applicable laws on this subject, and to uphold IBM's commitment to workforce diversity". (IBM, 2009c)

This is also argued in literature, which proposes that the responsibility for releasing the potential of diversity lies in every single person involved with and in the organisation (Brandi & Hildebrandt, 2003; S. Justesen, 2008). According to Jacobs et al. (2001), middle managers have a special responsibility, because they function as liaisons between the top and the bottom management of the organisation, and because they usually have hands on the recruitment process of new employees. Their job, in this context, includes both practising the organisation's vision and policies, and at the same time deal with everyday tasks and challenges that occur when being in the middle of a diverse organisation.

Such as decentralised responsibility was confirmed when we independently asked Klitgaard, Quitzau and Westergaard about who is responsible that the policy is followed. All of them confirmed that the responsibility lies on everybody, everywhere – from the lowest team leader to the highest. It is also supported in the fact that managers regularly are trained in how to manage diversity. And on their intranet, IBM has a huge Diversity Events database, where all kinds of information on diversity can be uploaded and used by others, including diversity-related materials from e.g. seminars, internal statistics or research (Westergaard, 2009a). So, overall IBM takes numerous initiatives to support, train and strengthen the diversity policy at all levels in the organisation, which helps releasing the potential of a diversity policy.

2.3 Talent-based recruitment

As we know from similarity-attraction theory, humans are naturally attracted to people who are similar to themselves (Byrne, 1971). Often, specific identity groups tend to arise within the organisation over time, because organisations attract, select and retain identities that fit in (Schneider, 1987). According to Justesen (2009), especially in the top management, there is a tendency that people are hired/promoted on the basis of "fitting in" with the rest of the management team, instead of being hired/promoted on their actual qualifications. She argues that, in order for diversity to find its way to organisations, recruiters must dare to hire dissimilar and "non-fitting" candidates, who have the guts to question the ways things are done:

> "... organizations need to become better at embracing the weird, the non-fitters and the noise-makers into their organizations - thereby making away with homogeneity both in and around the innovation process". (Assembly of European Regions, 2008)

Especially in HR activities, and thus in the recruitment process, efforts must be put on hiring the most talented people to uphold the diversity policy, and thus counteracting a homogeneous workforce (S. Justesen, 2005; S. Justesen, 2009).

From our study of IBM it is clear that they recognise different people as strong resources and a business opportunity, which is reflected in their recruiting approach:

> "IBM has long recognized that valuing a culture of diversity and inclusiveness is essential to how we attract and retain the best talents. In today's competitive global marketplace, we can't stand idle if we want our business to grow". (IBM, 2010a)

And from HR manager, Westergaard:

> "The type of employees that most effectively drives innovations is a diverse workforce (...) The best and brightest come with all kinds of characteristics – from gender, nationality and religion to colour and sexual orientation. It would be downright foolish for a business to deprive itself of really good people".

Therefore, it seems as if IBM practices a clear policy on only hiring people based on their talent and competencies, and nothing else. This is done by a range of initiatives, tools and channels in the recruiting process.

Recruitment tools and channels

A practical example of this is the recently launched recruiting campaign, "What Makes You Special", which indicates that diversity to IBM is *everything* that makes you to the person you are, which include almost every little thing (Westergaard, 2009b). At their recruiting portal at IBM's homepage, we reviewed a number of job-ads, and the following four lines recurred in all job-ads:

> "IBM is committed to creating a diverse environment and is proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status". (IBM, 2009e)

These lines correspond with their diversity policy, which demonstrates that they implement diversity already in the early recruitment phases.

The Danish Social Research Institute has made a research on Danish companies' management of organisational diversity, where they suggest some methods for the recruiting process. Reaching a wide group of potential applicants could be done by using new channels, such as new web portals, new magazines or new social networks for recruiting. Another step could also be to rethink and redesign job-ads, by e.g. encouraging people not to hide important information in the application, in order to attract a wider range of competencies, personalities, characteristics and knowledge (Hagedorn-Rasmussen & Kamp, 2003). This is what we see in IBM's job-ads and campaigns, which motivates all kinds of candidates to apply.

Besides traditional ways of reaching talents, IBM often makes use of mentor programs as a tool to get in touch with potential employees. For example, IBMers can act as mentors for a certain group of people relevant to IBM, either because the business sector is relevant, or because this group of people is under-represented in the organisation (Quitzau 2009, Klitgaard 2009). According to Brandi and Hildebrandt (2003), mentoring implies that an organisation provides mentorship to certain groups of people that they would like to hire, collaborate with, attain knowledge about or the like. In this way, both the mentor and the mentee get a better experience and insight in a given field. As Norsström and Ridderstråle from the book Funky Business puts it: "Leaders must create forcefields – magnets that suck in talent, rather than having permanent employees sucking up to them" (1999:184). By using mentor programmes in IBM, the mentee heightens the knowledge about IBM and the mentor brings back new knowledge to the organisation, but more important in this context, the interest for IBM in a certain specific field could be increased.

To sum up, it is arguable that IBM automatically will get all kinds of people into the organisation, which both could be Chinese, disabled, homosexual or elderly. This is due to the fact that they only hire the best, no matter who that is, which corresponds to their diversity policy on recruiting the most talented regardless of differences. And doing so, the homogeneity in the organisation is challenged and suppressed.

3. Diversity from the top

We have now seen how IBM embeds diversity on their organisation by creating a tolerant work environment and by thoroughly communicating and practising the diversity policy. Surfing the homepages of IBM, also managers, directors, vice directors etc. appear with quotations on the diversity policy and on how they manage diversity. At a first glance, one could regard it as quite superficial, however, it appears that IBM strategically makes an effort in involving top management in diversity.

We know from various literature that diversity could enhance innovation, and if organisations wish to develop and be competitive, research and literature argue that the top management needs to imply diversity in their own management as well (S. Justesen, 2005). However, a 2005 research by Justesen revealed that Danish top managements tend to be highly homogeneous, which is supported by a 2002 study by the Danish business magazine, Børsens Nyhedsmagasin, revealing that 90 percent of the Danish top managers are recruited by the same seven head hunters (the elite of Danish head hunters) (S. Justesen, 2005). This obviously does not increase diversity in the top.

The situation might be explained with Schenider's homogeneity hypothesis, telling us how specific identity groups will come to dominate the organisation over time, because organisations tend to attract, select and retain similar people (Schneider, 1987). Managers, who often work their way up to the top and have been many years in the organisation, thus tend to be even more alike the rest. But if the strategic top of the organisation is a homogeneous and one-track minded group, strategies will less likely take new and competitive directions. CEO Hans Christian Skov from The Confederation of Danish Industry (DI) says:

> "The biggest threat to an organisation is to have a homogeneous top management, where the managers are each other's clones. This is still the case in some companies, and they will not be competitive in the long run". (Brandi & Hildebrandt, 2003:58)

Westergaard explains that the top management in IBM Denmark strategically makes scorecards for diversity in the Danish locations, in order to measure the homogeneity/heterogeneity among the managers. She states that since 2007, IBM has made yearly compensation analysis and organisational adjustments in terms of gender diversity, in order to have more diversity in the top management. Moreover, in 2008, IBM joined the "Charter for more women in management", which the Ministry of Equal Rights has initiated together with a number of Danish companies and DI: "We have made a plan that says that for every man being promoted in IBM, one woman must be promoted as well" (Westergaard, 2009). To keep track of it, IBM uses a system that tells exactly the number of men and women represented at different job levels.

Corporate Leadership Council Washington found that the organisations that experience the most positive increase in diversity, and thus in different knowledge domains, typically have active and effective support from the top in the way they act towards diversity:

> "Senior executives must create the message that diversity is encouraged (...) At the majority of companies with successful track records, the CEO is directly involved, either formally or informally, in promoting events, holding diversity reviews with senior executives and linking the diversity strategy to the overall business strategy". (Kilian, 2009)

Top managers must actively demonstrate their willingness and take initiatives to promote the diversity attitude in the entire organisation, in order for everyone to have liability and trust in the diversity policies. Similarly, Laraine Kaminsky (2004), former Vice President in

Graybridge Malkam[6] , says that many participants who attend organisational diversity training often ask: “Did my boss attend this training as well?” (Kaminsky, 2004), which demonstrates that top management is to take actively part in the process of launching diversity, in order to establish legitimacy. This is furthermore in line with the research from the Danish Social Research Institute, revealing that the major practical diversity work is done top-down, where the main propelling actors are top management (80%) and HR departments (20%). In IBM, such a diversity engagement is also spurred from the top, as the initiatives of using scorecards etc. was taken by the Danish HR Manager and signed officially by the national CEO.

The top management initiatives made in IBM, are therefore a way for top management to clearly and expressively communicate their diversity attitude, and demonstrate that they wish to follow the official diversity policy, but it is also a way of actually increasing heterogeneity in the top and, hence, embedding diversity at all levels.

Sum up on part one

As mentioned, we discovered early that IBM has focused on creating awareness of work place diversity for many years, and as it also appeared crucial in theory, we wanted to analyse how it is done in IBM, in order to answer the research question on how organisational diversity is embedded in the organisation, which is essential for later exploiting its potential.

It seems essential to IBM to establish a strong and inclusive diversity culture, which applies at all levels in the organisation, from the highest to the lowest, and in their diversity policy. From the analysis we can derive a number of practical initiatives that facilitate the establishment of such an inclusive diversity culture in IBM:

[6] A Canadian diversity consultant agency

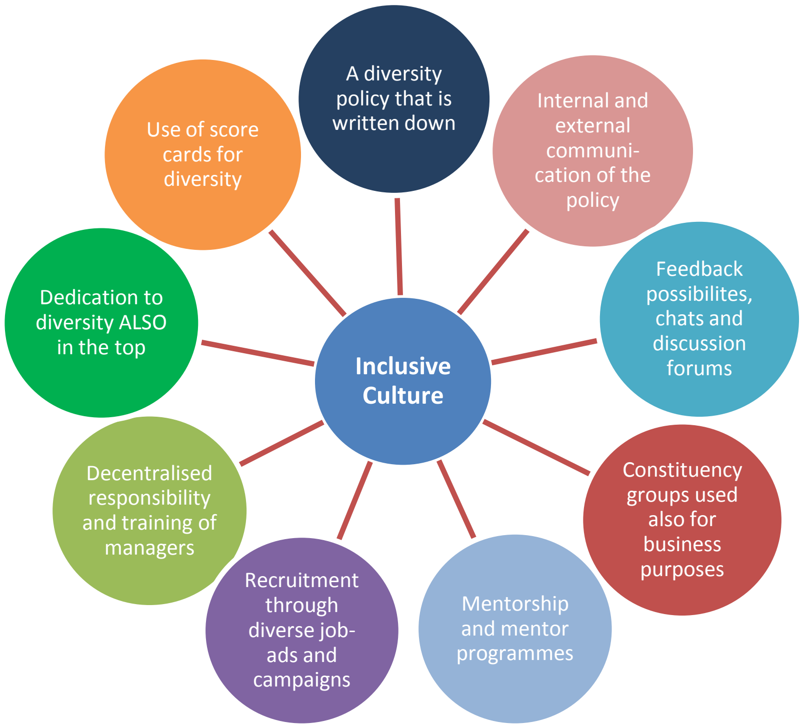
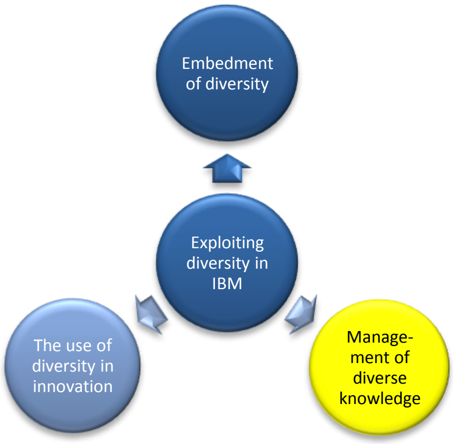


Figure 9: Initiatives contributing to a strong diversity culture in IBM

We found that IBM aims at using diversity as a strategic business opportunity for enhanced innovation, and the initiatives seen in the model above, seems to be the crucial initial steps in that journey. Creating this inclusive culture for diversity is a process that continuously is managed, evaluated and fostered both by employees, managers and also the top management, in order to continuously articulate the policy and keep track of the actual diversity. All of this makes the employees feel free to release themselves and act as entire persons, which positively affects the performance, in that they are not hindered in contributing in every aspect of their working life. In order to answer our research question on how diversity is embedded and how the inherent potential of organisational diversity is exploited in innovation, we thus saw that in IBM, the first step is to create an inclusive culture.

In the following we will analyse how IBM manages their human resources and knowledge, which is a central point in an organisation of a large scale, depending primarily on knowledge.

Part two: Management of diverse knowledge



In the first part of the analysis, we saw how IBM embeds diversity in the organisation by building and retaining a strong and inclusive diversity culture. We are now navigating in the second part of our analysis, where we will look at how IBM manages the huge amount of knowledge they have access to, because it both in theory and in IBM seems to be a crucial issue. IBM has several tools to manage and systemise knowledge, and we will analyse the function and potential of three of these tools, in order to determine how they influence IBM's possibilites to exploit the diverse knowledge in the innovation practices.

1. Knowledge management in IBM

Knowledge management refers to identifying and leveraging the knowledge in an organisation. Since knowledge most often resides in people's minds it is, however, difficult to manage and systemise. A study by Cranfield University revealed that the majority of organisations believe that much of the knowledge they need exist inside the organisation, but identifying it, finding it and leveraging it remains problematic (Cranfield University, 1998). But information technologies can be used to systematise, enhance and expedite large-scale knowledge management, and an organisation that succeeds in firm knowledge management is said to have a competitive advantage and high possibility for enhanced innovation (Alavi & Leidner, 2001).

However, how the "right" innovation team is constructed, depends primarily on the given task. The innovation process asks for different kinds of innovative practices and different levels of complexity, meaning, that some practices require a high level of creativity, idea generation and diversity, while others require cohesiveness, efficiency and homogeneity (Gratton, 2007; Leonard & Swap, 1999). Therefore, when searching for knowledge, diversity of knowledge might be crucial to identify. As Leonard and Swap puts it: "Managers are organizational designers. The composition of a group is as critical in creativity as it is for a choir. Can you imagine trying to sing Handel's Messiah with no baritones – or sopranos?" (1999:19). Hence, managers play a central role in selecting profiles and assembling teams, and according to Justesen (2007), innovation happens when knowledge from different knowledge domains is combined in new ways, and where this combination of knowledge leads to a new and valuable practice (e.g. product, process, service).

Through our study of IBM, we especially encountered three software tools that are used to identify and locate knowledge within the organisation. These tools seems to be representative both in what regards the capability of the tools, and the utilisation of them. The tools are based on highly elevated software, characterised by the fact that IBM is in the software business and thus have a large number of employees, who are dedicated to develop and facilitate their internal work processes (Quitzau, 2009). The tools are described in the following scheme:

Blue Pages	Fringe Contacts	Small Blue
Employee directory that contains information on the employee profiles such as technical skills, experience, interests, availability, titles, age and contact information.	Corporate directory and social network tool, where profiles are automatically generated via existing information from the Blue Pages directory, but furthermore it includes bookmarks, communities and blog entries.	Social network analysis tool that works as an automatic information analytics suite by visualising social networks and knowledge availability through scans of all online activities, such as email correspondences, chats, online documents etc.

Every new project begins with a project or team manager asking a Resource Deployment Managers (RDM) to select a certain amount of profiles/CVs for the given task. The RDM can then use one of IBM’s knowledge management tools to search for relevant profiles. The most talented for a certain project may be located e.g. in the Indian IBM department. The RDM selects some employees based on these searches, and handles the profiles to the team manager, who then makes personal interviews with the candidates in order to ensure that the recruiting is in line with IBM’s policy on only recruiting the most talented (Klitgaard, 2009).

We got the impression that managers put a great effort in internal deployment processes in IBM. This is supported by the fact that they have specific RDMers dedicated to assist project managers in assembling projects. When searching for profiles, they generally search across *all* IBMers all over the globe, which ensures that no potential candidates are overlooked. But in some cases, the client might have restrictions to the way the task is solved, for instance that only Danish resources are applied, to have lower travel expenses etc. (Klitgaard, 2009). In such a situation, the pool of talents is restricted, and other eventually more competent profiles are deselected, which might compromise IBM's own diversity policy on selecting only the best by looking at *everybody* (as seen in the first part of the analysis).

Below, we will go through each of the tools in more detail in order to get an insight into how they function and how they could be said to "map" IBM's internal knowledge, and which possibilities it gives managers when selecting profiles for tasks and new projects. We will also look at the specific categories that IBM has the possibility to detect, and analyse it with the limited amount of research that shows the degree to which different categories affect innovation. We find it useful to facilitate the analysis by referring to the scheme below, which is an example of categories of diversity (earlier presented in the theoretical framework), which gives an idea of the diversity categories that will be mentioned:

DIFFERENT CATEGORIES AND TYPES OF DIVERSITY
DEMOGRAPHIC DIVERSITY *Race, ethnicity, gender, age, religion, sexual orientation, physical abilities*
DIVERSITY OF TECHNICAL / FUNCTIONAL SKILLS *Education, functional knowledge, information, expertise, training, experience, abilities*
VALUE DIVERSITY *Cultural background, ideological background, beliefs, attitudes*
ORGANISATIONAL AND NETWORK DIVERSITY *Tenure or length of service, title, work-related ties, community ties, external business relations*
SOCIAL AND GROUP STATUS DIVERSITY *In-group membership, friendships, hierarchical level, collegial preferences*
COGNITIVE DIVERSITY *Cognitive styles, personality type, behavioural styles, motivational factors, thinking style*

Source: Modified after Justesen (2007) and Mannix and Neale (2005)

2. Blue Pages – Employee directory

As the name indicates, Blue Pages is more or less based on the principle of traditional Yellow Pages, and is used to look up specific skills and find the right people for a job or project. Blue Pages is entered directly from IBM's intranet and it contains information such as employee's professional title, contact data, skills, superiors/subordinates, experience, location and interests (see illustration below). These skills are rated in terms of how developed they are, such as one's ability to e.g. apply a risk analysis in practice, but also more traditional skills, like language skills, are rated (Charman-Anderson, 2008; Klitgaard, 2009; Quitzau, 2009).

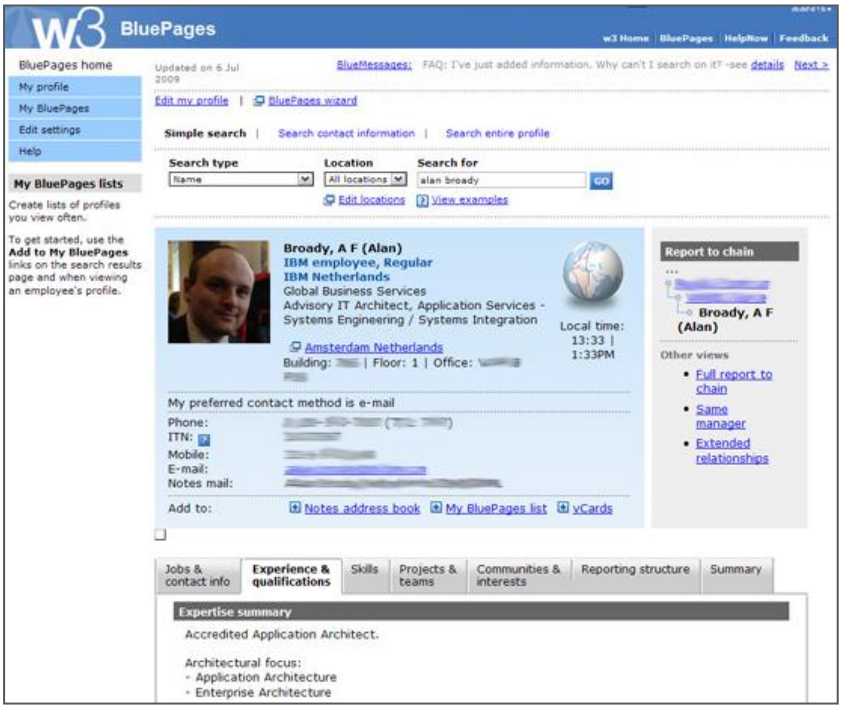


Figure 10: Illustration of IBM Blue Pages. Source: www.ibm.com

To keep Blue Pages up-to-date, registration in Blue Pages is obligatory for all IBMers, and they are regularly encouraged by their manager to update their profile and adjust or ad something if they e.g. have gained skills or changed their job during the year. However, an internal study by IBM found that 40 percent of the listings in the system have not been updated in the previous nine month period (Ward, 2008). Also Quitzau states that: “The discipline might not be equally high throughout the organisation (…) it depends on one’s work and one’s dependence on the information Blue Pages provides”. A consequence is, he explains, that a large amount of information is left unreported in the employee directive and hence not actively used when searching for profiles. “If one knows who he/she is looking for, this in itself is not a huge problem, but in a company of nearly 400,000 employees, finding the right employee for the right task is a challenge” (Quitzau, 2009).

2.1 Usability of Blue Pages

In our interview with Klitgaard, who works as a Resource Deployment Manager, she stresses an extensive use of Blue Pages when composing teams. As described earlier, Blue Pages functions as an employee directory that keeps track of basic information on employees, including e.g. age, gender and education, thus primarily demographic, technical, functional and some organisational diversity (see table on diversity categories). The potential of Blue Pages is that when a manager is to compose a team for a given project, he/she can enter Blue Pages and query the system with e.g. a top five of women candidates, who have leadership skills on level 8, with specific knowledge of this job, who are based in Europe. The database will reveal a number of employees who are available and who possess the requested competences (Klitgaard, 2009).

Østergaard et al. (2009) has made a study on diversity and innovation, which shows that diversity in *gender* has a positive effect on innovation. More specifically, the study revealed that an increased balance of gender is positive for the innovative performance. The most balanced firms (50-60% of same gender) are almost *twice* as likely to innovate, compared to the most concentrated firms (90-100% of same gender). Also *age* is revealed in Blue Pages, but here studies show that age has a clear negative impact on the innovative performance, if there is a huge widespread in it (Zajac, Golden, & Shortell, 1991; Østergaard et. al, 2009). *Educational background* is another search criterion that is highly in searches in Blue Pages (Klitgaard, 2009). Especially when mixing employees with different higher educations, it is found to increase the innovative performance in teams (Forsknings- og Innovationsstyrelsen, 2007; Østergaard et al., 2009). This gives Blue Pages credit, as it allows users to search for both type and level of education, age and gender – making it a knowledge management tool that to some extent could be used for innovative purposes.

Even though the information from Blue Pages is very usable, a whole range of information on *tacit* knowledge that the employee possesses is not provided, including e.g. values, beliefs, personality types and ideological background. According Nonaka and Takeuchi (1995), tacit knowledge is just as important to locate as explicit knowledge for the innovative practice, and Blue Pages therefore lacks some features to be fully comprehensible for innovative purposes. Blue Pages also seems to be a limited tool for mapping employees' *actual/present* knowledge – both in terms of merely storing explicit knowledge, but also in terms of keeping it up-to-date, which is not automatically done.

However, the features available in Blue Pages are advanced compared to traditional employee directives (Quitzau, 2009; Klitgaard, 2009). In 2006, IBM's intranet was selected as one of the year's ten best intranets by the Nielsen Norman Group[7]. Furthermore, as far as we are aware, Blue Pages is in a development process of becoming more connected to employee's

[7] A user experience research firm that advises companies on human-centred product and service design.

social activities. This means that social networking features, such as social bookmarking, is linked to the pages as well, and thus allows for mapping more precise kinds of knowledge (Charman-Anderson, 2008).

From the interviews in IBM, it seems as if they to a very high degree use Blue Pages, even though IBM has other and more comprehensive methods for locating additional and more precise knowledge, as e.g. Fringe Contacts, which is a more recent tool. The reason for this might be that Blue Pages reveals many kinds of useful technical and functional knowledge, and because it is a well established tool that IBMers know how to use.

3. Fringe Contacts – capturing tacit knowledge

It could be argued that IBM has overcome some of the limitations of Blue Pages, by developing Fringe Contacts. This tool can be defined as a parallel system to Blue Pages, as it automatically draws in key employee information from the Blue Pages profile, such as name, contact information and title, but also adds important additional features such as “people tagging” – which is the fundamental idea of Fringe Contacts (Quitzau, 2009; Ward, 2008). People tagging allows all IBMers to assign keywords (“tags”) that they find descriptive to a colleague. People tagging is thus a kind of bookmarking, where people marks each other with certain terms/topics/keywords (e.g. a doctor might have the tags “MD,” “surgeon,” “pediatrics,” etc.) and when you tag someone, they can tag you back as well (see illustration below).

If two people have been working together on a project about e.g. software for windmills, X tags Y on “windmill power current”, and Y tags X on “sustainable energy software”. People who tag other people can thus be viewed as a form of contact management, as the tags must be confirmed by the tagee in order to assure that the tags are accurate descriptions of their interest and expertise (Ward, 2008). This enables IBMers to organise their contacts into specific groups and annotate them with their own remarks. Moreover, it enables users to search for available knowledge through these tags and get an overview of who possesses what knowledge.

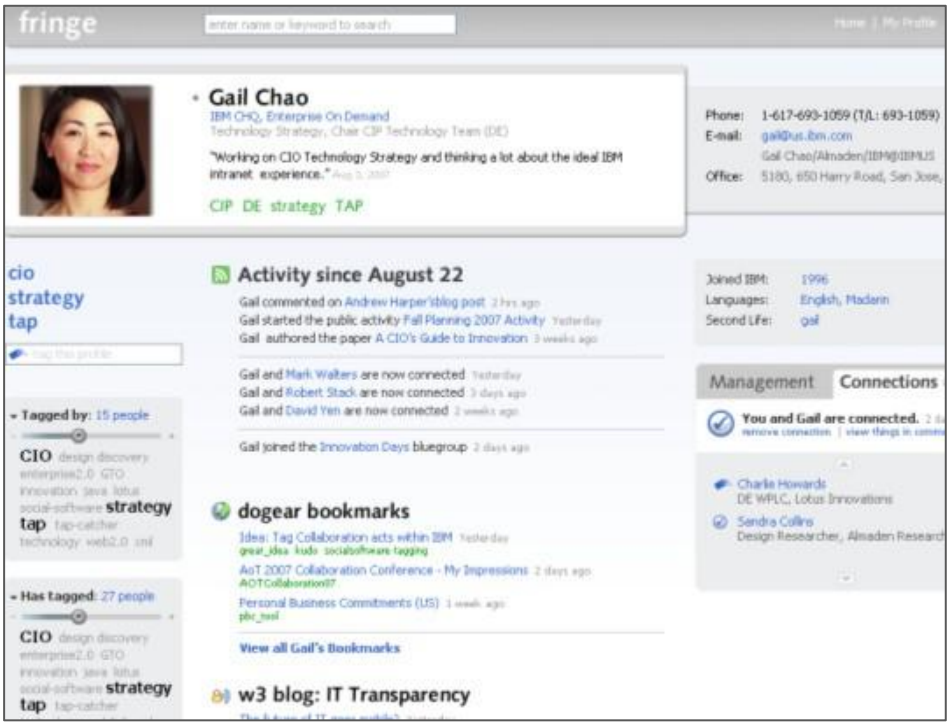


Figure 11: Illustration of IBM Fringe Contacts. Source: www.intranetblog.com

All IBMers automatically have a Fringe profile, and the system synchronises with the information from Blue Pages, which means that people not have to create a Fringe profile or type in data manually. Also IBM's social bookmarking programme, "Dogear" (see appendix 10), is automatically implemented in Fringe Contacts. Dogear provides a list of bookmarks one has stored in the browser, which allows other people to see what he/she is interested in or has expertise with. These bookmarks, which could concern e.g. wind energy, environment and conservation, is then pulled into and displayed on one's Fringe Contacts profile. A "cloud" of tags displays a summary of all the specific bookmarks one have and the different tags people have given you. This gives people an idea of what knowledge areas that are tagged the most, as a kind of objective rating system that indicates whether this person has a strong or weak knowledge on specific subjects.

3.1 Fringe Contacts' potential

As revealed, Fringe Contacts provides a nuanced picture of the organisation's internal resources, as it, apart from displaying information from Blue Pages, provides an overview of the degree of employees' expertise, interests, experiences and skills, and where this knowledge is located. Unlike Blue Pages, which mainly identifies demographic and technical diversity, Fringe Contacts identifies additional types of diversity like organisational and network diversity (e.g. work-related and community ties), value diversity (cultural background, attitude to different issues etc.) as well as social and group diversity (in-groups, friendships).

Professor in management practice at London Business School, Linda Gratton (2007) states that too many "strong ties" in a team, i.e. people who know each other well, can hinder the creative output, because high cohesiveness among team members will make them speak knowledgeably about the subject without questioning each other's views. On the other hand, solely "weak ties" within teams, where nobody knows each other beforehand, can cause a hindrance of collaboration due to timidity with strangers that may block the sharing of knowledge. A way in between, where one or a couple of the employees in the team know each other, is the most appropriate and valuable combination (Gratton & Erickson, 2007; Gratton, 2007).

Especially what regards social connections, Fringe Contact is useful for the innovation practice in IBM. Accessibility to information on social ties might be found in Fringe Contacts, as it has the social bookmarking function, which easily reveals who knows who, enabling IBM to adjust the strong ties in their teams. The bookmarking moreover reveals different kinds of knowledge, useful for creating complexity and diversity e.g. in the early phases of the innovation process.

What regards tacit and explicit knowledge, Alwis et al. claim that the creativity necessary for innovation derives not only from obvious and visible expertise, that is explicit knowledge, but from invisible reservoirs of experience, which need to get vitalised first, before using it in the innovation process (Seidler-de Alwis, Hartmann, & Gemünden, 2004). Fringe Contacts is a method to capture and dispose both explicit and tacit knowledge, as it provides users with *who knows what* (explicit), but equally important it provides a *who knows best* (tacit), which gives an immersed and hence more complete picture of one another. The fact that the tags are given by one's colleagues gives Fringe Contacts higher validity compared to Blue Pages, where the IBMer types in the data him/herself. Fringe Contacts can thereby also be said to depict the tacit knowledge which Blue Pages lacks, which makes it comprehensible to use when searching for profiles for innovative projects, where both knowledge types must be continuously exchanged.

However, it must be mentioned that from our interviews, it did not seem as if Fringe Contacts is frequently used when composing teams, which might be because it is a relatively new program (Quitzau, 2009)

4. Radical knowledge mapping tool – Small Blue

Apart from Blue Pages and Fringe Contacts, Quitzau introduced us to a tool called Small Blue. Small Blue functions as a social analysing tool, where software scans employees' blogs, e-mails, instant messages and all additional work executed online. By analysing these activities, the software draws conclusions about employees' skills and expertise by, literally speaking, drawing a map of connections between people who have knowledge – both explicit and implicit – within a given field. "Your competences displayed in your CV is one thing, but what is it that you *really* know something about?". The answer to this question, Quitzau says, can most often be found by analysing people's online activities. At the moment, IBMers must give their permission before their online activities are scanned. Below is an example of a graphic presentation of such a scan:

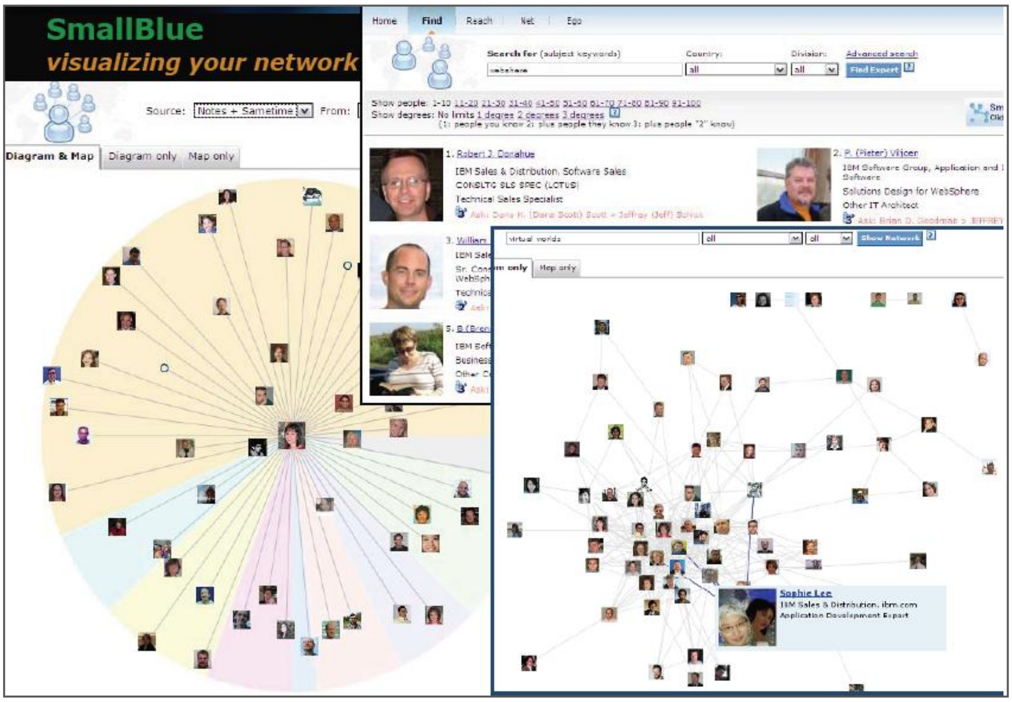


Figure 12: Illustration of Small Blue. Source: IBM

Mapping via Small Blue takes place automatically, without any manual action apart from giving one's permission, which is an advantage for IBM and for the credibility of the tool, because, as we saw with Blue Pages, only few IBMers update their personal information and knowledge statement regularly (Ward, 2008). The concept of a social network analysing tool has been continuously developed by IBM during the last decade, and is successfully used in most IBM departments (Quitzau, 2009). As it is explained on the Small Blue Research site, the tool:

> "Unlocks the business intelligence of your social network. Small Blue is an information analytics suite that automatically visualizes social networks, helps you manage and expand your social capital, enables you to find people with specific knowledge, and provides the shortest social paths to reach a person". (IBM, 2010b)

4.1 Searching for knowledge

As demonstrated in the following illustration, Small Blue has a "find" feature that allows IBMers to find the exact expertise, a "reach" function that enables them to discover who and what they have in common and a "net" function, which allows them to see the social network of the expertise. Overall, it allows IBMers to visualise specific social networks in the organisation and identify the shortest and most comprehensible path to find the right expertise across these networks.

Figure 5: A sample of IBM Small Blue. Source: IBM

Let's make an example: If X and Y has worked together on a project about windmill software, but none of them updated this information on Blue Page nor tagged each other on it – only X and Y would be aware of those two having this specific knowledge. But, if an IBMer needs to know something about certain topics, like e.g. software for windmills, using Small Blue, he/she can type his query word and then all IBMers' online traffic will be scanned/analysed, and he/she will get a graphic presentation of who in the organisation that knows something about this topic – and to what extent. Small Blue could thus be said to identify *who knows best*, but also *who knows who* in IBM by geographically mapping knowledge via social paths.

4.2 Mapping knowledge with Small Blue

In literature we recognised a field of theory on "knowledge mapping", which overall is about a systematic uncovering of resources within the organisation, making it easy to locate. Even though knowledge mapping has been studied for a while by organisational analysts (Applehans, Globe, & Laugero, 1999; Chung, O'Neil, & Herl, 1999; Weick & Bougon, 1986) and within business theory (Huff & Jenkins, 2002; Smart, 1998), only recently, organisations have started to discover and use the benefits of knowledge mapping. Literature on the field argues that knowledge mapping is a practical method to coordinate and simplify complex amounts of information and knowledge within organisations.

Through her work as a management consultant, Susanne Justesen (2009) has experienced that valuable knowledge often is wasted, simply due to lack of awareness of the multiple domains that reside in the organisation, or simply because employees and managers do not know *where* it resides. Justesen's objective to mapping goes beyond this traditional viewpoint, and is more in line with the definition of diversity used in this thesis **as awareness of and accessibility to more and different knowledge domains,** by stressing that mapping is a comprehensible method to identify, locate and dispose *all* available knowledge domains within the organisation and, not to forget, update them and make them accessible – which is necessary due to the fact that knowledge continuously is created throughout the organisation. (S. Justesen, 2007; 2009). This approach to mapping is reflected in Small Blue, as the mapping take place regularly which keeps it up-to-date. IBM's Small Blue identifies and maps all knowledge - including explicit and tacit knowledge, and the fact that Small Blue automatically captures knowledge make it a useful tool to ensure that no knowledge is "forgotten", hence, allowing for a more appropriate assembling of teams.

IBM perceives Small Blue as a ground-breaking invention that is highly useful to their organisations in terms of knowledge management and innovation, and believe that tools like this is the future direction in knowledge mapping (Andrews, 2002; IBM, 2010b; Quitzau, 2009). Gerry Falkowski, who has pioneered the use of social network analysis within IBM, has made an analysis of a virtual team, where he found some hidden strengths that could have been leveraged and some points where individuals and geographies were not fully involved, just because they were not aware of each other's knowledge (Andrews, 2002). Similarly, an early study of similar social network analysis tools (SNA) done by IBM, shows that such tools could have a direct influence on innovation:

> "SNA has also been shown to help clear the path for innovation, to make sure that there is diversity within informal and formal networks, and to help teams gauge how healthy and effective they are". (Andrews, 2002)

We know that diversity may lead to enhanced innovation, but it requires that the diversity in knowledge is used, which Small Blue may ensure by disposing also tacit knowledge, that is usually not displayed. Moreover, as Justesen argues, the knowledge must be challenged in order to become innovative, by combining different knowledge domains, perspectives and skills in new ways. Small Blue enables users to search for many kinds of diversity and complexity of knowledge for the teams, and can thus be said to enhance the innovation practice by allowing for a challenge of each other's knowledge.

Relying on the fact that *all* available knowledge must be located and disposed, Small Blue is not perfectly consistent, because the tool is not implemented in all IBM locations, including IBM Danmark, due to legislation.

5. Inadequacies in the knowledge management tools

As seen above, using Blue Pages, Fringe Contacts and Small Blue enables managers to consider a whole range of diversity categories. However, it seems as if IBM primarily uses the most basic ones, and selection of employees therefore often happens without regard for categories like e.g. differences on religion, handicap and sexual orientation, even if: "We wish to look like our customers, meaning that we would like "everybody" as customer and therefore also need to have "everybody" as employees" (Westergaard, 2009). If a team is to develop e.g. a new hardware for deaf people, they might find it beneficial to have deaf employees in the team, but composing for it could be difficult, as the information is not stored anywhere.

The same challenge seems to count for the access of differences in thinking styles (cognitive diversity). Research shows that groups with solely divergent thinking styles tend to be more productive in terms of new solutions and innovative results, contrary to solely convergent thinking groups that are more effective. This is important to take into account in relation to different phases in the innovation process, and the cognitive diversity category is thus just as crucial to the work process as any other explicit kind of diversity, even though it is not easy to map (Gratton, 2007; S. Justesen, 2009; Leonard & Swap, 1999). It seems as if IBM's RDM, Iben Klitgaard, recognises the value of having these different thinking styles in the teams, as she uses personality tests in the entry process in IBM. Doing so, cognitive diversity such as convergent/divergent thinking styles could be revealed. Yet, we only had vague signals about to which extent IBM passes this information from the initial personality test on to future deployment situations. Internally, it seems to be up to the single RDM whether or not to re-use for assembling teams, which might be a hindrance for setting the right team for the right task.

However, as Klitgaard strongly emphasises, such information on personality styles could be revealed trough the leader's personal acquaintance of the employees, which is supported by the way Justesen theoretically suggests and uses mapping in practice. Justesen propose one-to-one interviews which are argued to reveal all of these personal dimensions that are not identified elsewhere (2009). Klitgaard stresses that such personal acquaintance enables her to know when *not* to place two people next to each other due to useless negative clashes because they do not complement each other (Klitgaard, 2009). But she says that there is a huge difference in how many employees one leader is responsible for, which obviously have an impact on the leader's personal acquaintance of the employees. Due to the fact that IBM is a globally integrated enterprise, composing teams might often happen without any personal acquaintance of the employees, and once, Klitgaard says, a colleague was responsible for around 150 employees, obviously making it impossible to get to know everybody (2009).

> "You could never get to know that many people by person. Some of them have you never seen, as they are placed in other parts of the world. In such cases, you will have to lead only on behalf of their professional and technical knowledge".

In summary, personal styles and personal characteristics on e.g. thinking styles are not systematically stored, mapped and made accessible, and it thus makes it difficult to take into consideration when searching globally for knowledge and profiles across IBM, in relation to the task and innovation process that requires certain kinds of cognitive diversity.

Sum up on part two

We wanted to look at IBM's knowledge management tools, as they seem to be an important remedy in managing knowledgeable talents for innovative purposes. We therefore analysed the function and possibilities of these tools, and looked at how that influences IBM's possibilities for exploitation of diversity in the innovation practice.

We saw that Blue Pages only disposes explicit knowledge and is not always up-to-date which, alone, makes it a rather weak tool for innovative purposes. Additionally, only demographic, technical, organisational and functional diversity is identified and mapped and such lack of information on diversity types might result in lost opportunities for enhanced innovative performance. Fringe Contacts depicts both explicit and tacit knowledge along with the depth of the knowledge, and it is rather up-to-date with the information. Additionally, it provides some kind of social picture of where the knowledge resides, which all together makes it a pretty useful tool to map knowledge that can be utilised in the innovation practice for composing in relation to a specific task. Finally, Small Blue is a comprehensive and up-to-date mapping tool that identifies all possible knowledge domains and the depths of the knowledge, even if the employee is unaware of possessing it, and it furthermore depicts how people/knowledge is connected. Small Blue is therefore an applicable and useful tool when mapping for an innovative performance, as it allows identifying a wide range of categories that could be useful in relation to the task and the phase of the innovation process. However, the tool is inconsistent because of the fact that it is not legal everywhere in IBM. A graphic presentation of the findings in this part of the analysis looks as follows:

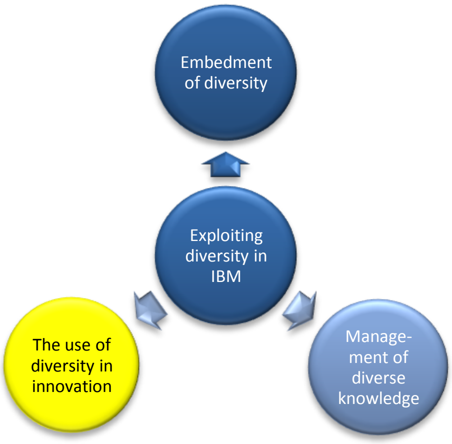
NAME	Blue Pages	Fringe Contacts	Small Blue
DESCRIPTION	Employee directory that contains information on the profile such as technical skills, experience, interests, availability, titles, age and contact information.	Corporate directory and social network tool, where profiles are automatically generated via existing information from the Blue Pages directory, but furthermore it includes bookmarks, communities and blog entries.	Social network analysis tool that works as an information analytics suite by visualising social networks and knowledge availability through automatic scans of all online activities, such as email correspondences, chats, online documents etc.
MODERATOR	Employee Manager	Employee Manager Colleagues	Automatically generated
ACTUALITY	Low actuality	High actuality	Fully updated
KNOWLEDGE TYPES	Explicit	Explicit, some tacit	Explicit and tacit
DIVERSITY CATEGORIES	Demographic, Technical, Functional and Organisational	Demographic, Technical, Functional, Value, Organisational, Network, Social and Group Status	Demographic, Technical, Functional, Value, Organisational, Network, Social and Group Status
FREQUENCY (IBM Danmark)	Very high	Low	Non existing

Figure 14: Overview of knowledge search tools in IBM

As the scheme demonstrates, the major mapping focus is on demographic, technical and functional diversity, and categories as e.g. cognitive diversity are almost non-existing, apart from it being identified through a sparse and inconsistent use of personality tests. Even if IBM managers aim at having a personal relationship with the employees, the fact is, that such personal diversity is difficult to capture, as the majority of IBMers do not know each other. Therefore, we found that IBM has some advanced tools that might be useful to knowledge management, but they mostly rely on the weaker tool, Blue Page.

Now, being familiar with IBM's way of managing talents and knowledge and to what extent IBMers can search for and locate different kinds of diversity, we will move on to the last part of the analysis that focuses on the actual and practical use of diversity.

Part three: The use of diversity in innovation



Previously, we have seen how IBM ensures a strong culture for diversity and how this diverse knowledge is managed through different mapping tools. We are now navigating in the third and last part of the analysis, and in order to answer our research question on how organisations can exploit the potential of diversity for innovation, we will now look at how IBM uses the amount of multiple knowledge that the organisation possesses. As the innovation practice differs in relation to the innovation task and process two kinds of practices will be analysed. Firstly, we will analyse how IBM facilitates corporate idea generation and idea evaluation through a set of web tools, and secondly, we will analyse how IBM practically uses diversity in teams and team collaborations.

1. Corporate idea generation practice

As we will see, IBM has developed a set of web-based tools which enable IBMers from all over the world to participate in initiating and evaluating innovative ideas, no matter which department, team or task they belong to, which is a result of their open innovation approach, as mentioned in the case presentation. In the following, we will examine some of these tools and analyse how IBM facilitates for the exploitation of multiple and diverse knowledge in their innovation practices.

1.1 Open innovation – internal and external diversity

As we experienced earlier in the paper, the strategic use of diversity in the innovation activities is part of IBM's diversity policy and business strategy, because they acknowledge that working strategically with diversity safeguards continued viability and growth of IBM on a global scale (IBM, 2009b). This strategic approach to diversity is part of their approach to innovation. IBM says that:

> "In a world where innovation is global, multidisciplinary and open, you need to bring different minds and different perspectives together to discover new solutions to long-standing problems. Therein lies the essence of collaborative innovation". (IBM, 2009h)

An example of such a collaborative innovation practice is IBM's "Global Innovation Outlook", which is innovation sessions where IBM defines a number of societal and often global issues, beginning with series of open, dynamic conversations called "deep dives", that unifies internal employees as well as external experts, politicians, NGO's etc. Quitzau explains (2009):

> "Last year, for instance, we invited all IBMers as well as some universities, business partners to an innovation session that was focused on 'the enterprise of the future' and the challenges organisations will face and the solutions that are required to meet these challenges".

If IBM recognises a business potential in one or more of the ideas that derive from these sessions, the idea(s) can then be further developed in what is called "First-of-a-kind" projects. These are partnerships between IBM and a client, who jointly turns promising ideas into market-ready products, through established teams and projects. IBM's multiple collaborative actors include:

Figure 15: Open Innovation in IBM. Source: Quitzau, 2008

This approach to innovation makes IBM dependent on both internal and external resources, which is a vital factor in the theoretical paradigm of *open innovation*, assuming that organisations can and should use internal as well as external ideas in the innovation practice (Chesbrough, 2003). The central idea behind open innovation is that companies cannot afford to rely solely on their own research in a world of widely distributed knowledge, but should instead buy or license processes or inventions from other companies (Chesbrough, 2003).

The open innovation approach complies with Susanne Justesen's approach on diversity in organisations (S. Justesen, 2006a; S. Justesen, 2006b). She states that to have the best innovative opportunities, organisations should innovate with *all* available knowledge – both internal and external:

> "The most important resource for most companies is knowledge, and not just the knowledge that resides between the ears of permanent employees, but as well the knowledge that organisations has access to". (S. Justesen, 2006b)

To Justesen, innovation is about combining different knowledge, insights and ideas in new ways, and the fact that IBM has an open approach to innovation that welcomes both internal and external networks therefore provides IBM with great possibilities for challenging existing ways of doing and thinking and, hence, innovating.

1.2 Diversity and employee driven innovation

Justesen (2006a; 2006b) stresses, that to succeed with open innovation, companies must build and maintain diverse networks outside, but *also* inside the organisation. What regards our definition of diversity in an innovation context, *individual* knowledge domains must be apparent and available to others in the social interaction process, meaning, that innovation is created by employees.

Innovation Manager, Anders Quitzau (2009), states that: "Our aim is to diffuse innovations to ensure that innovation is something everyone feels a responsibility for and something everyone must participate in". So, even though external knowledge is crucial to the open innovation approach, open innovation to IBM also implies a high degree of employee involvement in the innovation activities (Quitzau, 2008b; Quitzau, 2009).

In this regard, IBM has developed a number of web 2.0 tools that functions as collaborative mediums opening up to employee-driven innovation. Some of the most remarkable tools are "Innovation Jam" and "Think Place", which are described below:

Think Place...	Innovation Jam...
...is an internal global portal at IBM's intranet, where *all* IBMers can post their thoughts and proposals to improvements, ideas etc. Other IBMers will recurrently comment on and discuss the ideas in so-called Communities. After a given period of time, a catalyst panel will decide whether the idea has potential to be further developed or if it should be removed. All IBMers can apply to become part of this catalyst panel.	...has been called the world's largest brainstorming session and is an intensive 72 hours long global process at the intranet, held once or several times a year, primarily internally, where all IBMers can join. The aim is to attract ideas to a concrete problem or subject, an example could be: *How can we get better at delivering what our customers expect?*

On IBM's homepage it says:

> "[Innovation Jam] engages anyone and everyone in an organization – from the intern to the CEO – to speak their mind, surfacing the kind of ideas that improve business. When strategic issues need collective intellect, it's time to Jam". (IBM, 2009h)

An IBMer explains:

> "I participated in the Jam and found the content of an incredible depth and topics that are important to us all – i.e. saving the planet and ranging from technology to new business models, covering all geographies and different industry perspectives such as green issues". (Business Week, 2006)

The intensive 72 Innovation Jam hours are structured so that it allows employees located in different time-zones to participate, and about Think Place, IBM says: "We're blessed with having more than 300,000 of the most innovative employees in the world (...) Think Place provides an open, collaborative and global platform for tapping into their collective expertise" (IBM, 2009g).

As we saw in the first part of the analysis, sustaining a non-discriminative, tolerant and open culture is vital for IBM in order to exploit diversity. Concerning tolerance and openness in the innovation practices, Quitzau says:

> "The openness and tolerance is seen in the way Think Place and similar programmes run, as there are no filters for the ideas that people upload. They are visible for everyone and nothing is anonymous. "(2009)

The level of tolerance seems high and incorporated in the way they run the open innovation in IBM, as the innovation programmes are free programmes visible for everybody. This is also seen in the sense that every IBMer freely can post comments to specific ideas etc., and because the catalyst panel, who decides whether ideas from Think Place should be further developed or not, only consists of "normal" employees.

The fact that all IBMers are free to contribute with their ideas stresses that IBM truly regards their employees as their most vital resource, valuing their engagement in their innovation practice. Think Place and Innovation Jam are characterised by encouraging *all* IBMers to take part in the early phases of innovation of generating new ideas, because IBMers can take part in the innovation practice no matter where and when the IBMer works. But IBM also values the effect of combining *different* knowledge domains, because the sessions are done across industries, sectors, technologies and, hence, knowledge. Therefore, tools as Innovation Jam and Think Place appear to be comprehensive web 2.0 tools for exploiting the possibilities for open innovation opportunities and the tools allow diversity not just to be salient, but also to be actually used for idea generation.

1.3 Diversity and early innovation phases

When talking about innovation, it is important to remember that, though they are related, creativity and innovation are different concepts. Creativity is related to creating something new – a new concept or idea – while innovation is the implementation of that new concept or idea, thus creativity is a component of an innovation process (see theoretical framework). This is also reflected in the innovation process: The need for creativity/diversity declines as the innovation process proceeds, and instead the need for more efficiency and similarity increases as the concept/idea gets closer to implementation (Gratton, 2007; Leonard & Swap, 1999).

According to Susanne Justesen, there are times where organisations need diversity, and hence multiple perspectives, and times where a higher degree of similarity is more appropriate. She states that:

> "Diversity is both necessary and needed when it comes to innovation processes and projects, but similarity can be equally important when it comes to implementation and efficiency. Most organisations can benefit from becoming better at balancing between similarity and diversity, when do we need group members that are different? When do we need some who are similar?" (S. Justesen, 2010)

Organisations should therefore be aware of the fact that innovativeness and effectiveness are two contrary working styles, which cannot exist at the same time. Yet, they should have the ability to be both effective and innovative – but in different situations, depending on the task.

As Innovation Jams and Think Place project are based on idea generation and brainstorming, they all call for a high degree of creativity, which is exploited by IBM inviting a huge amount of knowledge domains to participate, without limitations. An IBMers says:

> "Being a part of Innovation Jam, I used this opportunity to generate the most creative ideas that came to my mind during the session". (Business Week, 2006)

From the analysis on the previous pages, it seems as if IBM balances diversity in relation to the task and thus exploits diversity by involving all kinds of knowledge in the early phases of the innovation process. Contrarily, e.g. First-of-a-Kind projects are more about refining and pursuing concepts or ideas, and thus call for less creativity and idea generation with focus on implementing that new concept or idea into an actual product, service or process.

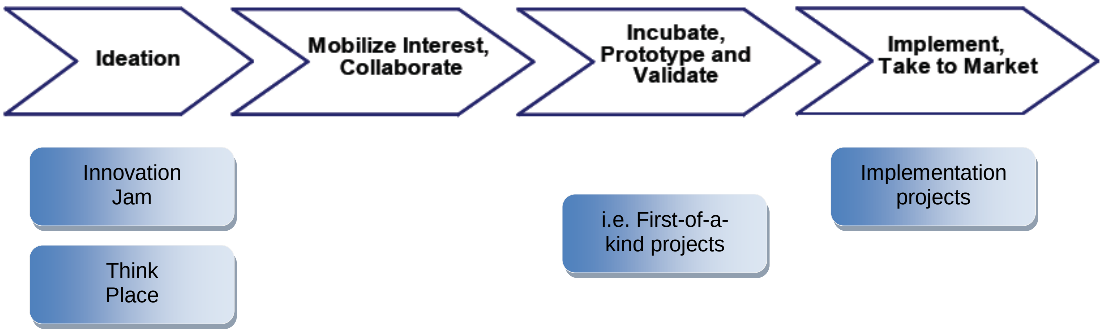


Figure 16: Illustration of IBM's innovation process and tools. Modified after: Quitzau, 2008b

IBM's innovation process is illustrated in the figure above where Innovation Jam and Think Place are located in the early stages and more fixed projects are placed later in the innovation process. If comparing these highly diverse and multiple sessions of Think Place and Innovation Jams with e.g. First-of-a-kind projects and other implementation projects, the latter are more selective in terms of involved parts and team members.

Sum up

The fact that IBM perceives innovation as something all IBMers should feel responsible for and take part in, is evident in the degree they involve their employees in their innovation activities, where especially Think Place and Innovation Jam are unique tools for this purpose. By having this open and inclusive approach to innovation, IBM ensures that diversity and thus the combination of a whole range of different ideas and viewpoints, is involved in their innovation activities.

As mentioned, established teams or projects face other challenges in terms of the innovation practice, which is what we will analyse in the following paragraph.

2. Team collaboration practices

In the previous paragraphs we experienced how diversity is utilised in IBM in the early phases of the innovation process, where many IBMers, and hence all kinds of knowledge domains, are put into play. Here, we will analyse the challenges for exploiting diversity when it comes to more daily work and tasks.

As mentioned, every new IBM project begins with a project manager and a Resource Deployment Manager selecting relevant profiles for a task or team. These teams will, naturally, contain different personalities, and as the teams usually are set with employees working all over the world, the teams are often cultural diverse as well. Therefore, we will now look at how IBM facilitates the innovation practices in teams of geographical, cultural and personal disparity, and analyse how IBM releases and manages to utilise the potential that lies in such diverse teams.

2.1 Facilitating virtual communication practice

IBMers are geographically dispersed to a very high degree, in that almost 50 percent are mobile workers not having a fixed office (Quitzau, 2008c), which primarily is due to IBM's organisational structure as a GIE (globally integrated enterprise) and the geographical width that is caused by recruiting and deploying the best – no matter where they are located. The innovation and communication practices in IBM are therefore highly dependent on virtual communication, such as telephone, video and internet.

Through our interviews, we detected that a significant amount of meetings in IBM are held by **telephone conference calls**[8]. Westergaard states that most people prefer to communicate through conference calls over other media, as it is very easy and simple to use.

Figure 17: Illustration of a video meeting. Source: www.humanproductivitylab.com

Video meetings or video conferences[9] are not as widespread as telephone conference calls in IBM, yet,

[8] A telephone conference is a live connection between three or more persons in different locations, usually transmitting only voice.
[9] A video conference is a live connection between people in separate locations, providing transmission of full-motion video and audio between multiple participants.

IBMers appreciate that people can see each other while communicating: “V-meetings provide team members with a feeling of being in a face-to-face meeting, and hence persuade the team members to act as if they were sitting in a ‘real’ meeting” (Quitzau, 2009).

Another tool used by IBM is **virtual world meetings**[10], which is favoured in cases of larger conferences, where many people have to communicate at the same time. Quitzau says:

> “The interaction takes place in virtual meeting rooms, which include rooms for brainstorming and rooms where one can show power point presentations etc.(...)”.

Figure 18: Illustration of Second Life. Source: www.theage.com.au

Exploiting diversity in virtual teams

Today, many organisations embrace the underlying principles of virtual teaming, which enable them to become agile and compete more robustly in the global market place (Bergiel et al., 2008). A study by Gratton and Erickson (2007), which examines multinational organisations, found that only 40 percent of the teams had all their members placed in the same location, and according to Bergiel et al., virtual teams actually engender creativity and originality among team members:

> ”Because virtual teams are diverse and heterogeneous, these teams are much more powerful and effective structured compared to traditional team structures influenced by time and place. Diversity helps engender creativity and originality among virtual team members”. (2008:106)

In terms of diversity, virtual teaming assist e.g. disadvantaged employees and reduce various forms of discrimination, because the obvious differences among people (e.g. skin colour, physical handicap, etc.) are not visible, which by e.g. social psychology and similarity-attraction-theory is argued to be a hindrance in an organisational context (Schneider, 1987; Byrne, 1971). Additionally, B. Snyder argues that virtual teams allow for a pool of talent that would not be available if the management only conducted business through face-to-face meetings (Snyder, 2003).

[10] Virtual world meetings take place in a 3D virtual world at the internet, where users interact with each other through avatars – people who represent you. IBM uses the tool “Second Life”, where it is possible to buy a land that is at their disposal only.

However, there are some central conditions to consider when working virtually. What seems to dissociate such teams the most from face-to-face teams is the ability to create *connections* between team members and Jill Nemiro (2000) argues that connections among team members highly affects the degree to which diversity is exploited for innovation performance. She proposes two types of connections that are perceived to allow for creativity; task connection and interpersonal connection. Task connection is about having goal clarity in teams and be dedicated and committed to the task, where interpersonal connections is made up of trust and personal bonds between team members. The latter is the most difficult to establish (Nemiro, 2000).

Trust is the most frequently mentioned environmental feature surrounding the most creative virtual teams, and it is essential, due to the lack of nonverbal indicators, such as e.g. body language, that usually are available in face-to-face meetings. The degree of trust between team members is, hence, closely tied to the participation in knowledge exchanging and the innovative practice. What regards personal bonds, it is important to feel personally attached to one another when the team is separated by distance or time, if they wish to make creative solutions. Personal connections can lessen barriers that might hinder innovation, such as misunderstandings and faulty assumptions, as the bonds facilitate trust, respect, understanding, acceptance and compassion, making team members feel comfortable with exchanging thoughts and ideas. Specifically three factors are found beneficial in developing personal bonds: Face-to-face contact, exchanging humour and showing personal interest (Nemiro, 2000).

Regarding IBM's use of **video meetings**, theory argues that all kinds of such computer-mediated conferencing is an important development for virtual teaming because they allow people who are not co-located to structure and engage in a real-time dialogue about a project or task. Video meetings transmit a nearly accurate rendering of the persons communicating, and hence provide team members with a lifelike and life-size experience (Bergiel et al., 2008). The fact that people look and sound like they are attending in person, breaks down some of the critical barriers of non-verbal communication, making it easier for IBMers to build personal bonds and trust among team members. By communicating through video meetings, IBMers could thus be said to feel present and concentrated, spurring their participation and responsiveness to a higher degree, which improves exchange of knowledge, collaboration and performance.

However, we experienced that IBM only rarely uses video meetings, even though an interviewee indicates that he would like it to be more commonly used:

> ”With such a geographical dispersion, it surprises me that IBM is not more focused on video communication. I’ve had great experience with it from previous jobs and it’s my opinion that it is of great significance – especially when it comes to start-up of new projects/teams – to include the visual part of the communication as well”. (Interview C)

According to a research made by Lipnack et al. this low use could be explained by the distracting time delay in many systems and the difficulty of using videoconferencing facility after normal working hours. Instead, participating in e.g. a teleconference from home at nine or ten o’clock at night, was less problematic (Lipnack, Stamps, Malhotra, & Majchrzak, 2004), and as stated earlier, IBMers prefer to use such conference calls.

What regards the creation of trust and personal bonds in **telephone conferencing** meetings, it may be argued to be more difficult due to the impersonal and context-less environment where only the voice is transmitted, and it may be more difficult to catch e.g. humour, when facial expression and body language are absent. Bergiel et al. also propose that it is more difficult to manage disagreements and conflicts in virtual teams, as problems that would normally come to the team leader’s attention via casual conversations, now come to light only if the team leader actively extends the communication with the members of the virtual team (Bergiel et al., 2008). However, at the same time, they propose that conference calls are time and money saving in terms of not flying in foreign employees, and easier to establish at home without losing the online hook-up.

Lipnack et al. (2004) found that one of the most important things in exploiting diversity via telephone conferencing is a team leader who put effort in making everybody heard, and to communicate clearly about the benefits of having diverse knowledge gathered together on the phone. This, they say, might take some extra resources, however, it pays off: “These kinds of inclusive conversation proved to be indispensable for many of the teams. Although their discussions took a lot of time in the beginning, results more than made up for that” (Lipnack et al., 2004). In IBM, a team leader emphasised how he spends a lot of time on such initial conversations:

> “Often, having a dialog about such issues creates a better result because it creates understanding of other cultures (ways of working) and other’s goals, but also because it makes collaboration easier the next time you meet in similar and often virtual teams”. (Interview C)

He also indicates that he puts extra effort in catching personal conflicts, in order to turn it into something useful:

> ”I try to solve and discuss the collaborative problematics at the team meetings or at the phone. Yet only to the extent that the discussion will contribute positively to the teams collaboration and task solving”. (Interview C)

Yet, even if there are some challenges in using conference calls, IBM seems to benefit from it by emphasising the initial presentations and problem clearings, and they find it a very useful tool for collaborating:

> “When we arrange meetings, the location/phone number to dial-in and time in different time zones etc. is all taken care of. I can even get assigned with a toll free number so that I can call from home without having to worry about my phone bill. It enables me to focus on the work instead of practicalities”. (Interview B)

We perceive that the overall reason for IBM’s high use of conference calls is that they find it more beneficial than using e.g. only written communication, and faster and easier that e.g. video, and because it is a cost-saving media that is well-integrated in most people’s every-day life.

Finally, what regards **virtual world meetings**, Bergiel et al. (2008) state that the significant expenses associated with accommodation, travel and various daily allowances may be reduced and even eliminated as virtual teams communicate via technology, and furthermore a reduction in face-to-face meeting also reduces the level of disruption to every day office life as well. In terms of exchanging humour, which Nemiro also found to be important for establishing personal bonds among team members, it may be argued that virtual world meetings only to a little extent promote IBMers to pick up funny remarks, jokes and expressions, as team members are represented graphically and, hence, not transmitted as clear as with video. But virtual meetings might be useful for IBM in larger settings with many employees engaged, which could reduce time and travel costs significantly.

To sum up, conference calls might be seen as a working tool that gives IBMers most comfort and security in their work, because it is easy and reliable, which enable them to focus on what is important in the situation. However, even though Quitzau seems exited by the numerous possibilities in communication tools, both what regards conference calls, video meetings and virtual world meetings, he expresses the inadequacy of long-distance communication by stressing the importance of meeting physically as well:

> "We generally have too little physical meetings if considering how much we work together and the length of the projects (...) I believe that if you really have to develop something together, the team has to meet physically at some point (...) I think it is a great value to the company that employees socialise". (2009)

He believes that if physical meetings give a 100 percent real-life experience, virtual meetings might give an 80 percent experience, which might be a reasonable compromise for IBM, when taking time consumption and other related negative conditions of meeting face-to-face into consideration.

Social networking

IBM has a number of social networking tools and arrangements that may compensate for the anti-connectivity and lack of face-to-face socialising, arising by communicating primarily via the telephone. In 2007, IBM launched an internal social network site for IBMers called "Beehive", which could be said to function as IBM's internal Facebook (see appendix 8), and the site was designed to "blur the boundaries of work and home, professional and personal, and business and fun" (DiMicco, Millen, Geyer, & Dugan, 2007:1). In our interview with Quitzau he says that:

> "Apart from communication via v-meetings and conference calls, we also focus on the more social side and we're working on methods where people can get a more "whole" impression of their colleagues. IBM has therefore developed our own internal Facebook, where people can write about themselves – both professional stuff and also more personal information like hobbies, family information etc."

Today, Beehive has more than 60,000 IBM users, and it is a highly frequented site with new users every day (Quitzau, 2008c).

Though some people might be sceptical about the validity of the information people post at sites like Beehive, a research made of a similar social networking site shows that they actually depict a very exact picture of the person behind the profile (L. G. Jensen, 2009). Based on this information, Beehive might therefore compensates for the lack of face-to-face connections by allowing for online socialisation that gives people a more personal impression of one another, at the end, enabling IBMers to exploit collaboration from distance even more.

In relation to creating personal connections in the geographically dispersed surroundings, IBM uses the concept of "cardholders". A cardholder is a person who has the responsibility to "muck around" one or more employees if he/she does not have his/her manager placed in the same location. Westergaard says: "My manager is placed in Paris – which might sound a bit 'homeless' – but it's not, because I have a cardholder here at the office". Bergiel et al. suggest that virtual team leaders should schedule sufficient time in their day to make the necessary calls, emails and online visits to achieve an encompassing virtual walk around the entire team to meet the needs of personal connections in virtual teams. The use of cardholders seems to be a useful tool in a rootless environment like IBM, creating a social connectedness for the single IBMer that allows him/her a feeling of a social bond in his/her daily work – even though this is primarily virtual.

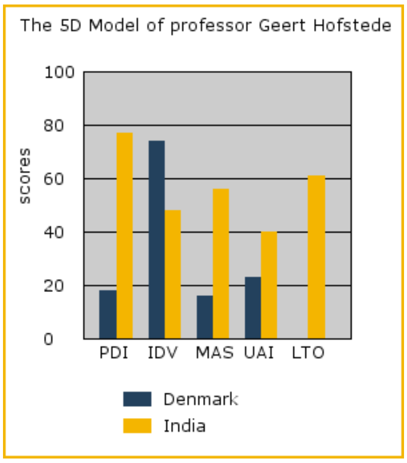
Sum up

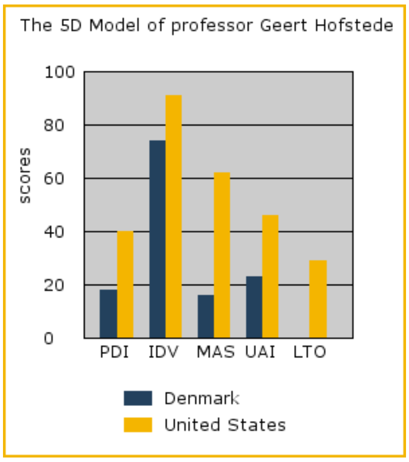
To summarise on IBM's exploitation of diversity in virtually and geographically dispersed teams, it appears that they have a range of technological tools to facilitate such collaboration. Even if IBM has the possibilities for interacting via video and computer-mediated transmission, they make high use of teleconferencing, as this is found to have some advantages both what regards safety in the functionality, readiness and accessibility. However, theory argues that social bonds and creation of trust is highly important, which is reflected in the team mangers attention on communication and IBM's initiatives to support social bonding via e.g. Beehive and the cardholder function.

2.2 Intercultural understanding

Above we have learned that personal connections is beneficial in the innovation practice of geographically dispersed teams. Yet, often, geographical disparity also means high cultural diversity within the team, and as we will see, a high degree of cultural diversity brings along other challenges. For instance, being aware of team members' background is a critical issue when collaborating across cultures (G. Hofstede, 1991; Trompenaars & Hampden-Turner, 2007).

In IBM, Americans and Indian people are two of the most represented foreign nationalities in Danish teams (Klitgaard, 2009; Quitzau, 2009). There are remarkable differences in the discourse of norms and culture between Denmark, USA and India, and therefore, we find it relevant to introduce the work of the Dutch organisational psychologist, Geert Hofstede. Build on a research of IBM employees in the late 70's, he studied the interactions between national and organisational cultures. Hofstede identified five cultural dimensions that describe the averages or tendencies of individual behaviour on the basis of national, work related values (see illustration below) (G. Hofstede, 2009; G. Hofstede, 1991).





PDI = Power Distance Index **IDV** = Individualism **MAS** = Masculinity **UAI** = Uncertainty Avoidance Index **LTO** = Long-Term Orientation

Figure 19: Cultural Dimensions - Comparison between Denmark/India and Denmark/USA. Source: Hofstede, 2009

One of these dimensions, *power distance*, is found to be lower in Denmark than in e.g. India (see left scheme above). This means that Danish employees have less respect for authorities such as e.g. managers, in that they easier can join the work without team members restraining their views and opinions. On the contrary, in India the power distance is higher, and if the leader is present in the team, employees tend to be more passive, awaiting the leader to take initiative and engage the team members in the work (G. Hofstede, 2009). Another of Hofstede's cultural dimensions is *individualism*, which regards the degree to which employees care about common or individual progression. Danes are found to be highly self-propelled and autonomous in teams, as they do not await the leader's directions. However, the challenge in Denmark is the need for everybody to agree, which is reflected in a somewhat lower individualism index compared to e.g. USA (see figure above). According to Justesen (2009), this means that Danish employees often avoid conflicts, which results in agreeing on the lowest common denominator in the group.

Theory argues that it is crucial to take such different cultural dimensions into account, in order to understand why team members act and react as they do, and to take advantage of the differences in developing innovative solutions – instead of letting it hinder the work (Plum, Achen, Dræby, & Jensen, 2007). According to Trompenaars, a Dutch author in the field of cross-cultural communication, when interacting in intercultural teams with members from "high-context" cultures like India, additional emphasis on the collaboration must be made. In high-context countries, most of a message is conveyed by the context surrounding it, rather than being named explicitly in words, and usually nonverbal cues and signals are therefore essential to comprehension of the message. Messages in e.g. written emails are stronger, more assertive and uninhibited. Therefore, nonverbal communication is in many cultures seen as a more powerful language than the verbal that must be handled with care. When communicating by email, team members should thus consider their writing style and be aware not to be too direct and confronting (Hollensen, 2008; Trompenaars & Hampden-Turner, 2007).

Attentive communication

As we can see, cultural diversity issues have implications on the innovative team work in IBM. Yet, they seem to be aware of this and have different ways to overcome it.

Klitgaard revealed that she sometimes experiences challenges in relation to collaboration with differences in power distance. She says that: “In Denmark, your rank does not affect the way you are addressed, which is completely different from e.g. India that is very hieratical and highly dependent on professional titles”, and she finds that collaboration with Indian people is quite challenging. However: “I do not regard cultural differences as a barrier”, she says, “I see it as something one must take into account – if people don’t take it into account it becomes a barrier”.

Also in regards to communication, they appear to be aware of how they communicate in daily work. As Klitgaard says, Danes must be aware of how their messages are picked up when they communicate via email:

> ”Scandinavian communication is very factual and direct. In some cultures, like America and India, factual and direct communication equal rudeness, so if you are not aware of this, when communicating with e.g. American or Indian colleagues, you will offend them”. (Klitgaard, 2009)

She always informs foreign team members that Danish communication is more direct and factual, in order to avoid miscommunication and the risk of being perceived as offensive, and what regards Indians, she says that:

> “I prepare them by telling them that they will only get facts from me, and it’s not because I am mad or rude. If I don’t tell them that, they will think ‘what a grumpy old hag she is’”.

In relation to Americans, she says that e.g. “smiley” icons in chat communication or an excessive use of adjectives is very important in order to keep a good and positive flow in the communication. Another interviewee says: “The more you work with intercultural teams the easier it gets, and the more attention on working methods, cultural differences, pitfalls, risks etc. the team has, the more effective the team work will get" (Interview C).

Therefore, we perceive IBM to be aware of how they handle multicultural communication both verbally and written, by being aware of the differences in communication styles. This, of course, takes time, and IBM has tools for facilitating such intercultural collaboration.

Intercultural tools

IBM has developed some practical tools to handle challenges in intercultural collaborations. The tools are available at IBM's intranet platform as intranet-based resources, including courses and training in e.g. culture and globalisation, culture and business and diversity and multicultural management (Nicolson, 2009).

HR counsellor, Elisabeth Plum, says that Hofstede's cultural dimensions are useful to explain and understand cultural differences, but if these differences should be exploited in a business context, there must be a cultural awareness among employees and the organisation. This is what she calls "cultural intelligence" (Plum et al., 2007). Plum focuses on the question of how differences between people can be bridged, and how these differences can be turned into an advantage. She argues that cultural intelligence happens when three dimensions are combined: The emotional, which relates to the emotional or feeling component of the situation; the cognitive, which is a rational dimension that consists of understanding oneself as a cultural being and understanding other with a different cultural background; and thirdly, the action dimension, which is the activity and communication during the cultural encounter. The dimensions are equally important, as they help people to gain a deeper understanding of the intercultural encounter and they could provide a number of options for improving the innovative outcome.

In IBM, this is done e.g. via practical intercultural web-tools like "Quick Views". If e.g. a manager is travelling to a different culture, this tool could help him/her with hints on how to act in a certain cultural setting, by providing information on the specific culture, and thus providing him with a cultural intelligence of the situation. Another tool is IBM's "Shades of Blue", which are workshop-based tutorials that train employees in: 1) Understanding the cultural bias of each team member; 2) understanding why certain behaviours and communication styles fail in some cultures; 3) identifying approaches to address cultural gaps; and 4) handling issues conflict resolution (Nicolson, 2009). Such an in-depth program could thus be said to cater for multicultural collaboration, and as Plum says, heighten awareness of each person's own cultural biases, and hence increase their sensitivity to other cultures, hence, allowing for the use of multiple knowledge.

Sum up

Given the geographical disparity in IBM, cultural diversity is often high. Yet, the innovation potential that lies in such cultural diversity seems to be exploited, in that the interviewees seemed highly aware of the importance of understanding and catering for cultural diversity in work. Moreover, IBM offers intercultural training and electronic programmes, which facilitates and enhances the intercultural collaborations.

2.3 Handling personal conflicts

We have now seen that IBM makes an effort in facilitating the innovative practices across distance and cultures. The assembling of highly diverse teams also implies multiple individual personalities, and this will most often create some kind of conflicts. In the following we will analyse how IBM handles that and what it means for the innovation practice.

According to Justesen (2007), innovation only takes place when multiple and different knowledge domains are challenged by being combined in new ways. As Leonard and Swap (1999) says, innovation "occurs at the boundaries between mindsets", and they stress that conflicts naturally will occur, as they are part of the human nature and social interaction:

> "Managing creative groups is particularly challenging because we want the benefits of *creative* abrasion – the clash of ideas – while avoiding *interpersonal* abrasion – the clash of people". (Leonard & Swap, 1999)

Different people represent different knowledge domains and different thinking styles[11], and challenging these different thinking styles could lead to *creative clashes* that enhances the innovative output. Creative conflicts should thus be pursued (Leonard & Swap, 1999). Nonaka and Takeuchi (1995) also acknowledge the challenges and conflicts associated with knowledge diversity, naming it "creative chaos", which indicates that new knowledge is born out of ambiguity and chaotic situations. *Clash of people*, on the contrary, refers to interpersonal conflicts, where clashes are built on antagonisms and personal or social preferences (Leonard & Swap, 1999). Personal clashes often distract work routines, jeopardise teamwork, threat productivity and could create violent confrontations, hence, they

[11] Thinking style refers to cognitive preferences that are natural and deliberate and something we cannot control.

should be avoided (Burkhardt & Brown, 2009). Therefore, it is important to acknowledge conflicts, if they seem to bring about something positive.

Compromising and balancing diversity

According to Klitgaard, now and then she splits team members because of "noise" in the group, as she calls it (Klitgaard, 2009). With noise she refers to complications caused by heterogeneity, which creates conflicts among team members, and instead she prefers to remove the chaos and maintain a quiet atmosphere (Klitgaard, 2009): "When two specialists sit around the same table both with what they both believe is the best idea, they'll fight for their ideas as a lion fights for its kitten". Klitgaard believes that the leader's role is to intervene as a third party and a moderator. She continues:

> "Here, you need a person who can act as a mediator and point out advantages and disadvantages. You need somebody to take a decision, which is none of the two specialists".

Asking her, if she had experienced a team coming up with a creative solution due to the team's *creative* conflicts and heterogeneous composition, she answered:

> "It's impossible to measure. You can't measure if the output was better because of the composition in the group. But one could have a presumption that a team, which seems optimally composed offhand [with respect for the heterogeneity], is also the team that cannot work out communication optimally".

Such miscommunication and conflicts, Klitgaard says, also have an economic impact: "When people fail to communicate, misunderstandings occur and the project gets more expensive". Confronting her with this conflict-avoidance in favour of cohesiveness and smooth communication, we asked her if she believes it has a negative effect on a teams' innovative performance:

> "Yes, sometimes. But if one has a feeling that his/her idea will be steamrolled if sharing it with the team, you cannot do anything about it. You cannot force people to share their ideas if they think that they will be defeated by the other team members. The only thing you can do is to motivate team members to be open, zip their mouth and listen!"

Earlier (in the second part of the analysis), we experienced that it might be difficult to gain access to such personal information on employee's cognitive styles in IBM, because most of it is not found on a database. In cases where Klitgaard knows the team members, she avoids composing teams of employees in ways that could create interpersonal conflicts, but when personal and cognitive characteristics are unknown beforehand, the flow of the work in the group cannot be predicted. Klitgaard does not let the conflicting parts solve the problem, though it might lead to positive creative clashes, instead, Klitgaard prefers to move on by quickly taking a third part decision.

According to Leonard and Swap (1999), splitting the parts and taking on a moderator-role is a time-saving tool, but will not result in a creative solution. It also accords with Justesen and Hofstede, who argue that Danish employees often avoid problems, and as a result will get the lowest common denominator. Finally, the conflict avoiding behaviours could also be explained with the in-group favourism theory by e.g. Turner et al. (1979), who suggest that people prefer to agree with others in order not to become part of an out-group.

Applying Justesen's theory on combination of knowledge domains and Leonard and Swap's arguments on creative conflicts as innovation enhancing, it is doubtful that anything innovative will derive from the practices Klitgaard describes. This is due to the fact that she aims at avoiding conflicts, though they might be creative, and because team members merely exchange viewpoints and ideas, without challenging each other's assumptions. Yet, from our interviews we believe that Klitgaard is *aware* of these benefits that creative clashes and heterogeneity may bring about, but she seems to prefer a smooth collaboration.

Sum Up

We got the impression that a profitable team work in IBM is perceived as one without clashes and chaos, as it saves resources on time-consuming discussions and clashes. Moreover, creative work and combination of knowledge appears to be moderated and controlled practices. Therefore, on one side, IBM seems to compromise their diversity policy on working with "everybody". On the other side, it could also be perceived as a strategic match of the task in relation to the innovation process, which in later phases requires more effective teamwork and coherence in the team (as seen in the beginning of the section).

Diverse team interaction in IBM seems to be a balancing act between acknowledging the creative solution, but also respecting that sometimes, the process requires efficiency and agreements, which means that conflicts are avoided as they are perceived to be time consuming and hindering to the communication.

Sum up on part three

In this last part of the analysis we wanted to look at how IBM uses their internal knowledge through various innovation practices. We did that by analysing two kinds of practices: Idea generation and evaluation, and team collaboration practices.

The fact that IBM perceives innovation as something all IBMers must feel responsible for and take part in comes true in the degree to which they involve *all* employees though their open innovation approach, where especially Think Place and Innovation Jam are unique tools in the early innovation phases. In established teams, we identified three kinds of diversity that faces different challenges for utilising diversity. Firstly, in geographically dispersed teams, it appears that IBM has a range of virtual tools and social software that facilitate collaboration across distance and differences, where they make high use of teleconferencing. Secondly, cultural diversity in IBM teams is utilised by managers being highly aware of cultural issues, along with the offering of intercultural training and web programmes to facilitate and enhance collaborations. Thirdly, using diversity in all parts of work seems to be a balancing act, where the degree of diversity sometimes is compromised in order to avoid conflicts and save time.

Overall it can be said that some actions in IBM call for creativity, while others rather call for collaboration and efficiency. This means that in early phases of their innovation process, a higher degree of creativity and hence diversity is needed, whereas the opposite counts for later periods, where decisions are made and routine tasks executed, to which a lower degree of creativity and diversity is needed. The model below shows how diversity is facilitated and hence illustrates IBM's multifarious use of diversity:

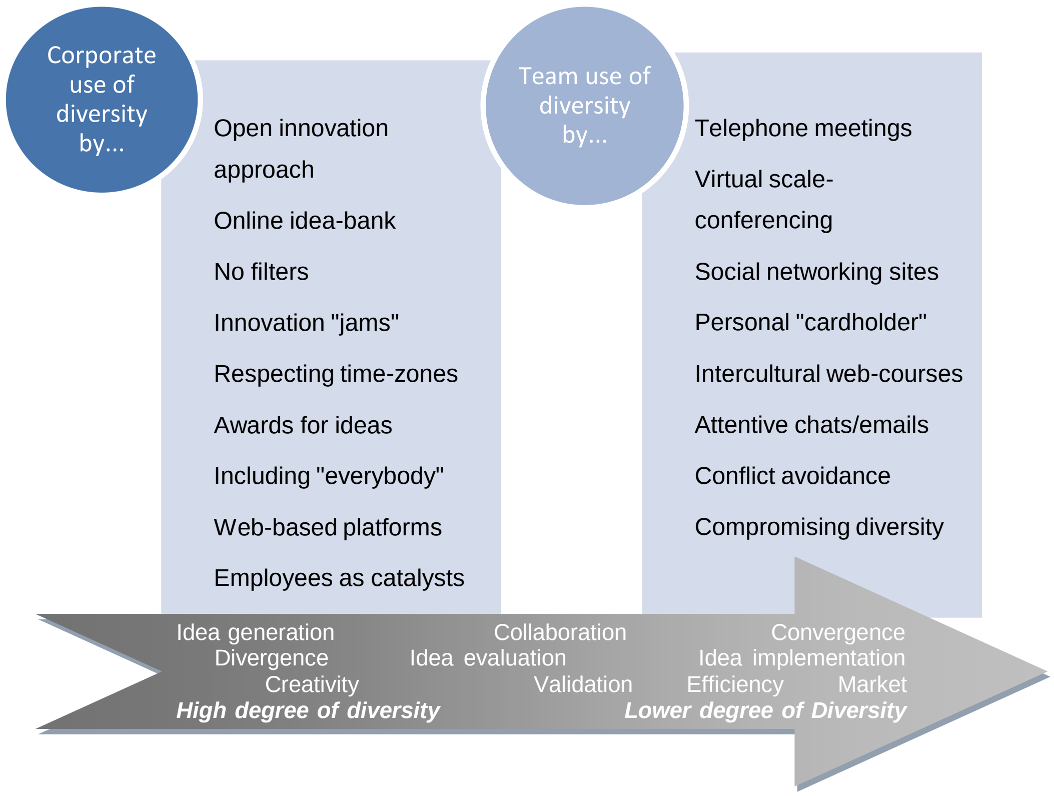


Figure 20: Illustration of how the use of diversity is facilitated in IBM in the early and later phases of innovation

Summing up on analysis

The overall aim with the analysis was to gain insight into how IBM exploits the potential of their diverse workforce in different innovation practices. We wanted to analyse how that is facilitated, by looking at three overall issues that both theory and data collection in IBM argued as important for achieving an innovative outcome. The areas were: Embedment of diversity, management and systemisation of diverse knowledge, and the use of diversity in different innovation practices, where relevant literature was recurrently enfolded.

In the **first part**, we wanted to analyse how IBM embeds diversity in their organisation though their strong corporate culture for a diverse work environment. The analysis showed that IBM focuses on hiring on the basis of talent, which is an essential part of IBM's well communicated and written down diversity policy. Every IBMer has a responsibility that the culture is uphold; managers get trained and taken over the policy, and top management practices scorecards, but also the use of constituency groups and mentoring help incorporate diversity. Therefore, diversity is embedded in IBM through a strong inclusive culture that is continuously managed, evaluated and fostered, in order to make employees perform their best and create a basis for exploiting diversity in the further innovation practices.

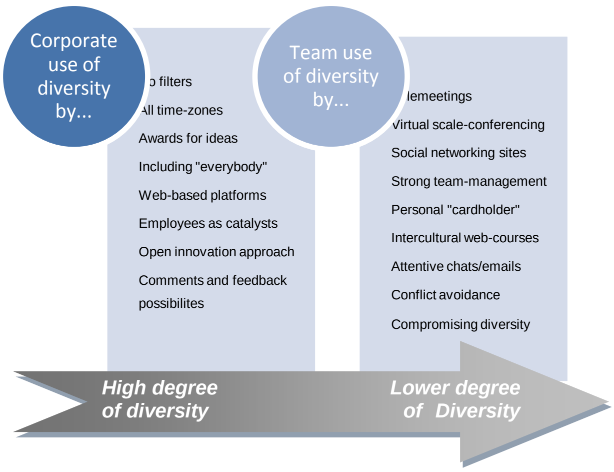
In the **second part** of the analysis we wanted to explore how IBM manages and systemises their internal knowledge. The analysis revealed that IBM works with different electronic tools to identify and map their talent base. The major kind of diversity captured is demographic, technical and functional diversity, and a category such as cognitive diversity, is almost non-revealed in every tool, apart from it being identified through personal relationship or a sparse use of personality tests. Blue Pages, which is the most frequented

NAME	Blue Pages	Fringe Contacts	Small Blue
DESCRIPTION	Employee directory that contains information on the profile such as technical skills, experience, interests, availability, titles, age and contact information.	Corporate directory and social network tool, where profiles are automatically generated via existing information from the Blue Pages directory, but furthermore it includes:	Social network analysis tool that works as an information analytics suite by visualising social networks and knowledge availability through automatic scans of all online activities, such as email correspondences, chats, online documents etc.
MODERATOR	Employee Manager	Employee Manager Colleagues	Automatically generated
ACTUALITY	Low actuality	High actuality	Fully updated
KNOWLEDGE TYPES	Explicit	Explicit Some tacit	Explicit High degree tacit
DIVERSITY CATEGORIES	Demographic, Technical, Functional and Organisational	Demographic, Technical, Functional, Value, Organisational, Network, Social and Group Status	Demographic, Technical, Functional, Value, Organisational, Network, Social and Group Status
FREQUENCY (IBM DK)	Very high	Low	Non existing

tool, is only little up-to-date, and the two other tools that capture more information, are only little frequented. Therefore, we found that IBM has some advanced tools that might be useful to knowledge management, but they mostly rely on the weaker tool, Blue Page.

In the third and **last part** of our analysis, the aim was to identify how IBM actually uses diversity and in the innovation practices. The analysis revealed that this use of diverse knowledge is especially practiced in the early stages of innovation, where IBM has a unique approach of inviting everybody to contribute to their innovation activities, ensuring that a whole range of different ideas and viewpoints are involved in enhancing the innovative practice.

In established team practices, the use of diversity, when it is affected by geographically disparity, is reflected in IBM's use of a number of electronic communication tools – especially telephone conference calls – that to some extent facilitates interpersonal bonding.



For further social connections, IBMers makes use of the social networking tool, Beehive and a "cardholders" function. Also in multicultural teams, IBM exploits diversity by having managers who understand and cater to intercultural differences, and by facilitating web courses and programmes that enhance the diverse collaborations. Finally, our last part of the analysis revealed diverse team interaction in IBM on one side acknowledges the creative solution from creative conflicts, but on the other side avoids conflicts as they are perceived to be time consuming and a hindrance to the communication.

Therefore, the exploitation of diversity in IBM could be said to undergo three steps, where the first is to incorporate it in their culture, then locate it and make it searchable, and finally balance it in different innovation practices, where the degree of diversity matches the innovation process that in the earlier phases requires a high degree of creativity and diversity, where later phases require more effective teamwork and hence coherence in the team. Overall, the analysis reveals that IBM exploits the potential of diversity through various practical initiatives and facilitation methods that are executed at different managerial levels: At a higher organisational and strategic level of i.e. implementing the diversity policy throughout the organisations; at a practical level of for instance making knowledge available in databases; but also at a team level basis, where e.g. managers act as moderators of discussions and clashes in teams.

CHAPTER VI *Discussion and findings*

In the previous chapters, we have made a comprehensive analysis of IBM in what regards the embedment of diversity in the organisation, management and systemisation of knowledge, and the use of diversity in innovation, which we found essential for answering the overall research question on how diversity is exploited in a global enterprise.

Now, we find it necessary to raise ourselves above the analysis in a discussion of the applied theory and method, in order to reflect on the analytical results, as we at the end of the chapter, wish to conclude some general findings and normative suggestions to the research question.

1. Discussion

In the following paragraphs, we will discuss a number of issues in relation to the outcome of the analysis by applying a critical perspective on the applied theory and method. We will therefore ask questions such as:

- *Could IBM act as an example for other Danish organisations, given that the American tradition is inherent in IBM's organisational culture?*
- *Is it really impossible to map the intangible and cognitive knowledge systematically, as seen in IBM?*
- *Could the innovative performance be enhanced in teams by allowing for conflicts to a higher extent?*
- *Was our data collection method appropriate for exploring the research area, or could we have done it differently?*

1.1 American organisational culture in a Danish context

The analysis revealed that organisational diversity is an integrated part of IBM's corporate culture. Yet, IBM is an American rooted organisation, where issues on cultural diversity, colour and race has been relevant issues much longer than in Denmark. It is only in the last 15-20 years that Danish organisations have experienced cultural challenges, because cultural diversity in the population is a relatively new phenomenon (Hagedorn-Rasmussen & Kamp, 2003). Without doubt, IBM's American roots affect the way diversity is handled in IBM around of the world, where the individual countries might have different traditions. It is thus debateable whether IBM can be representative for other Danish organisations, or if there are better ways of getting around diversity challenges. For instance, initially, many Danish companies apply a *social responsibility* approach to diversity that focuses on the company's responsibility for creating an integrated society (Hagedorn-Rasmussen & Kamp, 2003). This is different from the American approach that usually starts with a focus on legal *discrimination-and-fairness* motives (Thomas & Ely, 1996).

Therefore, on one hand, it is arguable that Danish organisations would not benefit from the American influenced approach to diversity as found in IBM. On the other hand, it is possible to perceive IBM as an example of how to take concrete initiatives for exploiting the business potential of diversity, by merely focusing on talent and knowledge, instead of focusing on peoples' differences. In this sense, USA is ahead of Denmark (Hagedorn-Rasmussen & Kamp, 2003; S. Justesen, 2009), making IBM representative for other Danish businesses that wish to exploit diversity for innovative purposes.

1.2 Is everything captured – regularly?

As seen in the analysis, IBM has several and quite advanced tools for identifying, storing and accessing employees' knowledge and profiles, where some of them even captures tacit knowledge that is often not found in traditional employee directives. But we also saw that especially cognitive diversity, such as behaviour, thinking styles, attitudes and personality, is not systematically captured and, hence, not made available at a global level. Additionally, we saw that some of IBM's databases are not always up-to-date. This lack in capturing knowledge can be explained by the fact that IBM counts almost 400,000 employees dispersed around the world, with managers and subordinates often placed in different locations, making personal acquaintances problematic. However, we know from literature that cognitive style, such as decision taking or out-of-the-box thinking, must be considered in relation to different phases in the innovation process, and it is thus relevant to question the fact that IBM does not store such knowledge systematically, in order to answer our research question on how diversity is exploited in the innovation practices.

Personality tests

We actually experienced that IBM, to a small degree, captures cognitive knowledge through the use of personality tests in the recruiting process, but it is not stored for later re-use. Reflecting on this inadequacy, a personality test like Myers-Briggs Type Indicator (MBTI), could be taken into consideration. MBTI is a widely accepted assessment tool that places people in one of four personality "dimensions", which can be used to help overcome difficulties that might occur in communication styles (Myers & Myers, 1980; Reinhold, 2009). MBTI takes form as a psychometric questionnaire, indicating how people perceive the world and make decisions. For instance, if an employee is strong in idea generation, he/she might be a “P” type that contributes to the divergent and often initial part of the innovation process. Contrary, if an employee is stronger in decision making, meaning that he/she prefers to make closure on things, he/she may be a “J” type that contributes to the convergence and effective parts of the team process. Such information is useful when assembling a team in accordance with the task’s requirements. People are said not to vary much from their characteristics once the test is made, and hence the results could easily be stored and re-accessed in a database.

Literature argues that active use of personality tests could heighten the collaboration in team work. In their 2004 article “Can absence make a team grow stronger”, Lipnack et al. reveal how, especially, virtual teams could make positively use of personality tests, like the MBTI, by informing others on their working styles and the intangible dimensions that often do not stand clear when people work on distance. They suggest that by saying out loud *I am an “H”, and I will thus be very outspoken about my ideas and crazy whims*, many communication barriers could be hindered and the team work optimised.

Thus, on the one hand, it is arguable that a systematic use of personality tests, where different thinking and working styles are made official, could enhance both the span of the directives and the team performance. On the other hand, it is argued that such tests should be done with precautions. In an interview with Dorothy Leonard on personality tests, she says:

> “Yes [it is beneficial], if it's not done in a superficial way. What worries me about having people know each other's thinking style is that people begin to label. *Oh, you're an INTJ and I'm ESTP*. I don't think that is helpful”. (Burkhardt & Brown, 2009)

So, employees and leaders should be aware of communicating the values of the various personality types, and not just interpret personalities to purely letters. This could create personal implications, similar to ingroup favourism theory which argues that humans tend to create ingroups and outgroups, pushing away the perceived “weird” outgroups (Campbell, 1988; Turner et al., 1979).

Up-to-date and all-round interviewing

As mentioned in the analysis, having a well managed and systemised organisational knowledge is vital for the exploitation of employee’s knowledge and hence of diversity.

Though IBM has several electronic tools to capture knowledge, some are not used frequently and one of them is, due to legislation, not even used in Denmark. The tool used the most, is not really up-to-date and it only contains a scarce amount of search criteria.

In our interview with Susanne Justesen, she told us about a way of mapping knowledge within organisations, which is quite different from the ones we saw in IBM. Her technique is to make face-to-face interviews with each employee in the organisation in order to make a visualisation of all present and relevant knowledge domains. When mapping knowledge, Justesen asks the interviewees to identify his/her most important knowledge domains that he/she possesses. For instance, an interview with a woman employed in company X would define the following knowledge domains: Manager, engineer, R&D scientist, company X employee, and because she is employed in a very male-dominated organisation, she would also define herself as being a woman. This information is written down and visualised either by a simple hand-drawn map or via a computer-animated map, and additionally stored in a database (S. Justesen, 2009; S. Justesen, 2007).

Looking at Justesen's method critically, it can be said that mapping every employee by personal interviews in a large global enterprise is quite a challenge. However, it is also arguable that, if the interviews are made every time a new employee starts, eventually together with the personality test, a session in each team or department could then be held once or twice a year to ease the work. Like that, the maps are kept up-to-date, which apply with the general perception of knowledge as ever-changing. The image of woman X above would change over time, if the company for instance hires more women, and her being a woman then becomes less prevalent, because the fact that she e.g. had lived in China, becomes more relevant.

However, no matter what method is used, a part of individual's personality will always, unavoidably remain unreleased (Burkhardt & Brown, 2009; Leonard & Swap, 1999), or as Klitgaaard from IBM says, some information on the employees are only revealed by personal acquaintance over time. But it could be argued that both interviews and personality tests are options for an optimised capturing of all kinds of knowledge. By applying these methods, knowledge is mapped consistently – including the cognitive dimensions – instead of relying too much on electronic and outdated tools. Hence, such tools would allow for a better exploitation of diverse knowledge.

1.3 Prepare for diversity

In the analysis, we saw that IBM exploits a wide range of different knowledge in the early innovation phases, but that diversity also sometimes is compromised in teams, in order to avoid conflicts between team members. Yet, from theory we saw how diversity among team members provides a positive challenge of ingrained assumptions and, hence, creative and empowered problem solving, enhancing the innovative. This leads us to reflecting on whether a higher tolerance of conflicts would allow for more creative abrasions in IBM, if yes, how such tolerance could be created.

When we talked with Justesen, she explained that even if diversity *is* managed and facilitated, there is no guarantee that diversity is actively utilised, as it depends people's willingness to share their knowledge. Often, Justesen experiences in her consultancy work that if an employee does not have the urge and willingness beforehand to engage in teams with high diversity, it is beneficial if a manager prepares the employees for the challenges in diversity, but more importantly, emphasises the positive outcome of it. By acknowledging that creative conflicts are fruitful, the employee can approach the work prepared and acquainted with the task, and the atmosphere will hence be more calm and tolerant, which invites creative ideas and views to flourish unhindered. Doing so, the employee becomes prepared for the challenging and sometimes frustrating work ahead.

In our face-to-face and email-interviews, we asked into the teams' work conflicts/clashes, but we did not get any clear confirmation of the exploitation of creative clashes. In fact it seemed as if they rather emphasised a "smooth" collaboration. On one hand, this could be a sign of lack of acknowledgement and lack of exploitation of the potential in these clashes. On the other hand, it might also be that our data collection method is inappropriate in revealing it, and that they actually do acknowledge and practise conflicts and clashes. Supportive to the latter, we encountered a research on IBM's use of their social networking site, Beehive (see appendix 8), revealing that employees who actively use Beehive have closer bonds to their network and gives higher willingness to contribute to the company and the common goals (DiMicco, Millen, Geyer, & Dugan, 2007). Therefore, Beehive might make employees more open and tolerant to diversity and, hence, further prepared and willing to blur the boundaries.

1.4 Method critique

After conducting our analysis, we discussed whether applying more inside observational data collection methods could have revealed another picture of IBM's organisational culture. We have primarily based our analysis on face-to-face and email-interviews with people from IBM Danmark, and all of them expressed the feeling of an open and tolerant culture. Yet, the three face-to-face interviewees were at the managerial level, which means that there is a risk that they do not communicate their own subjective perceptions, but instead communicate the policy and directions that are set from the top. Here, the email-interviews were made in order for the interviewees to have time to reflect in an anonymous environment, so we actually perceived them as quite honest and valid sources. Yet again, we only made three of these interviews, and one could argue that additional anonymous interviews or team observations would have provided a more honest and valid picture of the situation and, hence, of the analytical results of how diversity is embedded in the organisation.

Sum up

As we wish to deliver some general findings, we found it crucial to discuss the analytical results, our methods and the literature applied, in order to make the findings applicable to other organisations in general. For instance, we found that firm preparation of employees might be important to the exploitation of diversity; that our method maybe not captures everything; and that allowing for conflict to a higher extent could be beneficial for innovation. Therefore, with the discussion we believe to have demonstrated a critical reflection on the analysis in order to answer both the research question and sub-questions more reflected in following paragraph.

2. Findings

We will now present the findings to our research question that goes: *How is the inherent potential of diversity exploited in the innovative practices of a global enterprise?*

These findings are based on the results from our analysis and the critical reflections in the discussion above. The findings will reflect that the analysis was conducted in three parts, as we both in theory and data collection in IBM found three indispensible areas that organisations should address, if they wish to exploit diversity. The analysis showed that these three steps are continuously reviewed, nurtured, addressed and practised in IBM, and we will therefore hold on to such a three-part of our findings, as we find it to give a more precise answer of our research question.

We will start with a proposal of a model that might be useful for companies that wish to exploit diversity in the organisation, or for a general contribution to the field of literature on the practical aspects of exploiting diversity. Afterwards the model will be further extended with concrete initiatives and suggestions.

2.1 The gear wheel process

As seen in the analysis and discussion, the exploitation of diversity does not happen automatically, and neither immediately, instead it requires firm and continuous strategic management at many levels in order for it to actually enhance the performance. Therefore, we have chosen to exemplify our findings as a gear wheel:

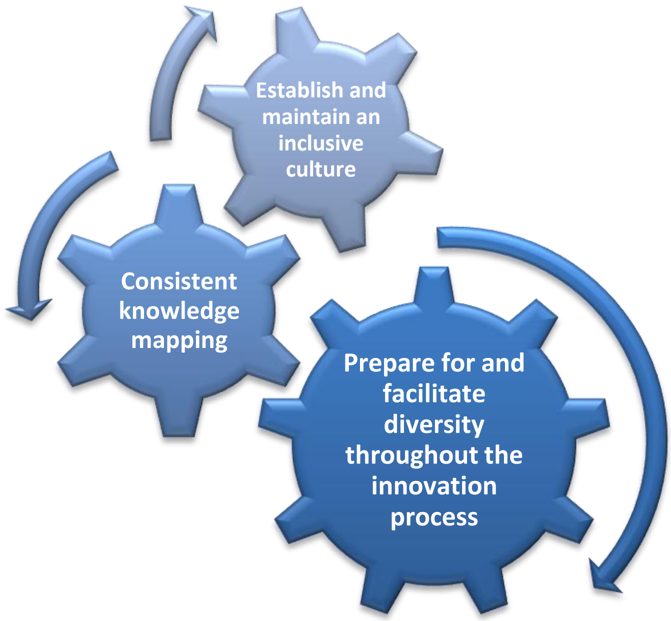


Figure 21: The gear wheel model, demonstrating exploitation of diversity

The gear wheel thus illustrates a process where all parts are interrelated, and the wheel automatically stops, if one wheel is not turning. This means that diversity cannot be exploited in the innovation practice, if only the first or second wheel is turning – all wheels must be running at the same time. When the first wheel is turning, the organisation should be considered ready for moving on to the next phase, and so on.

Regarding the **first wheel**, we found that organisations must have a policy that is practiced and communicated continuously to maintain a strong and embracive diversity culture, and in order for the potential of diverse employees to be released. Embedding diversity in the organisation is not just done once, and then never resumed. A diversity culture needs firm management and a range of managerial initiatives, in order to reside in the organisation and fight homogeneity tendencies. The first wheel is therefore an expression of a strong and consistent embedment of diversity in the entire organisation.

What regards the **second wheel**, we argue that mapping and storing knowledge should be done consistently, as the innovative practice constantly creates new knowledge and puts aside other. Hence, no matter what method is used, it should capture as many kinds of relevant knowledge domains as possible, and at the same time, organisations should ensure that the maps are up-to-date, in order to use the right knowledge for the right task, according to the phase in the innovation process. This identification and mapping of employees' knowledge is not possible, if diversity is not embedded in the culture, motivating employees to make their knowledge/domains salient and available, as seen in the first wheel. The first wheel thus keeps the second wheel running, which again must keep running, in order for the third to start turning.

The third and last wheel is about using the knowledge that has been identified and stored for an innovative task or purpose. Here, it is essential to acknowledge that a high level of diversity and complexity is needed in the early innovation phases, whereas later innovation processes often ask for a higher degree of coherence and efficient collaboration. Yet, no matter what, working with diversity will hurt, it will take time, and it will bring along challenges and clashes. But, if employees are firmly prepared for this, if the right facilities and tools are used, and if management is adapted to overcome barriers of diverse collaboration, diversity may be exploited to enhance the innovative practice.

What recurs in all three wheels is the aspect of management in a broad sense, where some issues in the exploitation of diversity need general top management, other issues need practical management tools, and other again need day-to-day team leadership. We will go into detail with that below.

2.2 Suggestions for exploiting diversity

We will now become more specific in terms of suggesting a number of practical initiatives that could be implemented in each gear wheel process. As we said in the introduction: "The aim with the thesis is to generate some general, yet practical, findings to the research question in terms of facilitating and exploiting organisational diversity". Therefore, we will provide some tangible and practical suggestions that should answer both the overall research question on how to exploit diversity in the innovation practice of a global enterprise, but also answer the sub-questions on how diversity is embedded in the organisation, how diverse knowledge is managed and systemised, and how diversity is used in different innovation practices.

The suggestions are intended for organisational managers, researchers, academics and others who are interested in the subject, as we find the literary field on how to use diversity in practice rather narrow and un-explored in a Danish context. It should be underlined that the suggestions are not intended to be an "A-Z manual" on how to succeed in exploiting diversity. Instead, our intention is to inspire companies and other interested with some useful and palpable suggestions on the practices of facilitating and working actively with diversity. Though the suggestions are meant to be hand-picked in relation to a given case or organisation, we still emphasise an interrelated thee-part division of the suggestions, as explained above. The suggestions are deduced from our analysis and discussion of the three analysed areas in IBM, but they should, of course, be viewed in the light of the delimitations to the research (see chapter two).

First wheel

A written down diversity policy

Diversity should be regarded as a valuable and profitable resource by everybody in the organisation, first and foremost, by having a written diversity policy that is communicated thoroughly in the organisation, both internally and externally.

Attract and recruit the most talented

Ensure that recruitment of employees is made on the basis of talent – regardless of differences – by using alternative methods, like mentorship programmes, to attract talented employees.

Support internal network groups

Allow and motivate for economically supported network groups among employees, such as constituency groups, and make use of their specific knowledge as sparring in relevant business issues.

Evaluate diversity

Evaluate diversity continuously in the organisation, also in top management, by using diversity scorecards and feedback possibilities.

Second wheel

 # Extend employee directives

Use social software to extend the traditional employee directive and to capture a larger amount of tacit knowledge. Support the directives with personal mapping techniques, such as interview mapping or personality tests, to identify and map also personal characteristics. Make the knowledge easy accessible and searchable in online databases.

 # Balance diversity in teams in relation to task

Consider the level of creativity or efficiency, and hence diversity, needed in the given task when assembling teams, by taking the innovation phase into consideration.

Third wheel

 # Facilitate idea generation by web technologies

Facilitate web 2.0 technologies to allow for an open idea generation and evaluation for *all* employees.

 # Prepare employees for diversity

Prepare the employees for the challenges, but also the business opportunities, of working in a diverse team, before a project begins. Make team managers avoid personal clashes, but do not be afraid of *creative* conflicts.

 # Meet face-to-face

Prioritise and facilitate face-to-face meetings in the team, and/or compensate by the use of virtual tools that imitate physical meetings, i.e. video conferencing.

 # Facilitate intercultural understanding

Train employees in intercultural differences and in appropriate written communication styles by offering e.g. web courses.

 # Create awareness of the available knowledge

Ensure awareness/understanding, and hence, use of all available knowledge in the team, by i.e. saying one's thinking style out loud.

 # Use social networking

Facilitate and encourage team members to build social bonds, especially when working in virtual teams, by using for instance social networking sites.

 # Use organisational cardholders

Use an organisational caretaker/cardholders to build a sense of personal safety and belonging for the employee, if his/her manager is placed in a different location.

Sum up

In this chapter we, first of all, wanted to be reflective towards the analytical findings by discussing the results, our method and the literature applied, in order to be able to conclude on the research on a general basis. The discussion revealed some new and interesting angles to the result, such as e.g. the advantage of prioritising creative conflicts, and the reflection was taken on to our general findings.

The findings took a practical and suggestive from, where we proposed a gear wheel model to illustrate the three different, but still interrelated, steps that organisations need to go through. Afterwards, we supported the gear wheel with concrete and palpable initiatives that could be implemented in each phase. We believe that this overall model in the shape of a gear wheel contributes to answering the overall research question of how to exploiting of diversity in the innovation practice, and that each of the three parts interdependently answer the three sub-questions of how diversity is embedded in the organisation, how diverse knowledge is managed, and systemised and how diversity is used in different innovation practices.

CHAPTER VII *Conclusion*

Innovation is necessary for staying competitive in a market that is characterised by global networks and multiple actors, and here, organisational diversity plays an important role. Yet, studies show that many Danish organisations are still relatively homogeneous, even though some might be rhetorically aware of the positive business case of diversity. This lack of exploitation of diversity might be explained by a similar lack of organisational insight, and a scarce field of relevant management literature – especially in a Danish context. This was the catalyst for the research subject and the conduct of the thesis.

The aim was to deliver some general, but still practical, findings on the facilitation of the exploitation of diversity in organisations. This was done with an inductive case study method, by establishing a theoretical framework of a knowledge-based approach to diversity, within which we conducted a three-part analysis of our case, IBM, by recurrently enfolding data and literature. We considered IBM a unique case within the field of diversity and innovation, as they have been using diversity strategically in their business for decades and because of their innovativeness.

IBM has created an inclusive diversity culture with a strong focus on talents, where a number of web tools enable IBMers to map and search for internal resources throughout the organisation. Here, diversity is exploited by involving all employees to idea generation and evaluation practices, and in teams practices it is exploited by team leadership and practical facilitation of diverse knowledge sharing. Hence, we saw how IBM uses management and facilitation of diversity at different level as a strategic tool in their business. In order to reflect on what we saw in the analysis, we discussed a number of critical issues on e.g. using an American rooted enterprise as example for Danish organisations. We also discussed how to map all kinds of knowledge, along with a discussion on how to make employees more dedicated to engage in diverse teams and creative abrasions.

To demonstrate the results of our findings, we provided a management model in the shape of a gear wheel that contributes to answering the overall research question of how to exploiting of diversity in the innovation practice. The model was divided into three interrelated parts, where each part interdependently answered the three sub-questions of how diversity is embedded in the organisation, how diverse knowledge is managed and systemised, and how diversity is used in different innovation practices. The first wheel suggested that diversity is embedded in the corporate culture by a well-communicated diversity policy, a consistent recruitment of ”everybody”, support of internal diversity groups and regularly evaluation of diversity. The second wheel suggested that knowledge is consistently mapped and balanced in relation to the task, by extending the traditional employee directive to include multiple kinds of knowledge and facilities. The third wheel suggested that idea generation is spurred by web technologies, and that team work is facilitated by a firm preparation of employees, by prioritising face-to-face meetings, intercultural web tools, social networking sites and organisational caretakers.

Having provided these practical findings, the thesis has – hopefully – demonstrated how the potential of organisational diversity is exploited in the innovation practices in IBM, and suggested how it could be done in other global organisations. Therefore, we believe to have answered the overall research question of the thesis on:

How is the inherent potential of organisational diversity exploited in the innovation practices of a global enterprise?

Retrospectively reviewing the research process, we conclude that even though we found the field highly interesting, it was a challenge to operate in a rather new field of literature in relation to specific managerial tools and facilitation for diversity in a Danish context. Due to this scarcity, we included supporting literature that did not necessarily review the specific areas, yet, in one way or the other, could be applied in the given context. This made the enfolded theory in the analysis appear somewhat scattered. An example of this is the fact that IBM to a high extend communicates and collaborates via virtual tools, which affects the exploitation of diversity. We did not get in depth with that issue, as we found it to be one among many important and relevant issues for a global and innovative enterprise. In other words, we chose to get widely around IBM’s way of exploiting diversity, which left us with an overall picture of the situation, instead of an in-depth understanding of one specific issue, and we found that to correspond well to our research questions.

1. Further remarks

As indicated earlier, literature on managerial issues of how to exploit workforce diversity for innovation in a Danish context is scarce, and hence we suggest that more research is conducted, in order for companies to realise the inherent potential of diversity and to use it in their management strategies. It could also be fruitful to address particular industries, because the effect of diversity might vary between industries, in that creativity and diversity is said to be more important in e.g. science-based industries – characterised by interaction and problem solving – and less important in e.g. industries characterised by routine and effectiveness. At the same time, it could also be interesting to look into the size of organisations and examine how it affects the managerial aspects of releasing the potential of diversity, if the organisation is not a global enterprise.

Finally, we find the idea of creating a new terminology for diversity and innovation interesting. Susanne Justesen suggests that the word “innoversity” is used to cover both innovation and diversity (S. Justesen, 2009). In our interview with her, she explained that many of the Americans that she has been working with were especially happy for the term innoversity, as it eliminates the common connotations attached to diversity, which, for many people, is related to anti-discriminative issues rather than the business opportunity of innovation. By using the term innoversity, diversity and innovation might be seen as two interrelated phenomena, making it easier to manage and facilitate simultaneously, as argued here in the paper.

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APPENDIX

Appendix 1: Interview with Anne-Marie Westergaard

Workforce Partner, Human Resources, IBM, August 31, 2009

We met Anne-Marie at the IBM Danmark location in Lyngby. She welcomed us in the reception where after we went to get a coffee to bring in the meeting room, we tell her a bit about the aim with the meeting and she starts explaining about the organisation of IBM as a global enterprise.

Fra slutningen af halvfemserne har vi tilstræbt at blive det man kalder en Globally Integrated Enterprise, en rigtig global virksomhed i modsætning til en multinational koncern, som mange virksomheder er og om IBM har været før. Den multinationale koncern er karakteriseret ved at man har en hel masse store eller mindre selskaber i de enkelte lande som arbejder sammen men i hvert land er man selvforsynende. Man har sin egen marketing afdeling, sin egen HR osv. Det er man ikke en Globally Integrated Enterprise, - tværtimod, alt hvad der kan slås sammen slås sammen. Derfor ligger alt IT-support feks i Indien, alt telefonpasning ligger i Skotland. Det kan godt være der sad en dame nede i receptionen og tog telefonen, men hun er sådan set en som vi har outsources det at løfte røret til, hvilket er Dansikring. Vi har nogle små blå mænd, som vi kalder det der går og ordner alt praktisk ved huset, det er Johnson Control. Kantinen er outsourcet til Sodexo som der står på bægerne. HR support ligger i Budapest, regnskab ligger i Bratislava, og sådan kan man blive ved. Det sidste nye store servicecenter der er åbnet for al learning ligger i Kuala Lumpur. Rejseafregning ligger i Manilla på Filippinerne, osv. Og det er simpelthen bundet sammen af et stort intranet, så du behøver ikke at vide alt det her.

Så er der det lokale plan. Der har vi noget der ligner nationale direktioner. Feks har vi en national direktør, men an refererer til nogle direktører højere oppe i GIE'en. Og vi har en HR direktør, han referer til en højere HR-direktør som referer til en højere osv. Men de skal jo selvfølgelig være ude i landede alligevel, for at tage højde for lovgivning, præcedens og sådan nogle ting man ikke kan vide på de enkelte kontorer nede i verden, som vi siger. Så de er der alligevel.

Det segment vi hører til som kaldes et IMT, tror det står for Integrated Management Team, det er så tilfældigvis det i Tyskland der er stort nok at det kun er tyskland. Frankrig er kun Frankrig, UK er England og Irland, Alps er Østrig og Schweiz, SpiGi er Spanien Grækenland, Israel og Portugal, og Norden er Norden hvor vi har et hovedkontor i hvert af landende, og i DK har vi så mange flere kontorer, da vi alligevel er de største. Men måden vi arbejder sammen på er, at tingene jo skal varetages, som jeg sagde lokalt. Men der er også de her store internationale retningslinjer og programmer, det er jo ikke bare regler. Det er noget med at man har fundet ud af at nu vil man tilbyde alle medarbejdere et eller andet. Fems at kan man gå på betalt orlov, det har vi lige indført en hel masse af i år, som et hjælpemiddel i de her lidt hårde tider. Hvis man kan få folk frivilligt til at gå på orlov et stykke tid mod at de måske fik en tredjedel af deres løn, så ville det også hjælpe på vore udgifter. Der er masser af mange mennesker der har gået og ventet på denne mulighed hele deres liv. Så det asser perfekt. Men det er sådan et program vi ikke kan sidde og beslutte her på Sjælland, det besluttes ude i verden, og så skal vi finde ud af hvordan vi skal implementere det herhjemme. Det er så mit job at være den der har kontakten til dem ude i verden der kommer med deres programmer, og siger nu skal i gøre det.

Bliver det så gjort på samme måde alle steder?

Nej ikke helt. Det er jo så netop det med lovgivningen osv. Hvor mine kolleger i Tyskland måske har det lidt nemmere, hvor de kun skal forholde sig til tysk lovgivning, så skal jeg altså tjekke af med fire HR chefer, fire sæt lovgivninger, 4 præcedens og 4 gange fagforeninger, hvis der er sådan nogle, før vi sætter noget i værks. Man lærer det med tiden.. Men man kan ikke bare lige gå ind fra gaden og lære det, det er meget erfaringsmæssigt.

Det samme faktisk med det vi galder Diversity Inclusion. Det er ikke bare noget vi sidder her sjælland det var da rart med noget mangfoldighed, lad os få nogen med en anden hudfarve. Det er faktisk noget der bliver tænkt rigtig meget over hvor projekter bliver supporteret nede fra verden. Det har en historiemæssig baggrund og en baggrund i vores værdier, og det har også så sent som sidste år og i år gennemgået en stor strategisk udvikling, hvor vi er begyndt at se på det på en ny måde. Bla pga. den her Globally Integrated Enterprise, fordi nu er diversity noget helt andet end det var for bare 2 år siden. Det kan godt være at ungefriske mennesker siger det ha vi da vidst længe, men det her er en "stor gammel dame", som faktisk er rimelig adræt, men det indeholder ca. 380.000 mennesker i 170 lande, så det tager altså lige let længere at vende et slagskib end en robåd. Det er det jeg har lavet en lille præsentation med. Er de mere i vil vide inden?

Vi fokuserer på diversitet i forhold til hvordan det kan påvirke innovationsprocessen. I forhold til afdelinger, er der noget der hedder produktudviklingsafdelinger i Danmark eller er det spredt ud?

Det er der ikke, så jeg kan kun fortælle jeg om det generelle. Men når vi taler om innovation i IBM så er det ikke så smalt som noget man kun laver i en produktafdeling. Jeg kommer ind på begrebet kreativitet. Så måske kan I ikke bruge os til jeres konkrete opgave, men tage det som baggrundsmateriale til tanker om hvorfor vi har gjort det eller sammenligne med nogen der gør noget andet eller netop ikke gør det.

Men det er egentlig heller ikke specifikt produktudvikling der er mere hver gang der skal innoveres, fordi I jo tilbyder løsninger til så mange forskellige segmenter, både handicappede mm. Så vores tanke var om der bliver udnyttet den her mangfoldigheden til løsninger?

Det tror jeg bestemt. Det er i hvert fald det vi påstår. Vi vil gerne ligne vores kunder, dvs. vi vil gerne have "alle" til kunder, dvs. vi gerne vil have "alle" til medarbejdere. Det er dumt at begrænse os synes vi. *(hun starter med at vise os en printet Power Point præsentation)* Som jeg sagde, er det jo en del af IBM's værdigrundlag det her med mangfoldighed. IBM har en global politik om ikke at tolerante diskrimination og mobning. Vi har nogle Global Policies, på forskellige ting. Eks hvordan man tager sig af fortrolige papirer, hvordan man opfører sig overfor andre, etik mm. Der er et af dem i at vi ikke tolererer diskrimination og mobning. Det kan godt lyder lidt, nåh ja sådan et papir kan alle da lave. Men bare vent, jeg starter med step1 i mangfoldighed. Der er mange der tror at de bare kan springe derhen hvor vi er nu, men det kan vi se når vi er kommet hele vejen igennem uden at gøre de her ting. Men jeg vil hævde at man ikke kan gøre det uden at gøre alle de her ting. Hvi ikke man gider at lave en politik om hvad man mener om alle de her ting, kan man ikke bare komme videre til at integrere mangfoldighed.

Der står også at generel politik om at ansættelse og forfremmelse skal ske *alene* ud fra evner og talent. Og den er også vigtigt, fordi den er faktisk anti-minoritetsdyrkende, læg mæske til det. Den siger netop ikke på baggrund af puljer, ikke noget med xx procent kvinder. Sådanne mål har vi nu, vi har score-cards der siger at vi gerne vil tilstræbe en procentvis stigning i eks. kvinder. Men det er nok mest fordi, at gabet uanset hvad vi gør stadigvæk er rimelig højt. Så hvis ikke vi har noget at holde os op på kommer vi ingen steder. Med mangfoldighed mener vi alt det der gør folk mangfoldige. Vi har faktisk også kørt en kampagne på et tidspunkt der hed What Makes You Special. Og det var måske da vi var kommet lidt langt ud i minoritets-dyrkningen, det er måske et lidt groft ord. Men der var på et tidspunkt blevet etableret hvad vi kalder constituencies som var kvinder, folk med anden etnisk baggrund, jeg kommer tilbage til det.. men når vi tænker os om så var det egentlig ikke det vi mente. Et hvert særligt behov du har, gør dig speciel. Når vi siger det på denne måde er det næsten på vision/mision, så er det altså alt. Det kan usynlige ting, i høj grad og det kan man også se. Det sidste constituency der kom til her er usynlig, det der fik den ind i gruppen er usynligt (eks. homoseksualitet red.)

Så det er i rekrutteringsprocessen at hver gang i har fået nye mennesker ind i huset så har i til samtalen, fokuseret på det?

Ja, vi prøver ikke at tiltrække nogle bestemte på det. Men vi aftaler det jo meget i vores jobannoncer og i alle mulige sammenhænge og håber på at folk vil tro på at det er rigtigt, og at de dermed vil føle sig tiltrukket af det. Men det er dermed ikke ment som et tiltrækningsparamenet som sådan. Vi sidder ikke og siger vi vil have flere der er rødhåret.

Betyder det så at forskellighed for jer ikke nødvendigvis er feks. Hudfarve mm men feks. Også alt det man ikke kan se?

Ja. Vi har dog været inde i en fase, og det er nogle af de faser jeg mener man *ska*l igennem. Man behøves måske ikke være der så lange som vi har været det. Men det har virkelig været svært for menneskeheden at arbejde med de her ting på en afslappet måde. Bla.a også fordi at mange virksomheder har den holdning at de ikke behøves at arbejde med mangfoldighed for vi behandler alle mennesker ens. Ok, kan man så sige, og hvordan det? Men det er en holdning der verserer. Eller hvorfor skal man bringe sin forskellighed med på arbejde? Det er så især hvis der er tale om usynlige forskelligheder. Ja hvorfor ikke!? Det er fordi det er utrolig belastende at gå og være anderledes når man ikke må sige det. Det er selvfølgelig noget moralsk, fordi det er en del af vores værdigrundlag, men det er også en strategisk nødvendighed, det er jo en forretning det her. Der er ikke særlig mange rigtig dygtige mennesker, og hvis vi vil have de bedste er vi nødt til at se på *alle*, uden skæven til smålige forskelle.

Så man kan sige at det strategiske med den her politik er også at I er bange for at gå glip af de gode?

Ja, vi er ikke bare bange, vi mener det er decideret dumt og ubegavet. Det er jo fordomme der begrænser os alle sammen, og vi har alle sammen fordomme, vil jeg vædde på. Forskellighed skaber grobund for kreativitet og innovation, det mener vi. Jeg læser mange bøger, og jeg læser i øjeblikket en lille krimi, og der er en politikommissær der lige havde sat en ny gruppe ned, hvilket var en ældre gammel gut og en yngre kvinde. Og han havde sat dem sammen fordi de havde to vidt forskellige måder at se på tingene. Den gamle gut havde jo ikke læst så meget men han havde en fantastisk praktisk tilgang, og så havde han den mandlige vinkel på. Men kvinden selvfølgelig havde den kvindelige vinkel på, og så havde hun læst så meget jura. De to sammen, dem kunne man bare ikke slå! Og det er den slagsprodukter vi gerne vi lave. Sidste men ikke mindst skal kunderne kunne genkende sig selv i os. Der var en overgang hvor vi ikke var så gode til at fortælle om det her fordi vi kunne se, faktisk i mange år, at store IBM/gamle IBM/i USA ude i verden har ment sådan her. IBM har bare aldrig været særlig god til at gøre reklame for sig selv, i modsætning til mange af vores næsten konkurrenter, som ofte kommer i avisen osv. IBM gør faktisk utrolig mange Corporate Social Responsibilites, og det faktisk den virksomhed der udtager flest patenter i verden, det er der bare ikke så mange der ved. Vi vil ikke have at folk skal tro, nårh det er de der blå folk med de rigtige meninger. De skal tænke, nåh dem der, det er dem der også havde plads til os.

Så har vi tre grundværdier: dedication to every kind of succes, Innovation that matters og Trust and personal responisbility in all relations, som også gerne skulle matche de her tre kreativitet og innovation, genkende sig selv og … i hvert fald det der med ikke at vælge ud på forkerte betingelse. Det her det er noget vi har taget ud fra nogle aviser, noget EU newsletter, hvorfor virksomheder vælger at arbejde med sådanne ting her. For at vise at IBM er det eneste der tænker sådan. Specifikt i Danmark er der 5 væsentlige love om ligebehandling, og det er jo heldigt at vi har det sådan i DK. Vi kan se at mange andre lande hvor IBM også er, der er det ikke sådan, eller måske er det sådan men folk har ikke fulgt med. Jeg ved ikke hvordan det er i Ungarn, men det ligger ikke ret langt væk herfra, og da der var en det vi kalder GayLesbianBiTranssexual parade hvor det var nogle IBMer der gik i spidsen var der folk der smed sten efter dem. Der er godt udgangspunkt for at gøre det i DK, det kan vi også se når nogle af vores kollegaer i Spanier endelig får lov at oprette en gruppe, specielt det med seksualitet, så er det hold da op, de har bare kæmpet i årevis. Tag os sammen! Jeg vil sige, at hvis folk ikke kan åbne op på de her ting som eks. constituencies, så kan man heller ikke betro dem at åbne for andre ting, såsom at to mennesker skal sidde og arbejde sammen, og have tillid til at den anden har en hjerne der fungerer. Og det gør at de kommer lidt under mistanke hos os.

(Bladrer videre) Vi fik MIA prisen i 2006

Det var inden i begyndte at arbejde strategisk med diversity?

Ja det var det. Det var nok lige det første host. Du kan se historien her. I 1898 var det allerførste host i IBM, der ansatte IBM faktisk kvinder til arbejdsmarkedet, og der havde kvinder ikke engang lov til at stemme. men det viser lidt om at biksen altid har været åben for det… Det samme med handicappede og ansætte handicappede. Det er der sikkert også andre der gør, men det her med professional women, til samme jobløn. Det har nok været relativt samlebåndsarbejde, men altså kvinder til samme løn som mænd.

Den her er vigtig, 1953. IBM ville gerne åben nogle fabrikker i Sydstaterne fordi de skulle have lavet en hel masse ting, men det kunne de stort set ikke komme til, for der kunne sorte og hvide ikke arbejde sammen. Men det var IBM sort set ligeglade med for det ville have dem på et bestemt sted, og de ville have at alle skulle kunne arbejde der, så det ville de sådan set blæse på, og det var på IBM's grund så der gælder det ikke. Det var jo virkelig pinligt hvordan de har behandlet sorte dengang. Så der går lidt tid og der kommer andre constituencies ind, men faktisk først i 1983 fik man det her med seksualitet ind, og den er interessant fordi den er usynlig. Men der kan jo være masser usynlige, som vi ikke ved noget om. Det vi har brugt meget tid på her på den seneste er at diskutere hvad der giver ret til en constituency, altså nogle der bliver passet særligt på nede fra store IBM, og hvordan undgår man minoritetsdyrkning, for vi har tonsvis af IBM-klubber som er interesseret i lystfiskeri, i fluebinding, klaverspil, dyk med hajer og de dyrker det, og det er jo heller ikke altid helt synligt.

De eneste vi er stødt på det er anden etnisk baggrund, EAGLE og .. men hvor I bruger jeres intranet til … ?

Ja jeg gennemgår det nu. Her er det blot nogle flere ord på det med politikken. Som er den officielle politik og som nye medarbejdere der bliver ansat får at vide. Og det er også vigtigt at få stemt af hvad de synes, hvis nu der er nogle der ikke virker modtagelige for mangfoldighed, så er de nok ikke det rigtige sted.

Hvad gør I for at formidle det?

Vi underviser dem. Vi har en del undervisning, rigtig meget. En wiki hvor man kan finde alt muligt, alle mulige programmer der har kørt i årenes løb alle mulige steder. På et tidspunkt, omkring ca 2005-6 blev man enige om at lave nogle særlige fokusområder. Som hænger seriøst bagud som er store. Mange procent at vores befolkning der hænger bagud. Man kan måske blive fornærmet når man tilhører en sådan gruppe, hvorfor kvinder, men det er faktum når man ser på tallene, for der er ikke mange kvinder i ledelse når man ser på tallene. Og så nytter det ikke noget at holde op med at tale om det. Derfor er step 1 at have det skrevet det ned i en policy og blive ved med at tale om det og bliver ved med at dyrke de her grupper. Vi har så samlet nogle gode råd til andre organisationer der vil fremme mangfoldighed, den kan i evt. stjæle fra…

Er det noget i officielt arbejder med?

Ja det er noget vi bliver bedt at holde foredrag om.

Men det er ikke noget vi sælger?

Nej, det gør vi ikke, gerne fortælle om det gratis, og så har vi fornøjelsen af at store kunder feks. Københavns Kommune, som har fået at vide de skal gøre noget ved det, og så fortæller vi bare om det. For det er ikke rigtig noget man kan konkurrere på, for enten kan man finde ud af det eller også kan man ikke, det er udgangspunktet. Det er ikke noget man kan snige sig til.

Så I har ikke decideret konsulenter der underviser i det?

Nej, det har vi ikke, men vi har folk i den interne organisation på europæisk plan som har det som fuldtidsjob. For mig er det her kun en lille del, jeg har mange andre programmer også.

Så her hjemme er der ikke nogen der tager sig af det?

Nej, de medarbejdere der selv har lyst til at arbejde med de er involveret.

Men det ligger under HR som er jeres ansvar at få det ud til nye medarbejdere mm.?

Ja og at der bliver udvalgt mentorer, nedsat udvalg, startet aktiviteter, brugt budgetpenge, kommunikeret på kommunikationssiden, hængt plakater op, laver arrangementer.

Får i henvendelser fra medarbejdere, med hvorfor opretter I ikke en gruppe på … ?

Nej, det kan vi ikke, for de her Global Constituencies, det er noget IBM opretter. Hvad kunne det være… vi har feks. mange der har fleksjob, vi har været gode til både til at få folk i fleksjob der af en eller anden grund ikke kunne arbejde mere, samtidig men at folk der var blevet visiteret til et fleksjob men manglede et sted at være til at være her. Og de hører egentlig til People with Disability Programmet. Det er de ikke helt tilfreds med, de vil gerne have deres eget program. Og det er noget småfnidder vi ikke har tid til, det kan vi ikke tage alvorligt, det er bare ærgerligt. Men det er de ikke helt tilfreds med, de vil gerne have deres egen gruppe. En disability betyder at der er noget man ikke kan, og det man ikke kan når man har fleksjob det er at arbejde fuldtid, så det hører de bare under. Ellers kan jeg ikke lige komme på hvad det skulle være. Men andre fællesinteresser så kan man gøre det i klubregiet.

Men du siger de her grupper får noget ekstra støtte og opmærksomhed, men så er der også de grupper med hajdykning og fluebinding?

De får også støtte, det er bare ikke samme slags og slet ikke samme pulje.

Men de er så mere fritidsorienteret eller bliver de interesserer også brugt på en måde i arbejdslivet?

Det er jo fritidsting som de laver sammen med andre IBM'er, det er jo ikke tilskud til en ekstern gruppe udenfor. Men det er mere fordi dem der er i constituency grupperne, de har som regel et budskab, og det er det de får støtte til både at have et sted at komme ud med det og få publikum, og til midler til det. Feks. under Kvinder, bliver der hvert år afholdt noget der hedder Excite-Camps, som kun er for unge kvinder for at fremme disse unge pigers tekniske, eller rettere deres lyst til at opdage at IBM ikke kun er noget med teknik. Det er der, men der er rigtig mange piger bla. i folkeskolen der stadig tror at skal man være her så skal man lave noget med ledninger. Vi har jo alle mulige slags jobs. Så for at de kan komme og få den oplevelse, og det kræver jo nogle penge, de skal have sandwichs, usb sticks, foredrag, der kommer nogle udefra osv. Det kulturelle netværk de har noget samarbejde med Junior Champer om at lave et mentor netværk, for folk der er kommet til Danmark som ikke er så gode til dansk endnu, som har en uddannelse, men som går på noget sprogskole. Sammen med junoir champer finder de en mentor i IBM, og der har vi to år i træk nu kørt med 16 hold altså 16 mentorer og 16 mentees, og det er rimelig meget tid de der IBM mentorer skal tage ud. Men det er end med jobs når det er sluttet, ikke i IBM men har lært at gå til samtaler mm.

Politikken skal selvfølgelig være forankret være i ledelsen, altså det nytter ikke noget at vores direktør sidder og fniser når ham taler om det, og så skal der være sådan en som mig, og så en leder på europæisk plan, "en dedikeret mangfoldighedsansvarlig" det er sådan en som mig. Så skal det fremgå af personalehåndbogen , hjemmesiden og intranet og jobannoncer, og ledelsen skal holdes oå på det, dvs den deltager også i kurser om ikke hvert år så hvert andet. Alle der sidder i ledelse har i hvert fald været igennem sådan et standart diversity kurser, mindst et, mangfoldighedsledelse, eller ledelse af mangfoldige team er en del af vores standart undervisning. Men mere og mere fokus på at det ikke nødvendigvis behøves at have noget at gøre med hudfarve og køn mm. til simpelthen at have forskellige behov.

Så alle underledere fpr også et lille ansvar for det?

ja, det ligger i grunduddannelsen. Så er der målsætning og økonomiske incitamenter fra topledelse. Det er der faktisk fra de her grovmål der bliver sat op. Det er ikke noget der vælter deres gage, men de går meget op i penge de der, og det er nøden der har lært nøgen kvinde at spinde, de er nødt til at have det som mål, ellers drukner det, der er 20 millioner ting de skal så det her er en gang i kvartalet gennemgår vi score-card for hvordan går det med dit pg dat og det er helt eksceptionelt at vi i år har været nød til at sætte målene ned fordi at verdenssituationen har været s ændret. Det nytter ikke noget at sige at vi skal have så og så mange med handicap når man slet ikke har nogen. Det skal give mening, men ellers har vi bare aldrig gjort det. Vi kan ikke sætte det som procenter. For vi må jo ikke tælle hvor mange handicappede vi har, vi må ikke tælle folk med anden etnisk baggrund, det eneste vi kan tælle det er kvinder, ud fra cpr-nummeret.

Er det lovgivningen?

Ja det er lovgivningen, og sådan er det også i de fleste andre lande. Men feks det med handicappede det ved man jo når man ansætter dem, så forsvinder de ud af systemet. Man har kiv at sige nåh du er handicappet - streg – men så ikke mere.

Jeg troede kun det var homoseksuelle det var sådan med?

Nej, det er alle.

Så hvis det også gælder internt i en virksomhed m det jo være utroligt svært at arbejde med?

Ja men der er forskellige måder at komme omkring det. Hvis man vil vide det efterfølgende, og man gerne vil have noget godt at bruge det til, men alle virksomheder skal reportere til Danmarks Statistik, og DS kan på de cpr numre de modtager se hvor mange der er danske feks. og ikke danske. Men vi gør ikke noget vi ikke må. Og vi har heller ikke noget at bruge det til, kun lige det med hvor mange PVD der går ind, kvinder kan vi se, anden etnisk baggrund har vi ikke måltal for, og homoseksualitet heller ikke. Men der har jo feks en anden ting, constituency gruppen, hvor vi kan se hvor mange der melder sig ind, hvis de har lyst til at fortælle det. For indtil videre har de faktisk holdt anonyme kort, men de løsner også selv mere på. Når de holder dem på europæisk plan, så ringer de jo ind fra alle lande. Man skal tænke på i det her firma at de fleste møder i det her firma foregår over telefonen, så ringer man fra alle lande på en gang. Men der har den gruppe så valgt at være anonyme, for at så mange som muligt vil være med, fordi der stadig er mere tys tys i mange lande, da de stadig ikke kan vide, tænkt nu hvos min chef hader homoer eller…

Så I ved ikke engang hvor mange der er i hver gruppe, med mindre de vil fortælle?

Kun hvis de har lyst til at fortælle os det. Men hvsi gruppen ikke længere har nogen berettigelse så nedlægger den sig nok, men så længe den ikke er nedlagt, så har den nok berettigelse. Det er jo ikke sådan at de får et månedligt tilskud, den skal vise sig aktiv. En gang om året er der budget runde så skal den vise til mig hvad den kunne tænke sig at lave. Så søger jeg nede i verden og så får de at vide hvor mange penge de har og så får den dens penge. Feks har vi lige deltaget i World Outgames, og støttet det meget.

Vi har haft en stor artikel hvor en af vore topledere sagde det ligeud, hvordan han havde mål på antal kvinder. Ikke at det hjalp noget, men det havde han altså, så man kan sige det var ikke ham der sad og strittede imod. Det er mærkeligt hvad det er der stritter imod, fordi ellers så havde vi jo bare løst. Det er noget helt gammelt stivbenet kulturelt i den lokale virksomhed, for de andre lande er meget bedre til det. Norden er ekstremt dårlig til det. Det er meget skuffende, netop på kvinde området, ikke på det andre grupper.

Det er utroligt, fordi det var det der kom først?

Ja meget skuffende. Og mændene siger hele tiden det er kvinderne der ikke vil, og kvinderne siger det er mændene der ….

Vi har underskrevet de her Charter med Ligestillingsministeriet som de har lavet sammen med DI, og en række virksomheder. Og IBM har også skrevet en. Der har vi sat hårdere mål, det er et vi har lavet lokalt her sammen med vores danske kvindelige HR chef og vi har fået vores direktør til at skrive under på at det synes han også. Og der er så en hel masse del-actions som der bliver fulgt benhårdt op på. Jeg har lidt en forhåbning at det kunne gå lidt bedre. Feks. har vi et job-niveau måle system der hedder BANS som man helt præcist kan se på hvilket level man er på i organisationen. Fra 1-10 og derefter kommer bogstaver, det er direktørerne, meget høje direktører, 8,9,10 det er også højt. Så vi har nogle mål om at flytte så og så mange fra 8 til 9 og fra 9 til 10 og til executive. Så det bliver meget mere end bare at snakke om ja der skal være flere kvindelige ledere, ja der er masser af de små teamledere, men hvad er det der går galt deroppe fra 9-10 og så kigge på det. Så har vi lavet en plan om at for hver mand der bliver hevet frem så skal der hives en kvinde frem også.

Det bliver lidt politimand agtigt…

Det gør det, men hvis man går helt tilbage og kigger på at man skal udvælges på talent og evner, men hvordan kan man vide at dem der peger har husket det. Så det er nogle chancer vi må tage også at prøve på den måde. Og så må vi have en overdommer og det er direktører, og jeg tror såmen han er meget god, det er ikke ham. Men altså det er det der med gammel kultur, og klikedannelse og tryghed.

Men hvis ikke kvinderne søger så giver det dig selv..

Men hvorfor gør de ikke det.. Hvis bare man tager noget så enkelt som måden at tale til hinanden på når man når et eller andet bestemt niveau. Det er i hvert fald værd at undersøge. Det er i hvert fald værd at undersøge. Så uanset hvor meget man gør, man synes , man kan og penge og grupper osv. så er der lige noget med kultur. Vi får også meget opmærksomhed på europæisk plan fordi at de aktiviteter vi lave bliver lagt op på det der Wiki så alle de andre lande kan se hvad vi laver og vi kan se hvad de laver. Og så kan vi se at de har lavet en spændende ting i Portugal, hvos den tager vi lige, og så er den lige til at køre fordi den allerede er planlagt mm. det er en mulighed som andre mindre virksomheder ikke har, det er jo simpelthen et kæmpe bibliotek hvor man bare kan gå ind og tage.

Er wiki noget der kører over intranettet eller… ?

Det er kun intra, men jeg kan da prøve at finde noget så i kan se måske nogle oversigter. Men her er der lige listet nogle ting, ikke alle kører nu, men det er inspiration til hvad man kan gøre, og alle har været gjort i hvert fald. Handicap feks. der gør vi meget ud af den enkeltes behov og så har vi på intranettet kan man slå op under hjælpemidler til handicappede og så er der alt hvad man kan få, vi har feks. folk med svagt syn der skal have store forstørrelsesglas, og folk med nedsat hørelse der har noget til mobiltelefonen og så er det nogle basisting der bliver tjekket på globalt plan, fkes at alle bygninger er tilgængelige for alle, feks med elevatorer.

For asberger, der er nogle nye skoler der hedder Aspit hvor vi er i gang med at se om vi kan få 3-4 studerende i praktik fordi at de er teknisk stærke, da det ville være et godt match. Og så er der noget på homosiden. Og en fin konference der hed Out at Work med op mod 100 eksterne deltagere ude fra og var meget benåret, det sidder bla en mand der med kvindetøj, og det er derfor det hedder GLBT, det undrede mig at det var en sådan aha-oplevelse, det er jo ikke bare noget med at springe ud en gang og så er det gjort, det er ligesom hver gang du møder nye. Dvs i sær den gruppe er min yndlingsgruppe fordi de er meget aktive og fordi de repræsenterer den usynlige forskellighed som alle jo kan have, man kan jo være generet eller bare have et eller andet bare ikke lige kan dele. Have været misbrugt, tonsvis af ting. Det er de rigtig gode til at, så om lidt vil jeg forælle hvordan de kommer på banen i vore "dDversity in the 21st century". En ny ting man har kigget på er som constituencies er alder, dvs inden man holdt op med at kigge på constituencies. Med alder tænker man selvfølgelig på alle hvordan kan man planlægge det, det har man gjort herhjemme længe, men ikke i alle lande. Det taler om alder som yngre, feks. Universities Hiries, og hvad man kan lave af aktiviteter for dem. Det er under vore konferencer mm. når vi er ude er det ikke kun få at rekruttere så er det også for at fortælle om hvad vi kan tilbyde. Teknologi og Piger er lidt en afart hvor man tager ud og taler med piger i folkeskoler.

Inden teknologi og piger havde I vist noget med indvandrergrupper, et program?

Jo vi har mange ting, som ikke er fuldstændig faste. Jeg spørger de her grupper om de har lyst til at arbejde med noget, og det er jo mere eller mindre frivilligt. Alle er indforstået med at de bruger noget af deres tid på at planlægge, organisere og ordne, men det er deres eget drive og deres egen lydt, og det synes jeg er imponerende. Der ligger generelt i IBM mange fritidstimer, nej frivillighedstimer, for det er lidt uvist om det er fritid eller ikke, for her skal man jo "bare" løse sine opgaver så er der egentlig ingen arbejdstid. Så hvis man lige har været heldig i en periode at score sig et job der ikke er så voldsomt krævende, så kan man bedre få tid til det her, og det er der ingen der forfølger

Tværtimod måske?

Nej jeg vil ikke sige det er direkte honoreret, men så har man måske selv valgt at have et job der ikke er helt oppe på de høje nagler eller man er måske bare en aktiv person der får det hele til at hænge sammen. Det her var et kvinde ….. som vi havde. Vi fejrer hvert år kvindernes internationale kampdag vil at lave nogle mini konferencer. Dorte Toft skrev en bog om piger og teknologi, IBM støttede hendes projekt.

IBM har fra tidernes morgen haft et regelsæt og en politik om at respektere og inkludere alle slags mennesker. Rettigheder og respekt for alle mennesker = **tandhjul nummer 1**. **2. Tandhjul** bestod i at finde en masse data om de her mennesker for at blive bedre (skete i 80'erne) til at stå ved denne beslutning om at inkludere alle og respektere forskelligheder etc. Hofstede= gammel IBM HR direktør i 80erne. Fokuserede meget på den geografiske/kulturelle forskellighed. Har ikke så meget med globalisering at gøre, men det var beregnet på som verden så ud dengang. Hans teorier er blevet udviklet til programmer der ligger på Intra og kan bruges af dem der skal udstationeres. **3. Tandhjul**: "Diversity in the 21st century – always looking for a better way". Ligger på intra. Det er ikke nok bare at rejse og have constituencies. IBM er nødt til at skulle igennem nogle små skridt. Hvor er vi, hvor langt er vi kommet og bruger vi det til noget? IBM er endnu ikke noget til inclusion delen (**4. Tandhjul**) – det de kæmper med nu. Hvis du skal være en vellykket person i en globally integrated enterprise er du nødt til at tage alt dette her ind og forstå at bruge det. Dette er noget der foregår løbende via artikler, personlige historier om hvordan de har oplevet diversity etc. på intra.

3 serier på intra: Diversity in the 21st century, Diversity in action, What Diversity means to you. Kørte hen over sommeren. Chatroom hvor folk fra hele verden snakker sammen. Sket i 2009. De kører også et andet program (ikke et diversity program), "Major to growth"(har skiftet navn= global placement initiative) – går ud på at folk kan få op til 2 års orlov i det land hvor de sidder og så komme ud og arbejde for IBM i et andet land. Major to growth=man har opdelt verden i det der hedder major markets (europa fx) og growth markets (Asien, Østeuropa) IBM skal gøre forskellige ting for at vokse/bevare deres liv på de to markeder. På intra er der et "skill development" analyseværktøj hvor man selv gennemgår alle sine skills. Man skal også skal sætte kryds i om man kan tænke sig at blive sendt ud. Modtager herefter mail hver gang der er mulighed for det. Meget populært. Hvad er forudsætningen for at kunne alt det? Det er meget vigtigt at man forstår hvad diversity er, tage det ind, (handler ikke om at have set en lille film om Mexico), man skal være indstillet på det, forstå det og mene det!

Når I skal ansætter en ny medarbejder i en afdeling ser i så på hvordan den medarbejdergruppe ser ud i forvejen (er den fx for homogen)?

Nej. Det kan godt være at det er noget lederen tager med i sine overvejelser når lederen skal tage sin beslutning, men vi rekrutterer efter evner og talent. Dette betyder at lederen ikke bare kan ansætte en der ligner sig selv. Udvælgelsesproceduren er meget kraftig og indeholder et ansøgningscenter i Budapest hvor alle verdens ansøgninger kommer igennem. Desuden har vi et krav om at alle stillinger skal være stået op internt (global opportunity market place) i 2 uger inden det bliver slået op eksternt. Krav om at de interne skal tages i betragtning først. Krav om at afdelingen skal give slip på folk inden 1-3 måneder. Det er manageren der bestemmer hvem der skal til samtale. Herefter bliver der involveret en recruitment officer der sørger for personprofil + en masse papirer med spørgsmål. Der bliver ikke lavet en kultur/ligevægtsanalyse. I Microsoft hvor AM arbejdede tidligere havde i de over 30 nationaliteter ud af 350 medarbejdere hvilket var relevant idet firmaet udviklede produkter på engelsk til engelsktalende kunder, derfor var det bedre at ansætte engelsktalende. Det er noget andet i IBM idet alle deres kunder er danske/nordiske. De har ikke så mange med anden etnisk baggrund.

Når du siger man skal kigge efter talent og evner, tror du at lederen tænker over at det kunne være rart at få en ind der er anderledes (lavet noget specielt etc.).

AM er ved at ansætte en student il at styre noget learning center har lige tilbragt et semester i Kina hvilket gør AM ekstra glad. Vælger hende pga. hendes initiativ perspektivet, hendes modenhed.

Alt hvad man har med i bagagen er en form for talent/videnskompetence

Ja! Det er også det IBM er nået frem til. Det er rigtig godt at have værdier og politikker (tandhjul 1) og det er også godt at have viden. Men det at have noget indeni er det vigtigste. Jo mere mangfoldige folk er indeni des bedre er de til at tage sig af andre.

I 2006 havde i et innovation jam. Var det tanken at nu skal vi have alle vores medarbejdere i tale?

Ja – det var helt forfærdeligt at sidde som en høj chef med så mange tusind medarbejdere og vide at der er én af de medarbejdere, der sidder med det guldkorn, der kommer til at betyde at vi overlever. Fedt når en virksomhed ikke er selvfed.

Det var i 2006 – er der noget lignende i pipelinen?

Man gør det ind imellem – "smarter planet" på facebook og jam på intranettet. Der er kommet mange forskellige ting ud af innovation jam. Der er en meget stor åbenhed/tolerance overfor medarbejdernes ideer. Vi har åbne programmer som fx en klageportal, confidential speaking hvor man kan få adgang til dem der sidder højt oppe i virksomheden hvis man har en kraftig mening om noget fx en god idé. Det er et miljø hvor man bliver hørt

Hvor ligger udviklingsafdelingerne? 32:20

Der er mange laboratorier der ligger i USA, men de henter folk ind fra andre steder eller får lavet bittesmå dimser i de forskellige lande. Når jeg kigger ud over vores medarbejderskare er der en gut der er ansvarlig for kryptoteknisk afdeling i Meha. Man spotter folk der har helt særlige kompetencer, og så er det egentlig ligegyldigt hvor folk sidder. Min chef sidder i Paris. Lyder hjemløst, men man har det der heder en cardholder som er en der "nusser om en i hjemlandet".

Hvem sidder og tænker/udvikler nye produkter? 31:00

IBM har en masse patenter der bliver udviklet af forskere. IBM har skiftet strategi. Vi skal selvfølgelig være på forkant med teknologien, hvilket er et relativt smalt område og det er ikke der vi tjener vores penge. Vi skulle gerne være en service provider og sælge løsninger, service og konsulentydelser, hvilket består i at koble alle IBMs kompetencer så det matcher kundens behov. For at være fremme på beatet har IBM nogle laboratorier. Ingen forskning i DK. De fleste Europæiske kontorer er salgskontorer.

Taler i med USA og deler erfaringer med diversity management?

Nej. Men man kan opsøge det. Det er mit indtryk, bl.a. ved at se på deres intranet , at USA har andre behov end i DK. Jeg har ikke talt med nogen om det. Det hele startede i USA. Det er som om USA griber diversity an på en anden måde. IBM USA har fx en hispanic month. IBM har en Diversity Events database: De fleste ting der ligger der er kæmpe store USA konferencer. DK har lagt én ting ind (world outgames). USA beskæftiger sig ikke med den "sidste abstraktionsnivau", ligger ikke til deres politik. Kører meget på constituencies.

Er det sidste abstraktionsniveau strategisk skrevet ned?

Ja. Eller..det kører på de der chats el. de der 3 diversity sider - Diversity in the 21st century, Diversity in action, What Diversity means to you (globale intranet). (vi kigger på deres intranet/diversity siderne) Det er ikke et program man kommer til at kører og siger "nu tager du step 1-8 og så er det gjort". Det er i forbindelse med introduktionen "af global integrated enterprise" at der er nogle ting som tvinger folk til at handle på den måde.

Er det et balanced scorecard i bruger til at finde ud af hvor i er og hvor I gerne vil hen?

Ja det er det på constituencies'ne. Men der er ikke lavet noget nyt scorecard på Diversity. Nyt scorecard på "major to growth" hvor mange der gerne vil være med i det.

Kan du komme med et eksempel på hverdag, når man ansætter en som man godt ved bidrager til diversiteteten? Eksempler på hvordan det er positivt at have dem herinde?

(tænkepause..) Andre synsvinkler Der er mange fra grupperne der er gode til at tænke på andre måder. Når først folk er integreret og ikke stikker ud som en særlig diversitet så er det ikke sikkert at man lægger så meget mærke til det. Jo mindre man ser det jo mindre lægger man mærke til det. Det er svært at sige. Det er nok mere noget med at benytte deres evner til noget de er gode til. Det kan godt være det lyder fordomsfuldt men der er fx mange i GLBT gruppen der er enormt omsorgsfulde (eller få omsorg op i andre) og som jeg har tillid til er omsorgsfulde. Vigtigt i teams!

Bliver de tænkt over det når der bliver sammensat teams at der skal være en fx GLBT'er til at skabe omsorg?

Nej, det er kun i jams'ne hvor man rigtig får værdsat det. Ikke i små teams. Det er også fordi vi ikke må markere det. Slå op på en tavle at vi gerne vil have en bøsse, en rødhåret etc. det gør vi ikke.Man har mulighed for at henvende sig til de forskellige grupper hvis der fx er noget man gerne vil involvere dem i (bruge deres viden). Det sidste nye der er sket med LGTB-gruppen er at de har fået nedsat et counsel med general manager som har tilbudt at være deres executive sponsor. Gruppen har tilbudt mentoring og rådgivning til ledere. De vil afholde en internt "Out at work" konferrence som et mini leder kursus hvor de inviterer de andre constituencies grupper til at være med. Der bliver slået bro mellem mangfoldighedsgrupperne. Det har en styrke at de slår sig sammen. Oplever hvordan meget forskellige mennesker kan arbejde sammen. Styrken vil GLBT er at det er en usynlig diversitet.

Har du nogen ide om hvor meget de bruger hinanden til daglig rent fagligt? 21:20

De bruger hinanden meget. De støtter hinanden på tværs af lande. De har anonyme calls. De kommer til konferencer i hinandens lande.

Hvis man nu mangler noget viden om et område, er det så noget man kan gå ind og søge på evner/kompetencer? (så man kan finde frem til en i virksomheden der ved noget om det man søger).

Ja, hvis folk selv har lagt det ind. Vi har et program der hedder "Blue Opportunities" hvor man kan tilbyde sine kompetencer til frit brug for andre. Man kan også skrive hvordan man vil levere den, hvor mange gange, hvor mange timer. Der var fx en meget høj leder i USA hvor man kunne ansøge om at få 1 times chattering med ham. Der ligger mange ting i Blue Opportunities og der er mennesker der arbejder på det hele tiden.

Det lyder som om at den interaktion der er mellem medarbejderne foregår over internettet. Hvad foregår der fysisk?

Jeg har et dilemma. For et par år siden gjorde man meget i minoritetsdyrkelse (man lavede bederum, skulle ikke betale frokost når der var ramadan). Det har jeg ikke noget imod men det er ikke en løsning på metaplan og det er ikke noget der truer dine livsvilkår. Vi har alle forskellige behov. Hvis ikke det er livstruende og ikke generer nogen, så må det godt være der eller hvis det er en fælles regel. For et par år siden var vi ude på et skråplan, hvilket ikke nødvendigvis gavner minoriteten og andre folk får ondt i røven over det.

Er det du siger, at hvis nu du fx havde mistet et familiemedlem og havde brug for et rum i en uge så skulle du have den mulighed på lige fod med en der hver dag har behov for et rum til at bede?

Ja, og det ville jeg også have mulighed for hvis jeg forklarede hvorfor. Men det er IKKE noget der behøver at lave regler om. Fx som reglen om at det rum der ligger i kælderen er kun for muslimer. Det var den vej/skråplan som IBM var på vej ud af (alle skulle have noget).

Er Blue opportunities nyt? Og er det noget I opfordrer folk til at bruge?

Ja, det er fra foråret. Det er endnu ikke noget vi opfordrer folk til at bruge men det tror jeg vi kommer til og jeg tror det er noget der vil blive flittigt brugt. Altså tænk engang – det er vores hemmelige, uudnyttede ressourcer. Det er på linje med innovation jam – alt dette her folk ved. Og det er ikke noget med at folk ikke må have lov til at undervise i urdu..det er helt op til folk selv. Det er lidt samme program som hvis man skulle udleje sommerhuse.

Er det et europæisk initiativ?

Nej, jeg vil tro at det er globalt. Men det er jo ikke et diversity initiativ. Det er et kompetenceværktøj.

Det kan vel egentlig godt kædes lidt sammen med det der med at få det andet abstraktionsniveau?

Der var 40 der meldte sig til at være mentorer, og det er jo tåbeligt når folk bliver glade for at gøre det at vi så ikke har haft et ordentligt værktøj hvor det kan blive administreret. Forgår af også til over calls hvis det er en mentor i udlandet.

Hvordan er i indrettet med kontorer?

Det er mest åbne kontorer. De fleste medarbejdere arbejder 2 eller flere dage hjemme om ugen. Dette er godt for miljøet og for humøret. Vi har et værktøj der hedder ”same time” så man kan snakke med folk fra ens afdeling selvom man arbejder hjemme.

Når nu i arbejder så globalt som I gør, handler det vel også om at have nogen der gerne vil arbejde om aftenen?
ja, man skal selv vælge sine teams med omhug hvis man ved om man er morgen eller aften menneske. 3 tandhjul = Elisabeth Plum har skrevet en bog der hedder kulturel intelligens og hun siger at den kulturelle intelligens først optræder i det 3. tandhjul. Har en studerende fra CBS der har skrevet om det. Dokumentere sin viden/engagement gennem blue opportunities. I er velkomne til at komme herud og side og bladre lidt på en skærm.

(Vi takker og siger farvel)

Appendix 2: Interview with Anders Quitzau

Innovation Manager, IBM, October 23, 2009

We met Anders in the IBM Danmark Østerbro location in the late autumn. We waited a few minutes in the lobby, where a diploma for being a diversity-friendly company is hung up on the wall. He welcomes us and shortly tells about IBM and the MIA award for diversity before we go to the meeting room where we told about our project and the aim with the interview.

BF: ***Hvad består dit job i*?**

AQ: Innovationschef, hvilket vil sige at jeg er ansvarlig for at identificere og opdyrke muligheder for at lave udviklings/ forskningsprojekter med kunder, partnere og universiteter mfl. Har fx projekter sammen med DTU. Indgår i konsortier med EU finansierede projekter osv. Inspirere deres kunder med nogle af de ting de laver i deres forskning. Vi tar' ud til kunder og inspirer dem med de ting vi laver i vores forskning, på den måde laves forskningsprojekterne ofte i samarbejde med en virksomhed for at lave "first og a kind" projekter. Prøve forskningen af på virksomheder. Andre gange er det virksomhederne der kommer med en problemstilling som de gerne vil have hjælp til, hvorefter vi tager fat i vores forskning og finder ud af om der er potentiale for at opstarte et "first of a kind" projekt. AQ fungerer som en katalysator.

LN: ***Så er det også innovation i form af produktudvikling og forskning*?**

AQ: Ja, og den anden del er mit job er de interne innovationsprocesser hvilket er mere front-end innovation der håndteres intern i IBM. Handler meget om at sikre at de innovations prosesser der er globalt også bliver implementeret lokalt + sørge for at folk kender til dem og at der er så høj deltagelse som muligt, hvilket kan være en udfordring i en travl hverdag.

LN: ***Er det det der sker herude*?**

AQ: Det sker forskellige steder. Vi har ikke innovationsafdelinger. Har kun en studentermedhjælper til at hjælpe mig. Filosofien er at innovationen bliver understøttet centralt fra, mange innovationsprogrammer ligger under IT afdelingen (deres CEO) hvilket er den applikationsmæssige understøttelse Vi prøver så vidt muligt at sprede innovationen ud så innovation er noget alle skal føle et ansvar for og alle skal deltage i hvilket vi gør igennem en række programmer og giver medarbejderne mulighed for at deltage i forskellige former for communities og mere uformelle samarbejder. Udbyde innovationsprojekter. Vi har noget der hedder et Bistec program hvilket er noget alle kan deltage i.

BF***: Er det noget der foregår over intranettet*?**

AQ: Ja. Bistec programmet. Vi har en række innovationsprocesser som kaldes "Think Place", hvilket er den virtuelle idékasse, som indeholder meget mere end det. En række af de ideer der havner i think place bliver vurderet på forskellige måder, først og fremmest af andre medarbejdere som kigger på dem og kommenterer dem. Høj grad af samarbejde på tværs af hierarkier og geografier osv. Ud af de 12.000-13.000 ideer der havner i think place hvert år bliver der identificeret det der kaldes "high impact" ideer. Et par tusind idéer bliver sendt ud til vurdering hos forskellige forretningsenheder for at få input. Nogen vender så tilbage og siger at de mener at denne idé vil kunne skabe værdi for deres virksomhed og tager ejerskab på ideen. Herefter bliver det til et bistec projekt. Så sponsorerer virksomheden et team som bliver udbudt på intranettet og "annoncerer" for projektet og undersøger hvem der kunne tænke sig at deltage i sådan et virtuelt team. IBM sikrer mangfoldighed i disse teams, hvilket betyder at der er nogle krav for hvordan sådan et team skal sammensættes: Det skal være globalt, dvs. der skal være folk fra forskellige dele af verden og der skal være forskellige kompetencer dvs. der skal ikke kun være IT specialister eller udviklere eller arkitekter. Der skal andre øjne på så der skal også fx være nogen med fra fx marketingafdelingen. Det er sådanset ligegyldig hvilken afdeling folk kommer fra. Sådan en projekt kører imellem 6-10 måneder. Arbejdet foregår primært virtuelt, men de mødes et par gange i løbet af processen. Så bliver der udviklet en eller anden form for en prototype hvis det fx er noget software eller et design af en ny forretningsprocess eller en præsentation af en nyt koncept. Ideerne bliver præsenteret ved 1 eller 2 bistec events om året (foregår oftest i USA), alt afhængigt af hvor mange projekter der har været. Her samles bistec teamene sammen med topchefer fra IBM der udvælger de projekter som de mener skal implementeres i virksomheden eller udvikles yderligere.

BF: ***Er IBM Danmark aktive i disse Bistec projekter eller er USA mere aktive*?**

AQ: Jeg tror ikke Danmark har udbudt et bistec projekt med danskere har ofte deltaget i projekterneDet foregår på den måde at medarbejderen henvender sig til sig chef og fremlægger sit ønske om at deltage i et projekt. Det er afdelingen der betaler for den tid medarbejderen bruger på det. Der afsættes typisk en dag om ugen. Det er en god måde at give alle mulighed for at deltage i noget innovativt selvom man måske sidder til daglig som fx business controller eller IT udvikler (en form for standard arbejde) og få lov til at bruge sin tid på noget der er front-end og nyt/spændende. Derudover giver det medarbejderen noget viden samt noget ekstra til ens arbejde. Derudover giver det netværk , hvilket er utroligt vigtigt i IBM at man dyrker sit internationale netværk og ved hvem der ved noget.

LN: ***Er det op til den enkelte medarbejder at opsøge projekterne*?**

AQ: Ja, i høj grad. Det gælder på mange områder i IBM med ens karriere at det kræver et vist drive og at man selv tager initiativer, både i forbindelse med ens uddannelse men også i forbindelse med at spotte nye jobs og projekter. Vi prøver at skubbe på fx i form af belønningssystemer. Vi har lidt amerikansk kultur på den måde at det er ok at prale af sig selv og sine medarbejdere. Ikke så meget jantelov."Personal business commitments" hvilket er en aftale man indgår med sine medarbejderne hvor man sammen med sin leder aftaler hvordan man skal udvikle sig og hvilke områder man skal satse på/hvilke mål man skal opnå. Nogle afdelinger har stående at man skal deltage i en form for innovationsprojekt eller tage nogle initiativer.

LN: ***Er det op til dem der skaber ideerne at sammensætte bistec teamene eller er der en form for moderator for at sikre sammensætningen?***

AQ: Der ligger et rammeværktøj/guidelines for bistec projekterne og teamene. Der er 3-4 medarbejdere der står for det. Teamene bliver ikke modereret som sådan. En del af mentaliteten at de skal være mangfoldige

BF: ***Sørger man for at der sidder en i teamet der kender til implementering osv.?***

AQ: Bistec går ikke til implementering men er udelukkende om at demonstrere funktionalitet og værdi af en idé + evt. komme med *anbefalinger* til implementering. Det er bagefter op til forretningsenheden at "forme" idéen som de ønsker den. De overtager ideen/resultaterne fra bistec.

LN: Hvordan er det generelt i IBM når I udvikler projekter internt? Hvordan tænker i diversiteten ind?

AQ: Det er jeg ikke den rigtige at spørge om. Jeg deltager ikke selv i den slags projekter eller sammensætter teams. Men vi har en mangfoldighedspolitik som vi så vidt muligt forsøger at leve op til. Jeg forestiller mig at teamene automatisk bliver mangfoldige/afspejler IBM's mangfoldighedspolitik. Jeg ved ikke om det er noget RDM'erne (ressource deployment managers) tænker over når de finder/allokerer ressourcer til projekterne. Det skal I spørge en af dem om. IBM har både professionelle personaleledere og professionelle ressourcestyrere så vi har også nogen siddende der tager sig af personalepleje. Sørger bl.a. for at der bliver levet op til de krav der er omkring hvor mange timer hver medarbejder har der kan faktureres til kunder.

BF: Tænker du over til dagligt hvordan, det at det er en mangfoldig virksomhed, påvirker jeres innovative processer og niveau?

AQ: Ja, det er jeg bevidst om. Jeg har et extended team som er en slags innovationsråd/komite som er en form for sounding board hvor jeg kan prøve nogle ting af. Det team er breds sammensat, hvilket jeg har tænkt over, at der skulle være folk med forskellig etnicitet, køn etc. Jeg ved ikke om det er sket bevidst da det også er foregået på den måde at man har henvendt sig til de forskellige afdelinger og efterspurgt en med det rigtige mind set og som kan være en støtte for mig. Men jeg syns da generelt at vi har den opfattelse at det er en multikulturel virksomhed. Der render folk rundt fra hele verden på gangene. IBM har også etiske guidelines som vi hvert år bliver hørt i = business conduct guidelines. Det bliver der gået meget op i. Går mest på race, diskrimination, kollegial opførsel. En del af regelsættet for at være en IBM'er.

BF: Skaber det af og til konflikter hvor man i teamet oplever at man tæner meget forskelligt/ der er bump på vejen før man når en løsning?

AQ: Nej, det er ikke min opfattelse at det skaber konflikt, men når man indgår i et projekt er man bevist om, alt afhængig af hvem der er i teamet, at man af og til skal takle tingene anderledes, fx skrive mødet ned på forhånd. På vores intranet har vi kurser i interkulturel forståelse. Vi kan tage et kursus i hvordan man fx skal kommunikere med kinesere og andre gode guidelines. Bliver brugt af dem der skal udstationeres. Hos IBM er vi vandt til at ofte at skulle trække på ekspertise/ressourcer fra et andet land.

BF: Foregår det meget over conference calls?

AQ: Bistec projekterne gør men almindelige udviklingsprojekter foregår ofte ved at man rejser derhen hvor projektet foregår. De fleste medarbejdere, især i konsulentafdelingen, arbejder nordisk, hvor de er i fx Norge 4 dage om ugen.

LN: Hvordan er din egen holdning til at kommunikere virtuelt vs. face 2 face?

AQ: Hvis man virkelig skal skabe noget sammen er man nødt til at mødes fysisk på et eller andet tidspunkt. Det skaber noget mere commitment. Vi arbejder med nogle værktøjer så vi kan komme over den barriere med at man nødvendigvis skal rejse. Udover at kan have video og conference calls sammen så kigger vi også på den sociale side og arbejder med at finde en måde hvorpå man kan få et "helt" indtryk af den person man arbejder sammen med selvom man aldrig ser hinanden. I den forbindelse har IBM udviklet vores egen interne facebook hvor folk kan gå ind og skrive om sig selv – både fagligt og mere personlige oplysninger som fritidsinteresser, familie etc. Vi arbejder også med at mødes i den virtuelle verden, hvor man fx kan lave brainstorming session. Hvis vi siger at det fysiske møde er 100 % oplevelse kan denne måde mødes på måske give en 80% oplevelse.

BF: Hvordan gør i det?

AQ: Vi kalder værktøjet "Nebraska" , som er en del af 2nd Life men foregår inden for vores egne murer. Der er der møderum, brainstorming tavler, steder man kan vise power point præsentationer. Det giver lidt ekstra da man er nødt til at være lidt mere med og man har mulighed for at give udtryk for sine fornemmelser hvis man er begejstret/skeptisk. Man har sit avatarnavn – man kan ikke se hinanden men ved hvem hinanden er. Men generelt har vi for lidt fysiske møder i forhold til hvor meget vi arbejder sammen og de lange projekter. Måske et spørgsmål om tilvænning. Tidligere havde vi en del interne konferencer hvor vi tog til Disneyland eller Las Vegas i 3 dage og kom hinanden ved både fagligt og socialt. Det er der blevet skåret meget ned på. Nu prøver vi at køre det i 2nd life/video konference i stedet for. Det er ok, men ikke det samme som tidligere. Jeg mener at det har stor værdi for virksomheden at man mødes og er sociale.

BF: Hvordan er niveauet af tolerance og åbenhed i virksomheden?

AQ: Højt. Det ligger også i den måde vi kører den åbne innovation i IBM. På den ene side har vi vores business conduct guidelines + vores værdisæt som sidder på rygraden af de fleste som gør at man hvad man siger og ikke siger. På den anden side ses åbenheden og tolerancen i den måde Think Place og andre lignende programmer fungerer på lægger også op til megen åbenhed idet der ikke er noget filter undervejs for hvad folk kan komme med af ideer. Det filter der er består i at de ideer der bliver lagt i Think Place får karakterer og bliver vurderet og kommenteret af de øvrige medarbejdere indenfor en række kategorier. Dvs. at man som idémand kan opleve, at der er nogen der fx kan mene at ideen er irrelevant for IBM. Synligt for alle og intet er anonymt. Vi kører også meget med blogs og har et internt blogværktøj hvor der også bliver kritiseret. Det er ok så længe man ikke optræder ukollegialt etc. Generelt er ordet frit.

LN: Hvordan er i indrettet herude?

Vi har ikke specielle chefkontorer og det er et meget åbent miljø. Hierarkiet er ikke synligt. Storrumskontorer. Kun få enkeltmandskontorer. Der er ikke tænkt over at åbne kontormiljøer giver mulighed for at udveksle ideer etc.. Det er et spørgsmål om hvor mange personer man kan have plads til – jo flere jo bedre. Vi har ikke en kontorplads per medarbejder. Vi har ikke de der kreative områder hvor man kan sidde og tænke ud af boksen – det mangler vi. Foregår mest på intranettet.

BF: Hvordan med networking hvis medarbejderne skal vidensdele?

AQ: Networking foregår nok mest afdelingsmæssigt hvor der er nogle sociale aktiviteter. Vi har også en kaffebar, men det er ikke min opfattelse at dette er et sted hvor folk stimler sammen. Derudover har vi en fredagsbar – vi har en rigtig bar oppe på 4. Sal. med fodboldspil og fadøl hver fredag, men i forhold til hvor mange medarbejdere der er det ikke noget der bliver gjort så meget ud af. Vi har en meget populær klub hvor man har mulighed for at deltage i en masse aktiviteter. Vi har fx adgang til en flyver hvor man kan komme op at flyve eller dykke/ filmklub. Mange afdelinger (20-30) er tilmeldt den klub. Der foregår meget socialt der.

BF: Har du som leder en særlig rolle i at få det innovative ud af dine medarbejdere?

AQ: Det er i høj grad op til medarbejderne selv at engagere sig i innovative projekter. Jeg føler at min rolle som leder er at motivere og informere dem om hvad mulighederne er og sørge for at de ikke sidder og brænder inde med nogle ting. Men jeg kan ikke sige at "nu skal I bruge så lang tid på det og det". Det er det jeg kan gøre.

BF: Hvordan motiverer du?

AQ: Det kan fx være ved at der er en forretningsmulighed for afdelingen, så hvis projektet bliver en succes og kunden bliver glad så har vi noget vi kan videreudvikle, der kan ende med at blive en ny forretning for IBM. Det andet kan være at det kunne være spændende for vedkomne at arbejde med og evt. noget jeg har talt med vedkomne om tidligere. Det kan være en udfordring, da det ofte er tidskrævende at involvere sig i, og folk ofte har travlt nok i forvejen. I heldige tilfælde kan der være 30-40% af omkostningerne der bliver dækket fra offentlig støtte men udover det er det på afdelingens egen regning.

BF: Så det kræver altså at medarbejderen skal have et særligt drive?

AQ: Ja, der skal være en forretningsmulighed eller der skal komme noget fra toppen før det er interessant for afdelingerne at involvere sig i.

(36:30) **LN: Det virker som om at der er relativ stor frihed til at allokere timer til ideer?**

AQ: Tja..både og. Det er op til den enkelte leder for afdelingen at tage den beslutning. Der er også nogle hårde mål om hvor mange timer en medarbejder skal kunne "sælge"+ hvad afdelingen skal have af timer på forskellige kategorier. Kan ofte blive en kamp om ressourcerne. Primært konsulentfunktioner og Mærsk data på adressen. Jeg refererer direkte til den administrerende direktør.

BF: Hvad er forskellen på Innovation Jam og Think Place?

Vi har forskellige programmer som vi laver innovation med hvor innovation jam er en af dem. Modsat Think Place der kører løbende hele året er innovation jam en mere intensiv proces, der kører over 72 timer. Den kører en eller flere gange om året. 1 gang årligt kører i et globalt jam. Vi har også noget der hedder Global Innovation Outlook hvor vi får viden ind udefra og hvor vi identificerer områder hvor der er behov for noget innovation.

BF: Er det også løst struktureret?

AQ: Nej *(AQ hiver en præsentation frem på computeren hvor vi kan se de forskellige innovationsprogrammer IBM kører med)* AQ: Her kan man se de innovationsprogrammer vi selv driver og de programmer vi deltager i eksternt. AQ: Vores ideer kommer primært fra Think Place og Global Innovation Outlook. Det vi gør at er vi kører nogle deep dive sessions hvor vi definerer nogle områder ud fra hvad der sker i samfundet og hvad der er af samfundsmæssige behov. Der har vi bl.a. haft nogle emner op som "waters and oceans","safety and security" (data og fysisk sikkerhed)og udvikling af Afrika etc. altså store globale problemstillinger. På den mådekører vi nogle deep dive sessions rundt omkring i verden (der kører typisk 6-8 forskellige steder i verden) hvor man samler eksterne eksperter, politikere og NGO'er hvor man diskuterer et par dage de forskellige emner. Prøver at komme nærmere konkrete problemstillinger hvor IBM vil kunne gøre en forskel. Dette bruger vi til at prioritetre vores forsknings og udviklingsprojekter – nye forretningsområder. Den anden måde vi får ideer på er via IBM research. Består af 3000 forskere der sidder på labs rundt om i verden. Forskningen består både i grundforskning (kemi,fysik) + i IT relateret forskning (hvordan man designer processorer, chips etc.) + i software og services. Forskning = videreudvikling, optimering.

LN: Er det jeres "egne forskere" eller er de tilknyttet universiteter?

AQ: Det er vores egne forskere. Vi har university programs hvor vi arbejder tæt sammen med universiteter. For et år siden åbnede vi et lab i Cambridge i USA som arbejder sammen med fra 3 universiteter. Forskere som har speciale i social software. Kører projekter direkte med studerende og professorer. IBM DK arbejder meget sammen med DTU. Læse mere om det på IBM.com/research. Nogle af de områder der kan udspringe af researchen bliver vurderet som et potentielt nyt forretningsområde for IBM som kan skabe stor værdi for virksomheden i løbet af 3 år. Et sådan projekt bliver etableret som et "Emergent business opportunity" (EBO) hvilket er en midlertidig organisation hvor man samler kompetencer og ressourcer ind fra forskellige dele af IBM (udviklere, marketingfolk, arkitekter, konsulenter). Disse teams arbejder mere langsigtet hvor de fx skal teste noget teknologi af eller udvikle nogle løsningskoncepter baseret på noget teknologi. Vi har fx haft EBO'ere der skulle udvikle og undersøge vores marked og hvilke områder vi skal i Sydamerika.

Målet er at en EBO skal leve i 2-3 år, men den kan også forandres undervejs. Hvert halve år laver vi reviews af den portefølje af projekter de har og vurdere hvilke områder vi skal arbejde videre med og hvad vi kan lægge over i "business as usual" + hvad vi måske skal sætte på hold + hvad der skal lægges over til nogle partnere. Af og til lever MBO'er længere tid (op til 6 år), ofte pga. de løbende udvikler sig.

LN: Består disse teams af interne IBM medarbejdere?

MBO teams er sammensat af interne (globalt). Hvis det er et projekt der foregår i en branche hvor IBM ikke er så stærke rekrutterer man udefra for at få den nødvendige viden. Med MBO'ern prøver man at lave et projekt der løsriver sig fra den daglige rutine. Disse projekter bliver ikke bedømt på hvor mange penge de tjener men fx på hvor meget omtale/opmærksomhed projektet får i pressen samt hvor mange pilotprojekter bliver gennemført og hvor meget dokumentation får vi for de projekter der bliver gennemført. Dokumentation for nye løsninger til dem der skal arbejde videre med forretningsområdet efterfølgende. Det er også MBO'erne opgave at identificere relevante partnere, der kan komplimentere det man kan eller som på sigt kan være dem der skal sælge det til kunderne fordi det passer til den markedsadgang de har. Derudover har vi noget der hedder "Joint Innovation Teams" hvor vi indgår i et langvarigt samarbejde med en kunde – fælles udviklingsprojekt. Vi har fx et projekt med en bank hvor vi i samarbejde med dem ser på hvad fremtidens bank er, hvordan de kan kommunikere med deres kunder via mobiltelefon etc. i fremtiden.

Vi arbejder også en del sammen med venture selskaber. Vi har en organisation/division der hedder "Venture Capital Group" der har til opgave at pleje relationerne til ventureselskaberne, se på hvilke selskaber de har i deres portefølje og undersøge om der er nogen af de virksomheder som IBM ville kunne hjælpe videre med vores teknologi, eller er der nogen af deres teknologier der ville kunne være interessante for IBM som en partner eller noget som IBM kunne købe. Hvis vi ser på IBM's egne innovationsprogrammer – det der kører internt. På grafen kan man se hvordan fasen kører med hvor ideerne kommer fra til der hvor de bliver implementeret enten i interne produkter eller processer. Her har vi vores research der laver de der Global Technology Outlook. De bruger 8-9 måneder på at analysere hvad det er for nogle udviklingstrends i teknologien der har afgørende betydning for IBM og for vores kunder, hvilket er det næste step de kigger på.

(0:54:30) Så her hvis man ser på vores egne innovationsprogrammer hvor meget kører internt i IBM og er intern initieret, så har vi her oppe fra det er fra "idé-fasen", dvs. hvor kommer ideerne fra, og herover til at implementere det enten i nogle forskellige produkter eller over i nogle interne processer. Og her har altså vores research der laver de her Global Technology Outlook, der bruger 8-9 måneder på at analysere hvad er det for nogle udviklingstrends som vi ser i teknologien som kunne være afgørende for IBM, og vores kunder er så det næste step, men først hvad er der er væsentligt for vores virksomhed. Og det bruger man så til at prioritere forskellige forskningsområder i IBM. Og så har vi de her Jams, som vi kører hvert år, det er nogle intensive seancer som kører over 72 timer, nogle at de jams vi har kørt har kørt helt åbent hvor alle har kunne registrere sig, andre som fesk sidste år hvor vi inviterede en række universiteter og nogle business partners og alle IBM'er og det handlede meget om fremtidens virksomhed, og hvilke udfordringer står virksomheden overfor, og hvilke løsninger man skal give for at kunne løse de udfordringer. Det kører som sagt globalt, de er 72 timer, med de forskellige tidszoner så kan alle deltage, så de har et døgn-til-halvandet indenfor normal arbejdstid. Det er en faciliteret proces, hvor man deler op i en række områder man kan diskutere, og hvor vi så har et netværk af facilitatorer, der sidder bagved og kigger på diskussionerne, og prøver at trække nogle af de vigtigste punkter frem, og vi har også eksterne fascilitatorer, det kunne være en direktør fra en eller anden stor virksomhed der går ind og så har en specieldiskussion. Det tager måske 2-3- måneder efterfølgende til at bearbejde det input der er, og hvor er der nogle forretningsmæssige områder hvor vi kan tilbyde nogle nye løsninger. Som eks. i 2006 identificerede man 10 store områder, og et af dem var omkring sundhed, og alt i alt til de 10 projekter allokerede man hvad der svarede til omkring 100 mio. dollars, og nogle af de penge de havnede så ned i DK hvor man har udviklet en ny form for patientjournal, som er et af de projekter vi havde derfra. Så selvom vi er et relativt lille land drypper der lidt herned alligevel.

Det må virkelig være bekræftende i sær i sygehusvæsenet, hvor der er så mange mennesker der er utilfredse, og så komme ind der?

Ja, der er mange muligheder. Vi har en virksomhed der hedder ACURE, som er en division under IBM, som netop er specialiseret i sundhed. Så det er måske også en af grundene til at det er havnet nede hos os, men vi har sådan nogle projekter som vi synes er vigtige indenfor sundhed, vi kører også et projekt i øjeblikket hvor vi kigger på hvordan man kan nedsætte antallet af fejlmedicineringer. Som også er et udviklingsprojekt, som vi kører sammen med Skejby, tror jeg, og så også et eller to universiteter. Så har vi også det det hedder Globalised Interest, mange af de her ideer der kommer fra Think Place kører vi op i vores Communities, så vi har måske tre-firetusinde forskellige comunities, som er inde for forskellige fagområder eller processer, eller andet, alle kan oprette et community hvor man deler viden eller laver web-casts, conference calls og præsenterer spændende projekter som man arbejder i, og der er en af måderne at få sat lidt gang i udviklingen af nogle af de ideer der ligger hernede(i Think Place) at kaste dem op i Communites, hvis nu de ligger her oppe et sted der har med en bestemt branche eller type løsning at gøre, og så får man hjælp fra dem til at udvikle det.

(59:50) ***Er det så op til dem at tage ideen op eller beder man dem specifikt om at tage ideen op?***

Det er op til dem. Det er igen nogle af de mekanismer, som ligger hernede i Think Place, at der ligger nogle kommunikationsfaciliteter så man meget hurtigt kan se at den her ide den mailer vi optil det her community, og så bliver den spredt ud til de måske 2-3000, der sidder derinde. Prøv at se min ide, hav nogle argumenter for det og gå ind og hjælp mig her. I Think Place kunne være at videreudvikle ideen.

For at komme tilbage til de med timerne, hvis man så siger, den her ide griber jeg, er det så op til medarbejderen feks. at gå til lederen og sige, kan jeg bruge x antal timer på at tage den her ide op, eller er det lederen der går den anden vej ned og spørger, vil du bruge….

Altså det kan være både op, for der er forskellige filtreringsfaciliteter, så der kan godt sidde en der har et ansvarsområde for en proces eller et produkt, der siger, jeg vil gerne se de ideer der har med mit område der kunne have relevans for mig. Der kan det godt være der er nogle ideer, som han vil køre videre, og så er det så op til ham og sige, jeg vil godt investere noget tid og så prøve at finde nogle medarbejdere som kan kigge lidt nærmere på det om der er noget i det. Ellers så er medarbejderen mulighed at sige, kan vi få så meget aktivitet, så mange kommentarer, ratings, og videreudvikling af programmet, så ideen af frivillighedens vej, kan komme i betragtning til at blive til et projekt. Og hvis det gør det, så kan man få allokeret tid til det.

Så man skal ligge lidt i for at overbevise at der er noget i det?

Ja det skal man, det kræver lidt drive. Der ligger hele tiden omkring 13-15000 ideer og bobler nede i Think Place, og der kan de godt få lov at boble, også selvom det måske er århundredes ide, vedkommende ikke har det her drive, og bruger de muligheder der er for at få back-up til ideen, og ikke tror på ideen, så kan den godt få lov til at ligge dernede. Den måde Think Place også fungerer på, er at der er et netværk af de vi kalder Catalysts, så der sidder et netværk af kolleger som har til opgave at være med til fremme ideer, og som synes det er spændende, og man kan melde sig til Catalysts i Think Place, og det kan alle gøre. Der ligger lidt undervisning så de får lidt uddannelse i hvad er deres rolle, men deres rolle er egentlig at bruge deres viden deres netværk, deres energi, deres entusiasme på at hjælpe dem der har ideerne videre i systemet. Det er også deres rolle at gå ind og identificere ideer og sige der her ide er umuligt pga det og det og så overbevise den der har ideen om, at få den lukket ned i Think Place og bare blive liggende og fylde op og optage opmærksomhed. Så det er også deres rolle. På verdensplan er der vel en 11-1200 af dem.

(1:03: 20) ***Bliver man nogle gange overrasket over hvis en medarbejder kommer og siger han gerne vil involveres i noget, hvor man som leder slet ikke havde forestillet sig ham, hvor der måske kommer lidt skjulte kompetencer frem?***

Det ved jeg ikke, jeg har ikke medarbejdere selv. Men jeg har da fået henvendelser fra nogle de har sagt at min medarbejder har spurgt om det her og hvad drejer det dig egentlig om og hvorfor skulle han sige ja til, for at få mit input på det. Så på den måde kan godt sige, selvom vedkommende ikke umiddelbart synes det lige havde noget med hans forretning at gøre, prøv lige at hjælp mig med at forstå hvad det er du vil. Men i positiv ånd, jeg har ikke været ude for, at nogen har sagt, det her synes de er tidsspild, og det var da noget mærkeligt noget at komme og spørge om. Generelt er ånden herinde at vi meget gerne ser at folk de udvikler sig, også selvom det betyder at de søger over i en anden afdeling og de gerne vil bruge deres tid lidt anderledes end de gør i dag. Det er noget man tager positivt.

Annemarie (Diversity Manager)nævnte at de fleste ikke bliver i deres job mere end 2-3 år, og så rykker de videre.

Ja det er rigtigt. Ikke at jeg vil sige det er en standart, men omkring 3 år i et job, så skal man måske ind og se om der skulle være noget andet, selvfølgelig kan et job udvikle sig meget undervejs og der er nogle gode argumenter for det. Der ligger ikke noget krav eller pres om at man skal flytte sig efter 3 år også fordi vi værdsætter folk der har så stor specialitet og viden,

Så det falder naturligt at flytte også fordi det er så let indenfor virksomheden?

Der er nogle der siger at tidligere stod IBM for I've Been Moved (griner). Fordi vi er så dynamiske som vi er, og man er vant til at nu omrokkerer man tropperne fordi at markedet ændrer sig, eller der sker andre ting eller der kommer nye kunder og nye projekter osv, så er der behov for at vi flytter lidt rundt på ressourcerne. Nu siger det står for I'll Buy Mac (griner). Hvis ikke man kan lide forandring, så er IBM måske ikke det rigtige sted at være.

Men det vi har herovre (vender tilbage til power pointen) omkring Alphaworks, First of a Kind, Technology Adaption Programme det er sådan nogle udviklingsmiljøer vi har, nogle … boxes, kan man kalde det. Den filosofi vi dyrker, netop fordi vi har den her brede tilgang til at få ideer, i virkeligheden kan man sige vi har en kæmpe pipeline af ideer og ting, og hvis man kigger på mange medicinal virksomheder, så har de de her Blockbuster de går efter og de har nogle store projekter og hvis det her projekt det viser sig ikke at leve op til kravene så går det total … og kursen falder. Vi vil hellere "fail many but fail cheap" som vi siger, vi prøver at finde måder hvor vi kan håndtere det her. Dvs vi skal have en naturlig selekteringsproces i hele den her iderigdom, og så være i stand til på en billige måde at prøve dem af om det fungerer og se om det holder vand, skaber værdi og om der er et marked for det. Den måde vi internt gør det på er via de her interne Technology Adaption Program som er et sted hvor alle kan gå ind og sige, jeg har noget funktionalitet til vores produkter, jeg har en eller anden bridget eller anden som jeg har fået en ide til som jeg synes kunne skabe værdi, eller jeg en applikation som håndterer noget af vore interne logistik, det vil gerne illustrere på en eller anden måde, og det er ligesom en wizard når man installerer programmer eller hvor man kan ligge sin kode ind som andre kan sidde og downloade, teste det af, kan se, og komme med deres feed back. Vi har skabt et lille communty omkring det her TAP offering som vi kalder det. Og man kan være First Mover og First Adaptor hvis mandeltager i det her og sidder og kigger på hvad andre har lavet. Så der er som en form for sandkasse hvor man kan få lov til at udstille og få noget feed back og se om de her ideer fungere.

Er det også globalt?

Ja, det hele er globalt. Man kan sige Alphaworks, og noget der hedder Development Works, er lidt den eksterne afeelig, det kan også ske eksternt idet både vi fra IBM kan ligge ting ned og så kan andre prøve det af og komme med deres feedback, eller også nogle af de partnere som arbejdere heroppe kan ligge deres ting ud i Alphaworks, og så kan andre komme med deres feedbacks så det her … system vi har kan også bruge den her facilitet.

(1:09) Alle har adgang til det her, alle kan ligge noget op og prøve det af, så hvis man kigger på hvor man downloads der har været, typisk efter 1 eller 2 måneder, hvis ikke der har været nok så ryger de ud. Men hvis der har været interesse nok, så bliver de forlænget med 6 måneder, og hvis der så stadig er interesse nok og der kommer god feedback på det så bliver det så videreudviklet og der er en eller anden udviklingsafdeling der tager over.

Dvs. fra start til slut kan der have være enorm mange hænder ind over og mange deltagere som har brugt måske bar en time på at kigge og kommenterer på det?

Det kan der have været ja. Vi gør det op med noget der hedder Rinse dvs. hvor mange ideer der rent faktisk bliver implementeret. Der kan have været ideer hvor nogle tager dem og siger dem bruger jeg herovre, men det hører man ikke om i Think Place. Men de ideer de er blevet hjulpet videre af vore Think Place programmer som der kommer noget feedback på, der gør vi op, hvad effekten har været. Og det ligger akkumuleret på, programmet har vel eksisteret i ca. 3 år i den form, hvad der svarer til små 6 millioner dollars. Men du har sikkert ret, der er sikkert mange der har brugt timer på det, men i pg med der ikke er mange der får lettet deres mål fordi de bruger tid på Think Place, det er noget man måske sidder og gør derhjemme foran fjernsynet, eller i en pause, så er det lidt en ikke-registreret omkpstning.

Jeg tænker det må være en risiko når nu de ikke bliver økonomisk belønnet for det, hvis man siger ok den her ide virker til at være helt genial, den tager jeg med ud?

Det er et kompromis, kan man sige, man tage ved at køre åben innovation i stedet for lukket en form for lukket proces. Vi har jo igen vore værdisæt, der er både respekt og ansvarlighed som en af vore tre grundværdier i IBM, og det har ikke været et problem hidtil. Men i og med det ligger i Think Place kan man sige hvis en medarbejder siger op og så tre måneder senere står vedkommende med ideen nu, så kan man sige hov, den her ide den havde jeg altså i Think Place, så er det relativt let at dokumentere at en har hugget det. Jeg har aldrig hørt om det, men vi har jo også det her værdisæt, og det gør man bare ikke. Men det er rigtigt du er ikke den første der har sagt det.

Men det er da dejligt, det siger jo bare noget om at det er nogle loyale medarbejdere.

Selvfølgelig foregår der nogle ting i vores laps, som ikke ligger i Think Place,og det er jo heller ikke alt og alle de tanker som vores forskere går med som ligger der nede i Think Place. Så selvfølgelig er der ting som man nu går og udvikler på og eksperimenterer med, og sådan noget er der selvfølgelig også. Men der kan sagtens sidde næste generation Skype dernede.

Også som måske ikke bliver til noget, men først et par år senere, gud der var da den der ide, der prøver jeg lige at åbne op, men så tilhører den jo ikke Think Place mere?

Vi kører også nogle lignende seancer med kunder, hvor man kører nogle innovationsprocesser hvor man også laver en mini-jam. Typisk er det forløb noget vi har som vi kalder Innovation Discovery, der er en del forberedelse til den, men der bruger man så den første dag på at grave sig ned i hvilken problemstilling man har eller hvad er det for muligheder man ser som kunde osv. Og så henover natten der kører man så en mini-jam, hvor der så sidder 100-150 IBM'er andre steder rundt om på jorden, og diskuterer de her problemstillinger, og kommer med ideer osv, og det er så til sidst på morgenen, hvor der så sidder nogle og strukturer det her og laver et slags katalog man så kan diskutere næste dag i den her seance. Og der er da nogle gange his man har sagt det her kan man ikke løse, å kan der ligge noget intellektuel kapital her, som vi i virkeligheden burde registrere fordi, det har en kommerciel værdi for os.

Det er risikoen?

Ja, det er risikoen, ved at gøre det på den måde der., men det er en meget effektiv provces faktisk, ved at prøve at bruge vores størrelse og vore globale rækkevidde ved at arbejde på den måde.

Så det er egentlig en tragt-form (refererer til power point innovationsproces-skabelonen)?

Jo, det er det. *(1:14:30)*

Når I får forespørgsler fra kunder, har I så en eller anden form for mapping over hvem er ved hvad?

Ja, i høj grad. Noget de har værdi for os, det er jo at vide hvor de her forskellige kompetencer sidder henne, og hurtigt kunne identificere folk. Det gør vi på forskellige måder: både struktureret dem som er eksperterne vi har nogle kompetencestyrings-systemer hvor man går ned og mapper hvad man kan, både som de bløde ting men også hvad det er for ogle produkter og de her ting du ved noget om.

Hvem gør det?

Det ligger inde i vores formelle personaleudviklingsfunktioner. Hvis man nu går ned i vores Blue Pages, så registrerer folk jo.

Er det frivilligt eller er det noget man skal gøre?

Det skal man ja. Der er jo nogle der har brug for at dit Cv ligger der, men også af hensyn til din udvikling, der går du jo ned og mapper, og siger i forhold til den rolle du har, fortalte Anne-Marie om det? Det kan godt være at disciplinen ikke er så høj i hele virksomheden, der er jo nogle der er mere afhængige af det end andre. Man skal gå ned og klarlægge i forhold til den profession man er, og vi har jo certificering i mange af vores professioner. Der ligger jo et sæt kompetencer, beskrivelse hvilke kompetencer skal man have. Der går du ind og rater dig selv på mange af de områder, og det er jo noget med om du er teaming, om du er god til at kommunikere og meget de bløde ting også. Det bliver faktisk direkte oversat til, hvad er det så for nogle kurser du burde tage, fordi du måske ikke er helt på toppen her og her ifølge din egen vurdering.

Men det er måske også lederens ansvar at få medarbejdere til det?

Ja det er det, fordi som regel bliver man mindet om at nu har du ikke opdateret dine kompetencer i de sidste 12 måneder gå lige ind og gør det, og så kan det være der er nogle der er bedre til at tage fat i medarbejderen og sige nu skal du altså få det gjort.

Men det er underligt, for det er jo deres egen interesse?

Jo det er rigtigt, selvom jeg heller ikke er en af dem der er bedst til det, for man er jo så meget optaget af sine egne projekter osv.

Opdaterer man 100 % selv, eller får man hjælp til det. Skal man selv vurdere hvad man kan?

Ja man opdaterer selv, og så tror jeg det også går videre til ens leder, man der er ikke lagt op til noget.

Så man går ikke ind og siger han er godt det og det, eller får det vendt med nogen?

Nej. Og så den anden del af det er, hvilke projekter og aktiviteter som ligger i vore, i hvert fald for vores konsulenters vedkommende, ligger det i vore vidensdelingssystem, et mere struktureret knowledge management system. Men ellers hvis man skal ind og søge på en medarbejder, den ene måde er herinde hvor man kan gå ind og sige hvad er det for experience, qualification, uddannelse og hvad er det for nogle industrier og hvad har du lavet indenfor de enkelte industrier. Så det kan også bruges til hvis man mangler en medarbejder til nogle af de projekter du kaster i luften, for at vide hvem du skal stile det til?

Ja det kan man også. Men det er meget op til RDM'erne, hvor man har nogle formelle processer for det her. Altså hvordan man requester og hvordan man beskriver hvad det er for kompetencer man har behov for, og så går det den vej. Og det er igen en global proces, så hvis ikke man har nogle her i DK, så har vi et der hedder Global Oppotunity Database, som faktiske er en form for internt marked for projekter osv., hvor man kan gå ind og se på hvor man godt kunne tænke sig at arbejde i verden og med hvad man godt kunne tænke sig at arbejde med.

Vidensdelingssystemet (knowledge management systemet) du talte om, hvordan foregår det?

(1:19) Jamen, jeg bruger det ikke så meget til hverdag. Men når man gennemfører projekter, så al den form for dokumentation der kommer ud af det, det bliver lagt ned i et system, hvor man så har det liggende. Der sidder folk som udelukkende arbejder med at kigge på den dokumentation om det nu også er kvalitetsmæssig i orden, og ting omkring fortrolighed om det nu også bliver registreret ordentlig. Så der ligger nogle processer og al den erfaring man gør omkring kunder bliver lagt ned i sådan en fælles global kurve.

Så er det en slags videns- storing?

Ja det er sådan den formelle del af det. Den uformelle del f det er, at det gør det let for folk at, dels at arbejde i communities, også at dele det de måtte lave af præsentationer, og dokumenter, meget hurtigt at kunne smide det op.

Hvad hedder det vidensdelingssytem, alt har vist et navn her?

Ja hvad hedder det, hedder det måske Knowledge Cafe, jeg ved ikke rigtig hvad det hedder præcist. Men du har ret vi brander mange af vores ting. Jeg tror faktisk bare vi kalder det vore Knowledge Management System. Men indgangen til det, nu er det et stykke tid siden jeg har været på den.. Det er ikke noget jeg bruger til hverdag, men vi har en Practitioners Portal, der kan du gå ind og søge, du vil gerne lede efter en ekspert eller hvis du gerne vil lede efter noget noget dokumentation til den her proces eller den her branche eller nogle projekter, eller du vil gerne have nogle kundereferencer. Og de ligger meget struktureret herinde med nogle gode søgefaciliteter.

Er det også op til den enkelte medarbejder så at dele den viden han/hun har og uploade det?

Nej, det ligger som en del af vores projektmetode. Vi har vore Method Blue, hedder den vel stadigvæk, hvor det ligger som en del af projektmetoden når man færdiggør det enkelte projekt og de forskellige facit. Så selvom det er op til den enkelte så foregår det rimelig automatisk, det gør man bare? Ja men der sidder måske en projektleder og en projektadministrator afhængig af hvor stort projektet er, og der er del bare en del af metoden. Så det gør man bare. Og det er en af de stærke sider ved at være i IBM, at der stort set ikke det du ikke kan blive udsat for fra dine kunderne, og så kan du stort set altid finde en der har en erfaring et eller andet sted på jorden, og man får altid en hjælpende hånd. Der er faktisk også den mulighed at vi bruger de her communities, hvor man siger, jeg har en kunde som er interesseret i det her, hvem har nogle erfaringer med det, så kaster man det ud i sådan et community og så spørger man på en gang måske 3-4000 mennesker som lige præcis arbejder indenfor den industri.

Hvis der er en der skriver ud, hvordan modtager du så den forespørgsel, er det så ligesom en indbakke eller..?

(1:22:47) Den kommer via vores mail, jeg har feks. en innovations..

Som ny medarbejder må det være en jungle at finde rundt i hvad der er..

I høj grad, det er det. Det er jo kæmpestort det her!

Hvor mange år har du været i IBM?

12 år og det er min syvende stilling. Det er det er vores fremtidige sociale platform (viser en hjemmeside på computeren). Det er vores profiler, hvor den trækker informationer ind fra feks. Blue Pages, og trækker også informationer ind andre steder fra, hvor du selv kan lave connections til dem du arbejder meget sammen med. Vi har vores fildelig, hvor det er meget let når du lavet noget, så smider du det lige op i Cattail, hvad enten det er privat, hvil du kun dele det med navngivne, eller vil du ligge det så alle kan få lov til at genanvende det her, og der er nogle meget gode søgefaciliteter.

Og så er der vores communities, hvor der ligger et hav af communities. Vi bruger Twitter, både internt og ekstern til lige at offentliggøre hvad arbejder vi på. Vi kan dele aktiviteter, vi har en social bookmarking, jeg tror der ligger en 6-700.000 bookmarks fra IBM'er har sagt at de her er interessante. Vi har blogs, og så har vi sådan nogle forskellige eksperimentelle referenceprogrammer, hvor vi kan referere kolleger til hinanden og sådan nogle ting. Og forskellige måder at søge profiles på, - noget vi eksperimenter på, for at kunne finde fem til den rigtige.

Tror du, for det her er meget interessant for os, kunne få et gæstelogin, eller en eller anden måde at se hvad der er af aktiviteter inde på de der blogs?

Hmmmmm…(trækker meget på det). Bum bum, det er et godt spørgsmål. Det skal I næsten spørge Anne-Marie om.

For det er vidensdelingsområdet som er super spændende for os.

Det her community det er et som jeg styrer, der er vel 35-3600 medlemmer, som interesserer sig for innovation og innovationsprocesser og hvad sker der ude i verden. Og der kan man så selv definere hvad skal der foregå i det her innovation ommunity. Vi kører så også nogle web-calls af og til, men der bruger vi så bloggen til at komme med nye nyheder, og nogle kommenter nyhederne. Der sidder ikke så mange og blogger lige i det her. Vi har også et diskussionsforum hvor man kan ligge forskellige ting op.

Hvor mange communities har du?

Jeg har kun det her, og deltager så i ca. 20 andre.

Og der ligger nogle tusinde stykker af communities?

Ja, der ligger en del. For relativt nyligt er vi gået over til dette system, så om der ligger nogle andre et andet sted det ved jeg ikke. Men herovre ligger så de forskellige vigtige bookmarks som enten jeg eller andre har sagt at det her synes vi er interessant at hive fat i.

Hvor tit sker der så noget på siden, hvor tit er der aktivitet i et community?

På det her er der faktisk relativt meget aktivitet. I kan se at min studentermedhjælper feks. ligger nyheder ud, eller gennemtrawler intra/internettet og hvad der kunne være af interessante ting at ligge op.

Men er det der forsiden hvis man logger ind på intranettet?

(01:28) Nej, det her hedder Lotus Connections, det egentlig vores Social Software Suite.

W3 er det så intranettet?

Ja, det ser sådan her. Det er lidt mere centralt styret kan man sige. Og noget af det her intranettet bliver styret helt fra toppen af, fra Corporate, og noget af har vi selv her i Dk hvor vi selv bestemmer hvad der kan stå, og det ser sådan her ud.

Er det lidt mere "push" siden, lidt flere informationer mm.?

Ja, når ting bliver skubbet ud fra os fra kommunikation. Hvor den anden er mere interaktiv? Ja både og, fordi efterhånden, er nogle af de ting man også kigger på … ODV … næste generation bag intranettet. Det her intranettet som det ser ud nu, det har måske 3-4 år på bagen. Men der ligger faktisk…..ved ikke om jeg kan finde én… Men på alle sider ligger det som standart at man kan gå ind og vurdere siden, give siden en karakter, det er ikke brugt så meget. Men mange af siderne de har her nedenunder en kommentar, så man kan gå ind og kommenterer på den, og begynde at debattere hvad der nu stod heroppe.

Så det er let tilgængeligt og hurtigt?

Ja. Jeg tror det er noget der bliver rullet ud efterhånden, så det er nok ikke alle steder man har det. Det ligger ikke lige på nogle af de sider her.. en gang imellem dukker de op og så kan man kommenterer på dem. Men vi kan lige tage den der ODV, vores næste generation (af intranettet). Jeg ved ikke rigtig hvad tidsplanen er for den. Men den er meget mere dynamisk kan man sige. Den består fuldstændig af små portlets så man selv kan bestemme hvad man gider og se, bortset fra at der er nogle ting som kommer fra Corporate som man skal se.

Den kan blive meget mere personlig i forhold til dine interesser?

Ja det gør den, hvilke portlets du har, hvilke nyheder.

Så det er meget normalt er der er en 3-4 års levetid for sådan et intranet?

Ja det tror jeg, så sker der en ordentlig re-wrap af den. Og tilsvarende hvis man går over på vores Profiler, Blue Pages, den er også ved at være gammel. Der arbejder vi nu på det der hedder Fringe. Det er det nye Blue Pages. Jeg kan lige se om jeg kan få fat i den. Men her får man sådan noget som taggings ind, hvis andre har tagget mig, den her hedder ….. det er den mulighed vi har i øjeblikket. Jeg har tagget nogle andre folk inden for det her område, og dvs det kan man hurtigt finde frem, hvem ved så noget om det her. Nu er vi inde i den sidste bookmarks, hvor den hiver frem fra den Dog-Ear, der er et Social Bookmarks værktøj vi anvender.

Som jeg har forstået det, så er profiler og videns-databasen hidtil to uafhængige sider eller portaler?

Det er som du tager det, det ligger jo stadig herinde, du skal bare finde adressen på det ik. Men det smelter vel egentligt lidt sammen her. Feks. går den ind her og finder mine Public Files, hvad har jeg liggende af Cat-Tail eller i Lotus Connctions under Files, det går den ind og hiver frem og viser som eksempler. Jeg ved ikke lige hvordan den har fundet ud af det her, men vi har en tænketank, Institute of business values, der laver sådan nogle forskellige white papers og lignende, og det kommer den så op med her.

Du har måske været inde på den x antal gange?

Ja, jeg ved ikke lige hvorfor den gør det. Men tilsvarende, så på et tidspunkt, der gik den ind og hentede ting fra vore interne Facebook også, som vi har omdøbt til Social Blue.

Man kan få en hel arbejdsdag til at gå med bare og sidde og … ?!

Det kunne man godt ja. Vi sidder også og laver nogle analyser af hvordan folk bruger de her profiles. Men så går der lige nogle dage, så har man tid til at sidde sig og kigge lidt på den igen og opdatere den igen.

Det virker som man med den nye side prøver at samle det lidt mere, og så er lidt lettere adgang til de forskellige portaler.

Ja det er det jeg ser der sker i W4 (intranettet), den trækker ligesom på det hele, på det man bruger. Men det her er så som min side ser ud (Social Blue), der kan man skrive om alt muligt, og man kan selv definere hvad det er for nogle ting man vil have stående her. What do you do at IBM? Where did you work before IBM?, cofee or tea? High-five hvor man kan lave lister på det man synes er vigtigt.

Så det er et noget mere socialt forum?

Ja det er det, men nogle bruger det også til at skrive rent fagligt, det er op til folk selv.

Så der et lidt frit valg på forskellig hylder, i forhold til om man fortrække rat brug eSocial Blue elle rom hellere vil bruge Lotus Connections?

Ja man kan sige det er lidt forskellige formår, men i øjeblikket har vi ikke sagt at Lotus Connections er vore standard endnu, hvor vi laver vores standard web 2.0. Det sker langsomt at folk begynder, der er nogle first-movers som mig selv som går ind og bruger dem og anbefaler det her til andre, i stedet for at sende filer til andre så ligger jeg filer ind her og sender et dem et link i stedet for, og så efterhånden får man revet flere og flere ind, og så på et tidspunkt siger man nu er det her blevet testet længe nok, og nu kan vi se at det fungerer og så begynder vi at nedlægge nogle af de andre ting og så får vi folk over i det.

Men det ligger vel også i mentaliteten i IBM, at folk er interesseret i når der kommer noget ny så lad os endelig prøve det?

(1:36) Ja, det der TAP(Technology Adaption Programme) hvor man kan prøve nye ting af, der er det næsten halvdelen af alle IBM'er der abonnere på de her nyheder der kommer fra TAP og hvad der er af spændende ting man kan prøve af.

Ja, for man kunne forestille sig de første mange virksomheder hvor det slet ikke ville fungere, hvor de måske aldrig bliver til noget fordi folk ikke er nysgerrige nok?

Ja, det kan godt være. Det har det måske nok. Mon ikke det kommer an på hvor meget man er i nærheden af det rent fagligt, når det er det virksomheden beskæftiger sig med, og arbejder med til dagligt.

Så er der mange der er interesseret, har når vi er ude at snakke med virksomheder i hvordan vi bruger Think Place. Og mange tænker på Think Place som noget vi laver i vores udviklingsafdelinger, vi vil gerne have Think Place og vi vil gerne bruge det il at udveksle ideer omkring, som foregår i udviklingsafdelinger som måske ligger 3-4 steder i verden. De fleste de siger, ej vi tror ikke vi kan få det til at køre her hos os. Men der er også virksomheder som har det bare fordi de synes de skal have det, men hvor det ikke rigtig er noget der fungerer, for de har måske organiseret det på en sådan måde, hvilket måske er en stop klods, enten hvor man 1 gang eller nogle gange hvor de mødes i en gruppe, og så kigger man på alle ideerne og udvælger man de bedste ideer, hvilket er den traditionelle måde at køre at køre det på og det er også en bremseklods i sig selv.

Så der er ikke rigtig et flow i det? Det kræver vel at folk bruger det?'

Ja ja, og det kræver jo kommunikation og opmærksomhed mm.

Du nævnte du havde nogle statistikker på hvor meget folk bruger det?

På det her Social Blue der har jeg noget.

Er det nyt Social Blue?

Nej, i IBM forstand er det vel ikke, det har vel eksisteret et par år.

Hvem sidder og lave det, er det også globalt det bliver udviklet?

Ja det er det. Det er en del af et udviklingsprojekt, research background … Der plejer at være nogle statistikker på det herinde, for at finde ud af om det er noget. Og på et eller andet tidspunkt så siger man så det her har folk været glade for, og de her funktioner de giver noget værdi, de giver mening både for virksomheden og for medarbejdere, og så vil det komme ud som en del af vore Lotus Connections, som vi også sælger i dag, det er kommercielt produkt. Men jeg har nogle tidligere statistikker liggende i en præsentation.

Har du andre præsentationer som kunne være interessante for as at se, altså den første du viste gav et ret godt overblik over hvad der egentlig er af… alt hvad der kan give overblik, måske hvad der er af de virtuelle medier?

Jo, jeg har en præsentation, der handler om vores sociale medier også, den kan jeg også sende til jer. Vores innovationprocesser og vores sociale software. Ja man skal jo stadig synes det er naturligt at spørge uanset hvor folk sidder henne i verden.

Og vore fokus ligger også meget på, at det ikke er noget selvom at diversitet er der naturligt da vi er forskellige, men hvis man skal udvikles og bruge det til noget, så kræver det noget ledelse. Det kræver enten nogle programmer, nogle virtuelle medier, eller en leder der går ind, politikker er en ting og det starter selvfølgelig ved dem, men ..

(1:43:45)

Men man kan da også se, at når man kigger på vore intranet at det er noget man tager højde for, hvos jeg nu går ind og søger på en person herinde, så kan jeg jo se den social path. For os som danskere vi skal snakke med en eller anden, så bekymre vi os jo ikke om om vi kender vedkommende eller ej, og hvis vi kan finde et direkte nummer så er det jo helt optimalt. Men der er andre kulturer der gør man ikke bare det, der vil man gerne introduceres og specielt hvis det er der sidder lidt højere oppe i hierarkiet, at man lige kan blive introduceret inden, så inde på vores Blue Pages kan man se den her social path.

I store dele af verden har vi indført en integreret social netværksanalyseværktøj på vores intranet, og det det går ud på er at man får adgang til at identificere den uformelle viden. I hele IBM organisationen, man går som medarbejder ind og giver tilladelse til at IBM analyserer ens email, de chats man har, og identificere hvad det for området du rent faktisk arbejder med, en ting er hvad der står i dine kompetnecer og dit CV, men hvad er det rent faktisk du arbejder med. Og så kan man gå ind og spørge på et søgeord, hvis man gerne vil vide noget om AFED, innovation eller Lotus og så vil man faktisk kunne se, hvem er det rent faktisk som beskæftiger sig meget med det her. Og så får man en grafisk fremvisning af hvilke personer man kan se i netværket hvordan det klumper sig sammen, der er måske enkelte personer hvor man kan se der går mange linjer ned til.

Hvad kalder I det?

Vi kalder det Small Blue, som er applikationsnavnet, men det er et Social Network Analisis Tool. Som integreres. Vi gør det bare ikke her i Norden endnu da det ikke er tilladt.

Det kan heller ikke være alle der siger ja til det?

Men jeg tror da nok vi er oppe på at det er ca. 400.000 der har det, og vi er 420.000 så det er næsten stort det kun de lande som ikke må.

Og heller ikke selvom man giver samtykker til det?

Nej det tror jeg ikke nej.

Men hvad er jeres interesse i det? Er det for yderligere at allokere og finde ud af hvor viden er?

Ja det er for hurtigst muligt at give alle mulighed for at finde den helt rigtige viden.

Det må være interessant at holde det op mod de rigtige Blue Pages, også som jeg spurgte ind til før, er det medarbejderen der selv bestemmer hvad han kan, hvor man jo tit har brug for andre til at fortælle dig hvad du kan?

Jo, eller hvis du ikke helt har opdateret dit CV og så er du rykket over til et andet job og nu er det nogle andre funktioner du har. Men der bruger vi det der Small Blue, det er tanken i hvert fald.

Men i Norden er det ikke?

I Norden og nogle enkelte andre lande også. Jeg installerede det selvfølgelig straks og skulle prøve det da det kom, og så et halt år senere kom der en mail om, at vi skulle afinstallere det igen fordi det måtte man altså ikke i Norden.

Det kommer nok hvis I presser på..

(1:47) Det er givet udefra IBM, men jeg synes nu det var rimeligt uskyldigt.

Ja og specielt hvis man selv giver lov til det, og selv kunne vælge om det skulle være email eller kun chats.. Meget spændende det har vi ikke hørt om før.

Må vi gå en tur rundt herude? *(Vi går en tur rundt og ser lokalerne)*

Bruger i mentorship-ordninger?

Ja det gør vi. Det bruger vi en del og jeg har selv været mentor flere gange. Det er en meget god ordning.

Er det så interne mentees eller eksterne også?

Det er både og. Der er også nogle programmer som man kører med eksterne samarbejdspartnere fra forskellige organisationer, men ellers er det internt i IBM men har mentees

(Vi takker og siger farvel)

Appendix 3: Interview with Iben Klitgaard

Resource Deployment Manager, Team Leader, IBM, November 6, 2009

Iben met us in the IBM Østerbro location in November 2009. Before heading for the meeting room, we went to see their well-visited coffee bar, where we all made ourselves a coffee. Iben meanwhile tells us about her educational background as a dentist and explains that she has been in IBM more than 24 years in many different positions and we tell her about our aim with the interview.

(7:00) Grunden til at Anders henviste os til dig, var at vi gerne vil vide, hvordan finder man egentlig ud af hvem der er de rigtige folk til de rigtige projekter. Vi går ud fra i en eller flere af dine stillinger også nogle gange sidder med rundt om bordet når du er projektleder, måske specielt på Fødevarestyrelsens projekt?

Jo det gør jeg, det er et meget lille projekt med kun tre medlemmer udover mig, og så har vi så også underleverandører på. Hvis vi tager Ressource management delen, og vi siger nu skal vi have startet et projekt op, og vi skal bruge de her mennesker. Så dem der ved hvilke mennesker der skal bruges det er typisk dem der har været inde over sammen med kunden som ved hvad skal opgaven gå ud på og hvad er det vi sal bruge folk til. Så siger de vi skal bruge nogle med de her evner og de her evner. Men det er ikke menneskelige evner, det er viden, teknisk kunnen, og praksis, forretningskendsskab, kundekendsskab, industriklendsakb. Der har vi så et system i IBM hvor man går ind og registrerer sig selv, og siger hvor er jeg henne på hvilket niveau mellem 0-5, alt efter om man er ingenting eller ekspert, så vurderer man sig selv på alle de her evner. Nogle gange siger man ah kan det virkelig betale sig. Det er ikke kun om man kan engelsk og tysk eller om du kan kode, det er om du kan styre projekter, lave risk analyse, financial management, client relation, stakeholder management og alle de her facetter, bliver pindet ud og man selv assesser sig i. Så kan man sige hvis det er dig selv der gør det så kan du det hele. Men der sidder ens leder så ovenover og siger kan det nu passe, tror jeg nu på at han kan leve op til det niveau, eller underspiller de sig selv. Og så kan man godkende dem. Når vi så som Ressource manageers går ind og kigger i de forskellig profiler, så går man først ind og kigger på hvis det feks. er en teknisk kunnen så går man ind og kigger efter en IT-specialist, det hedder job rollen, og hvis de så skal kunne noget java eller andre ting, så kan man søge på det så man får specifikt de her mennesker i IBM kan specifikt det hen her tekniske vinkel. Og han kan så sidde ude i Indien eller i USA eller et andet sted. Hvis man så siger, vi skal have ham her og kun her, og vi vil ikke have nogle udefra fordi kunden vil ikke have at vi flyver nogle ind udefra, så kan vi begrænse os til en i DK.

(10:20)

Så på den måde kan man søge på alt det der kan sættes i system. Men når i så snakker Diversity her, så kan man ikke søge på hvordan personen er at arbejde sammen med, hvordan personen arbejder som person, halt den menneskelige kemi, det kan man ikke søge på og sætte i system og det er heller ikke sat i system. Så når vi som RM kommer ud og siger vi har de her kandidater, så kan vi sende folks CV'er(som det var en ekstern ansøger) videre til dem der skal bruge dem, og så kan de læse dem igennem, og så må de interviewe ligesom en jobansøgning, og sige hvilken person tror vi så der bedst spiller i det her team jeg skla have sat op. Fordi der kører det som i også ved på kemi, på menneskelige egenskaber, hvad er det for en person er det en der siger jeg vil have det sådan og sådan, eller er det en der er fleksibel. Hvad er det der er brug for i projektet, og så forsøger man så at få sat teamet sammen bedst muligt ud fra de forudsætninger man har når man interviewer folk. Som RDM kan du kun hjælpe med at finde de professionelle evner. De menneskelige evner kan man, hvis man har kendskab til det, hvis man feks. kun har nogle af tyve stykker, jeg kan godt finde ud af hvad det er for nogle personer, og finde ud af om de egner sig. Men der er nogle af mine kollegaer der sidder med 150 personer, og så mange kan man ikke gå ind menneskeligt at lære at kende. Nogle af dem har de aldrig set, fordi de sidder i andre verdensdele. Så er man nødt til at køre det på den faglige del.

Så man kan sige det er talentet i rekrutterer på, hvem er bedst, men hvi i så ender op med nogle til en samtaler hvor man siger, ej det kommer aldrig til at gå det her.

Så finder man nogle andre.

Så går man egentligt lidt på kompromis med talentet?

Ja, hvis det er det der er vigtigt. Hvis man feks. skal lave et tilbud på noget, og du ved at her skal der knokles i døgndrift de næste halvanden måned. Så nytter det ikke, eller an forsøger at sætte et team sammen som synes det er sjovt at lege sammen. For hvis du sætter et team sammen hvor de professionelle hver i sær skal forholde sig til det, det skal de alle kunne, men så trækker de ikke nær så meget, som hvis de synes det er sjovt at arbejde sammen. Det er jo det man skal have ud at det, man skal have synergien, og man skal have det at det er sjovt. Jeg plejer at sige at hvis du ikke synes det er sjovt at gå på arbejde så skal du finde noget andet at lave. Men derfor kan man godt blive sat til en forfærdelig møg opgave der bare skal overstås, men det ved vi også godt vi kan gøre professionelt, fordi det er en periode, og så klapper man hælene i, men du kan ikke gøre det i årevis.

Men de ved man vel også når man ansætter, at den her opgave feks. er en "effektivitetsopgave" der bare skal gøres hurtigst muligt og andre gange er det mere udviklende?

Ja i alle jobs er der trivielle opgave, i alle jobs er der noget hvor man siger puh det ville jeg gerne være foruden. Og så er det bare med at få det overstået hurtigt muligt. Men vi har også en gruppe siddende der servicerer forskellige kunder med feks divisionsudvikling, som er en fasttømret gruppe fordi de har gjort det i årevis, og de grupper fungerer med alle de præmisser som i også beskriver med både deres tekniske og de faglige kompetencer og også de menneskelige. Der har man jo både de yngre, de gamle, dem der vil arbejde i døgndrift, diversity som Anne-Marie siger har vi jo også i stor udstrækning både af den ene og den anden slags. Og de finder ud af at arbejde sammen. Men det er klart vi sætter ikke to overfor hinanden som menneskeligt ikke harmonerer, fordi så igen i det daglige arbejde får vi ikke noget godt ud af det. Så hvis der er to der ikke harmonerer, så bliver de bare sat forskudt overfor hinanden, hvis de feks. er 25 der skal arbejde sammen om den her kunde. Og det er det enkelte projekt der bestemmer det og siger hvad kan vi få ud af det. Nogle gange sætter vi jo feks. de gamle ved siden af de unge så vi kan få en slags føl-trænings-oplæringen. Og vore unge synes jo det er kanon at sidde sammen med nogle andre unge for så sker der jo nogle spændende ting, men de kan også godt se incitament til at lære fra de gamle så de også kommer videre i deres egen udvikling. Og så kan man bruge cafeen eller fredags-baren til at udveksle alle de andre ting.

(15:35)Hvis nu i får en opgave eller en ny kunde, skal man så selv gå ind og vurderer hvor man ligger fra 1-5, er det så dig der går ug og vurderer og sige til feks. de her 10 at de skal gå ind og gøre det.

Nej, du har en opgave ejer som er ansvarlig overfor kunden, og det er ham der stiller kravet ned til RM om at finde feks, 5 af dem, 10 af dem og 3 af dem. Og så går RM ind i det her system hvor alle har registreret sig selv, og så finder vi så de her kandidater der kan det de skal kunne. Hertil hører jo også det, at vi kan finde dem der kan det, men også dem der kan det lige nu og her. For det nytter ikke at vi tager den samme Hans Jørgen ned af hylden for han kan ikke levere 5 forskellige steder. Så der kigger vi på, hvem har vi der kan ind i den her opgave fra d. 1. 12 eller hvis det var i dag.

Så det med at vurdere aig selv det har de allerede gjort?

Ja det gør det hele tiden løbende, minimum en gang hvor halve år, og så går man ind og ser om der er sket ændringer, om man har lært noget som gør at man har rykket sig.

Har du et konkret eksempler på det med at man får placeret nogle overfor hinanden som bare ikke kan sammen?

Ja, der er mange, det kan ikke undgås, det vil altid forekomme at man siger de her to personer er bare de to der skal arbejde sammen om den her opgave, men de ser rødt når de ser hinanden. Og det findes. På et tidspunkt havde vi, på en ganske stor kunde, en kundeansvarlig som skulle videre i sin karriere, og afløserkandidaten var fundet, og de to personer de havde vældig svært ved at tackle hinanden. Der sad jeg i et supportkontor på det tidspunkt. Og når man ser det udefra så ligner de simpelthen hund og kat. Det de så praktiserede det var hvad er grænsefladen, det er den her grænsefalde vi er enige om, du tager dig af det jeg tager mig af det her i den periode vi begge to skal være her. Og så sorterer man det det fra. Så passer hver sit og man koordinere helt professionelt, for det kan man jo stadigvæk. Det er jo lidt ligesom skilsmisse-par, hvor nu har de godt en ny hjemmeside hvor de kan gå ind og skrive til hinanden og blive enige om at dele børnene. Men det er lidt et spørgsmål om forventningsafstemninger og aftaler. Og hvis ikke folk kan det ved at støje for meget eller ødelægger arbejdsklimaet ved at bagtale eller omtale, så flytter vi dem. Den slags støj har vi ikke brug for.

Hvad med outputtet, har du oplevet hvis det har været en meget homogen gruppe outputtet har været anderledes?

Det kan du ikke måle om det gik godt fordi det varen god gruppe at arbejde sammen i. Du kan ikke måle om resultatet det blev dårligt fordi at de her personer de ikke spillede sammen. Det man kan have en formodning om, det er at der hvor spiller optimalt der kan folk ikke finde ud af at kommunikere optimalt, og så går man lettere fejl af hinanden, og det bliver lettere dyrere at lave løsningen, når man ikke ping-ponger med hinanden hele tiden og ved hvor man har hinanden.

Men hvis det bare ikke går så gør man noget ved det?

Ja, så tager man den derfra og gør noget ved det. Men man kan ikke faktuelt sige at når man har grupper det fungerer optimalt så kan man lave det 20% billigere feks.

Men der er jo også nogle gange hvor konflikten er positiv for outputtet, altså hvor det netop er der clashes der gør at man kommer på en helt skør ide.

Ja, men der tror jeg ikke det er interessekonflikterne i gruppen der gør at man kommer på nye ideer. Fordi når du sætter en gruppe specialister sammen så ar de hver deres force og det er helt ligesom løvemor der kæmper for deres unge, de kæmper for deres egne ideer, indtil de bliver overbevidst om noget andet. Og der kan du have de her stærke personer som kommer op med de kanon-gode ideer, og så bliver de andre hurtigt overbevidst og så følger de andre trop. Men du kan også have to med to lige gode ideer og hver vil kæmpe for deres, og de er fuldstændig modstridende. Der skal du så have en mæglingsparter ind, for der bliver de ikke enige og hvilken løsning der skal vælges. Der skal nogle ind der kan sige hvad er fordele og ulemper, og er der nogle der skal vælge, som ikke er de to parter.

Det man så gerne skal se, er hvis løsning der ikke bliver valgt, at den hvis løsning ikke bliver valgt alligevel arbejder loyalt imod den løsning, og det gælder jo i alle forhold i firmaet og i andre forhold på firmaets fronter, at hvis du skal bakke en beslutning op, hvis ikke den bliver bakket loyalt op når nu den er taget, jamen så støjer det og giver uro og mindre produktivitet.

Hvem er ansvarlig for at der er ro og accept?

Alle steder alle niveauer, lige fra den laveste projektleder til den højeste.

Det ligger bar i kulturen?

Den skal ligge i kulturen. Et godt eksempel, den her bygning her har i måske set er sat til leje. Lejemålet løber til 2012 men hvis der er nogen der vil leje det inden enten helt eller delvist, så rykker vi ud. Det blev bla. Meldt ud i min afdeling til min projektleder, og lige siden så er der nogen der pipper, jamen hvad sker der med bygningen, hver gang vi har møde. Selvom jeg har prøvet at sige, kig jer om i KBH og se hvor mange lokaler der er til leje. Og vores er hammer-dyr fordi den har den beliggenhed den har, så synligheden for at vi alle bliver flyttet i overmorgen er SÅ lille. Så lad være med at bekymre jer om det, for jeg tror vi er her til 2012, og lad være med at bruge rejseplanen til at se hvor lang tid det tager at komme til Lundtofte i stedet for. Og alligevel er der mange der bruger krudt på at spekulere på det.. sådan nogle ting de er uproduktivt tid, men mennesker som har den bekymring det er mennesker dom tager sig af nogle andre ting og genre vil have atl placeret i små dåser. Så skal de placeres i job og roller hvor netop det tilgodeses. Så er det ikke den person jeg skal flytte rundt med hver 14. Dag på forskellige projekter. Og den information er jo utrolig værdifuld.

Og det er jo noget du har fundet ud at efterhånden som du har lært dem at kende?

Ja det kan du kun ved at lære dem at kende. De går godt nok ind og skriver en mobility indikator ind, altså hvor flytbar er du, og det kan være alt fra at de kan rejse hele tiden, til at de slet ikke kan rejse, fordi de måske er enlig med to børn, så det angiver de. Men samtidig kan du ikke se, om det er noget der passer til personen eller ej. Du kan godt have en enlig person som ikke ha nogle forpligtelse af nogen art, som alligevel ikke har lyst til at flytte verden rundt. Hallo, det er nu du skal gøre det, men alligevel passer det ikke til den person.

Prøver du på at tænde den gnist ved folk og de skal rejse eller ej?

Feks havde jeg en i min egen afdeling som havde siddet her på en projektleder skole hvor hun blev ansat, og så kom der et tilbud oppe i Finland, hvor de skulle bruge hjælp, og hun var på det tidspunkt uden beskæftigelse så jeg sagde, hva du skal da op og hjælpe dem oppe i Finland. Du kan jo kun lære noget af det, det er en opgave, tag nu og prøv. Så futtede hun af sted, og kom hjem efter en måned og sagde det er kanon at være på det projekt. Det er jo ligesom alle mulige andre, nogle gange skal folk sparkes lidt til og prøve det. Hun kunne jo også være kommet hjem og sagt altså de der finner de er hverken til at stikke eller prikke i. (24:40) vi kan også have nogle som bliver sat på et projekt oppe i Allerød hvor de kommer og siger ej Iben jeg skal altså bruge halvanden time i tog derop. Men vi kan aldrig sige noget om hvor vi kommer til at arbjde, så hvis det tager dig halvanden time om at kommer på arbejde så tager det halvanden time. Selvfølgelig er det ikke så hensigtsmæssigt som når de har 5 min på cykel.

Du sagde tidligere i forhold til det skilsmisse par at man jo har en hjemmeside hvor man lige kan skrive noget eller skrive mail. Men I har jo mange andre virtuelle sites, intranets, chats rooms og I har jo vældig mange forskellige medier. Hvordan bruger du dem selv?

Nu er jeg jo gammel, og jeg vil sige, der er meget forskel på hvordan vi bruger dem. Vi har jo vores almindelige **mail**. Vi har det der hedder **Same Time**, en her-og-nu kommunikation der popper up hos den anden, chat-agtigt, som du ikke gemmer, som hovedsageligt er fagligt. Det eneste du ikke bruger den til er at lave de der aftaler der skal skrives ned så du kan gemme dem. (…) Så er der en **Blog**, som nogle bruger, jeg bruger den ikke, hvor du kan kommenterer alverdens ting. Vi har **wiki-sider** hvor du kan skrive ting ind i de specielle fori der er oprettet wiki-sider til. Hvor man kan skrive de erfaringer ind man gør med kunder eller forskellige opgaver hvor de kan gå ind og bruge det som læringsdatabase hvis de kommer ud for lignende ting. Det er den lokale. For IBM har også en kæmpestor global som hedder **Intellectual Capital**, hvor man kan ligge ting op hvis de bliver godkendt til at være gode nok til at kunne genbruges af andre. Men det forhindrer os selvfølgelig ikke i at genbruge det vi synes lokalt. Så har vi **team-rooms**, det er reelt en del af Lotus, hvor der ligger en databasedel hvor du kan ligge al information ud du overhovedet har lyst til at ligge og det er ikke noget man automatisk har adgang til, det er noget man selv har oprettet eller andre har givet en adgang til før wiki på intranettet der lagde man det typisk i et teamroom. Hvor man så kunne slå op og sige det her er det der er gældende for det her team eller kontaktområde.

Kan du mærke i dit daglige arbejde, når du har kontakt med nogen ude i verden, at det gør det lettere i forhold til mangfoldighedsbarrierer hvis du bare kan skrive en mail i forhold til det personlige møde?

Både og fordi det kommer an på hvad du skal have fat i dem om. Et eksempel, der jeg sad i min nordiske rolle havde jeg en svensk chef, og den første jeg havde han havde jo hyre mig ind og sagt ok for at tage mig ind. Det kørte og ham havde jeg mødt. Så skiftedes han ud på et tidspunkt med en anden svensker, og ham snakker jeg med i telefonen. Fint nok ,men der sker jo ting når man skifter chef, for vedkommende vil jo have det på en anden måde, og så retter man ind efter det. Men hvis ikke man får noget fed back og får at vide at det er ok, så aner man ikke hvor man har vedkommende. På et tidspunkt efter en sommerferie, hvor svenskerne holder lang sommerferie, hvor der var totalt radiodødt op mod Stockholm, så efter den sommer så sagde jeg ved i hvad enten er vi for mange der skal ske noget. Så mig fat i knoglen, og ringe til chefen og sige der skal ske noget. Jeg kan sagtens gøre mig overflødig og finde noget andet. Nej det måtte jeg ikke. Så kommer vi hen til den årlige evaluering så er det medarbejderens pligt at dokumentere hvad har man lavet i årets løb og hvor godt synes man man har klaret det. Og så er det lederens ansvar at vurdere en hvor godt man ligger i performance. Og jeg startede samtalen med at sige jeg aner ikke hvor jeg har dig.

(31:30)Det var personlig møde?

Nej det over telefonen, jeg have aldrig mødt manden. Så derfor anede jeg ikke hvor jeg havde ham, og så sagde han hvorfor ikke Iben? Fordi jeg ikke har mødt dig person in person, og hvis jeg ikke har det, så har jeg svært ved, og så kan jeg ikke høre på din stemme om du er tilfreds eller utilfreds. Det er selvfølgelig bedre hvis man har taget den dialog over telefonen før. Men hvis du har mødt folk så kan du godt høre på stemmerne hvornår de synes det er ok og ikke. Det samme med mail. Ord siger jo ingenting, ord siger ingen følelser. Medmindre man er amerikaner og kan putte alle de her tillægsord på, smileys er vi dog blevet bedre til. Men skandinavisk kommunikation er meget faktuelt og direkte. I nogen kulturer er det faktuelle lig med at du er SÅ uhøflig. Og hvis ikke du er klar over det både overfor vores indiske kollegaer og vores amerikanske kollegaer, så træder du dem over fødderne. Og hvis ikke du sætter scenen oppe foran, jeg ved det med mig selv, når jeg arbejder sammen med Indien så forbereder jeg dem og siger: I får kun facts og det er ikke fordi jeg er sur eller uforskammet. Og hvis du ikke siger det oppe foran så tænker de åh sikke en hare og puha! Men hvis de har fået at vide, at hvis jeg siger tak så er jeg glad, så kører det. Og den type forskelle i vores kulturer hvis ikke vi er bevidst om det, eller vi kan let komme til at glemme det, så er det vi kan få nogle problemer over geografierne.

Hvis nu det var en indisk chef du havde haft ham ville du vel ikke kunne til på samme måde og være så direkte overfor?

Nej, han ville tage det som et personligt angreb. Og det er igen den næste udfordring vi har, hvis du tager den indiske kultur som er meget mere hierarkisk, så passer deres kulturmønster ufatteligt dårligt til et IBM mønster som kører i matrice form. Så i dag skal du selvfølgelig moderere din kommunikation om du snakker til høj eller lav med du kan sagtens snakke til både høj og lav, fordi mange ting også går på tværs så hvis jeg skal arbejde sammen på det her område så har jeg altså fat i nogle høje herrer her, og måske nogle almindelige fakturerbare personer her, og skal have dem til at spille sammen. Hvis du har inderne med på banen så ved de godt at det er sådan men samtidig har de en kultur hvor for dem er det vigtit at hvis de får en ændring i deres titel til noget højere og hvis du skal have dem til at tage øget ansvar så skal de helst have en anden titel igen. Hvis du er dansker, så siger du, 1. Jeg skal have et sjovt job, 2 jeg skal synes det er sjovt at være her 3 og jeg skal have en løn jeg synes er acceptabel. Om de kalder mig det ene eller det andet eller det tredje, fuldstændigt ligegyldigt. Det er ikke tilfældet i mange af vores andre lande. Der er det titlen der er vigtigt, der er det den ydre facade. På et tidspunkt var jeg sammen med en flok studerende til opgave at finde ud af hvordan der ikke er så mange kvindelige ledere i private virksomheder i Danmark. Og på det tidspunkt sagde jeg genre, jeg har ikke noget specielt behov for at være leder, fordi det er ikke det at være leder der er motiverende, det er det at få tingene til at ske og have et sjovt job. Og man kan godt have mere magt, hvis det er det man gerne vil, have mere indflydelse, hvis det er det man genre vil, have, tage mere ansvar hvis det er det man genre vil, uden at tage det der flag på med, at jeg er leder for nogle mennesker. Og det er dansk kultur, du kan tage alt det ansvar du gerne vil ha og alle de jobs du gerne vil have, hvis du selv tager dem.

Har du oplevet at sidde i en gruppe hvor der så rent fysisk har været nogle indere eller amerikanere hvor du har været leder?

Ja, det er et problem, det er en stor ulempe. Lige nu er jeg lånt ind i et job til at være RM for S&C. Grunden til at jeg er lånt ind er at gruppen er begyndt at ligge nogle af deres opgaver ud til Indien, og imens de har den proces at lære inderne op og få det overdraget osv, så havde de bare brug for en ekstra hånd. Inderne var så heroppe på besøg for at få overdraget nogle af de her ting, og arbejde sammen med den gruppe der var her. Og jeg er med i gruppen og vi er samlet alle sammen og de får at vide hvem jeg er, og de behandler mig fuldstændig anderledes. De tager afstanden og de gik ikke så direkte til som hvis det var nogle af de andre. Og de holder mund hvos jeg kommer til at kigge på dem. Og det er lidt uhyggeligt, og er det så fordi jeg er leder samtidig med at jeg har det her job, eller er det fordi jeg bare "dominerer" dem ved at kigge på dem. Men det er lidt uhyggeligt hvis det er fordi at man er leder.

Og måske også kvinde?

Ja det er så den næste, for det er jo nok der hvor de af og til har en udfordring, med kvindelige ledere. Kvindelige ledere i Indien der er lidt svært. Vi havde engang en indisk pige heroppe som var ansvarlig for hele den indiske leverance for AP Møller. Og hun var her et stykke tid og hun gjorde et kanon job og var utrolig dygtig. Og hun blev så den der flyttede tilbage til Indien og stadig var ansvarlig for AP Møllers leverancer fra Indien fra IBM's side. Men hun måtte kæmpe for at have den status der hed kvinde og overordnet. Og det er svært når du så også angiver det. (38:00)På et tidspunkt var vi på julefrokost i Malmø, hvor hun så sætter sig ved siden af mig på et tidspunkt og siger, jeg vil godt følges med dig når vi skal hjem. Hun må ikke gå hjem alene. Der var jo ikke nogen der kunne se det ude i Indien at hun havde taget toget alene hjem, men hvis det var, så var det skidt. På den måde kan du sige at det er noget kulturelt der bremser dem i at have de samme muligheder til de andre.

Hvis du så skal allokere mennesker til et team og det kræver nogen internationale ressourcer, tænker du så ja jeg ved godt han kommer til at sidde og holde mund men han ved rigtig meget.

Der vil jeg kigge på noget andet. Jeg vil tage kulturen væk, og å vil jeg kigge på hvad er det de kan, og når du så har sammensat gruppen, så skal du arbejde med kulturen. Fordi det er der hvor du ved der er de her kulturelle ting du skal tage højde for. Jeg ser det ikke som en hindring jeg ser det som at vi skal tage højde for det. Og hvis ikke vi tager højde for det så kan det blive en hindring. Men hvis vi kender konditionerne på forhånd så kan vi tage højde for det. Du kan sætte et tema sammen af danske mennesker, som på papiret er det lige dem vi skal bruge, og ud fra det kendskab du har til dem så er det lige dem vi skal bruge, men så er der bare pludselig en der sidder ovre i hjørnet, og siger jeg vil bare lige sige at .. og så kommer der et eller andet, det kan være jobproblemer, personlige eller helt andet. Konditioner som gør at hvis vi skal have gruppen til at fungere så skal vi tage højde for det. Hvis personen ikke melder ud med det så kan vi få fornøjelsen af at hvos det bliver et issue så skal man tage højde for det. Det behøves jo ikke blive et issue. Det er jo ikke alle der synes at vi skal vide at hr. Hansen har et handicappet barn som han skal hjælpe om aftenen men hvis ham ser træt ud om morgen fordi det ikke lykkedes ham om aftenen at lave genoptræning med det her barn. Så kunne det da måske være meget rart at vide at det er fordi han jokker rundt med en der skal have bøjet ben hver aften! Så jo bedre man kender hinanden, jo bedre er det at tage højde og hensyn.

Man ved jo godt at man kan have den der åh nej er det ham eller åh nej en inder..

Det har man ikke (griner). Men man kan sige det kan man ikke komme uden om, fordi du har også nogle mennesker her i IBM som ikke respekterer hinanden og du har også nogle mennesker med forskellig religion eller andet, og det vil der være. Og der vil jeg sige, jeg tror det fleste mennesker kan respektere hinanden hvis de har kendskab til hinanden. Jeg tror det er lidt ligesom at vi alle sammen kan se os sure på vore indvandrerbander fordi de laver ballade, men vi kender os alle sammen nogle indvandrer der er søde og fornuftige mennesker der arbejder hårdt. Så den holdning vi kan have til noget der er ukendt det har vi ikke når noget er kendt. Så det er i bund i grund et spørgsmål om at man gider at interessere sig for hinanden.

Og så fokusere på hvad kan han/hun også?

Ja. Og alle der kommer i et job som de kan magte kan jo levere noget perfekt. Hvis du bliver sat til et job som du ikke magter og du ikke siger fra så kan det blive noget makværk. Det er der vi skal blive gode til at sige fra. Det er ikke fordi, som hende jg sendte til Finland, at vi ikke skal kaste os ud på dybt vand, for man må gerne se om man kan svømme. Men der er nogle som der sidder i det samme jo og samme job i årevis, hvor de gør det kanon. Men gør de det fordi det er det samme job eller samme kunde eller er de virkelig så gode at vi bare kan flytte dem over til en problemkunde og så kan vi bare rette op på det med de samme og gøre det kanon godt. Og det er det vi forsøger at vurdere.

(43:00)Så når feks sidder i et projekt, forsøger du så at komme lidt hurtigt ind, på de menneskelige sider på folk for at mærke hvem vil man gerne høre om det handicappede barn der hjemme og hvem ikke.

Jeg vil gerne høre om de alle sammen. Jeg fik det her projekt i februar, og det første jeg gjorde var at kalde de her mennesker sammen og sige jeg vil gerne høre hvad er Fødevarestyrelsen for en kunde, hvad er det for noget vi laver til dem hvad er det for en navigation vi supporterer, hvad er det der gavner Fødevarestyrelsen, og så er det jo dig selv som menneske der kigger på de her personer og siger ok hvad tror du så det er for nogle størrelser. Det r jo ikke sådan at jeg siger, er du gift har du kæreste, har du børn, det kommer helt af sig selv. Det skal jo være plads til small talk, du skal finde ud af om de har haft en god weekend, og så begynder du at lære folk at kende. Der kan du så sige, kan vi det når det er inderne ude på den anden side, er vi gode nok til det? Nej det er vi ikke. Vi er ikke gode nok til at spørge om de har haft en god weekend, vi er ikke gode nok til at fortælle at vi har været til fødselsdag hos moster Oda, eller fortælle dem hvad det er for en familie situation vi har her, og så vil jeg også høre noget om deres.

På et tidspunkt skulle jeg hyre nogle folk i Minsk i Hvide Rusland, der skulle vi have nogle ekstra folk på og det var eksternt, ikke fra IBM. Og det ville jeg gerne jeg sagde at jeg gerne ville have nogle CV'er, og så fik jeg folks CV'er og udvalgte nogle stykker og så sagde dem vil jeg gerne snakke med i telefonen. Og så blev der helt stille i telefonen. Og der falder den tilbage på mig, jeg kender ikke Hvide Rusland kultur når de skal have ekstra folk ind i firmaer, det er at en medarbejder i det firma anbefaler personen her til at blive ansat, og når medarbejderen har anbefalet den her så er personen per definition ok. Så skal der ikke komme sådan en KVINDE fra DK og spørge ind til det. Nåh men de blev overtalt til at jeg kunne interviewe de her kandidater i telefonen. Bortset fra at der blev oversat fra russisk til engelsk så det hele kunne køre, så lande vi op med to kandidater. Og så sagde de to her dem vil jeg gerne snakke med næste gang jeg kommer. Og så blev de endnu mere stille. Men det er mere fordi hvis et samarbejde skal kunne køre fra dk til hvide Rusland, så skal man som minimum kunne kommunikere i telefonen, så alle dem der fik oversat fra russisk til engelsk, - glem det. Indere som snakker indisk-engelsk så man ikke forstår dem, -glem det, hvis det er nogle man har brug for at kommunikere i telefonen med. Kan dokumentere på skrift ok. Så kom jeg over til Hvide Rusland og skulle snakke med dem. Og de var SÅ nervøse . Og da jeg så spurgte dem hvad de lavede når de ikke var på arbejde, så kiggede de bare på mig! To af dem blev så heldigvis ansat i gruppen, og de vendte så tilbage senere og sagde, vi har aldrig aldrig nogensinde haft nogen der har spurgt til os som personer. Jeg tænker bare tænkt nu hvis man boede i et samfund hvor man ikke blev anset som en person og et helt menneske. Og det siger bare noget om deres kultur og vores, og lærte mig en hel masse. Men de to personer vi fik ind de synes også det var kanon sjovt at arbejde for DK. I DK må man også godt lave noget andet ved siden af.

(47:40) **For at komme tilbage til Fødevarestyrelse-projektet..hvordan sammensatte du det team?**

Det var et projekt hvor jeg bare overtog en anden projektleders job

Er det ikke nogen gange godt at at få friske øjne på projekter/en der ikke på forhånd har arbejdet med fødevarestyrrelsen?

Jo! Og da jeg arbejdede på projektet var der en der skulle på fædreorlov og så sagde jeg: Skaf mig en der kan noget. Og så kom der en frisk ung gut ind der efter at have været der i et kort stykke tid kunne peje på den og den og den uhensigtsmæssighed. Os der havde været på projektet i lang tid var enig i de ting han påpegede, og havde haft det oppe tidligere. Den unge var: Hvofor gør de ikke noget ved det?? Påpege det overfor fødevarestyrelsen, men de ville ikke lave det om, selvom IBM havde en god løsning. Sådan er det. Den unge gut var en yngre IBM'er der ikke havde haft noget med fødevarestyrelsen før. Det er de tekniske briller han tager på. Når først de har sagt at det påpegede ikke er noget de vil gøre noget ved, så skal det selvfølgelig ikke påpeges hver gang vi har møde med det. Respektere deres beslutning.

Får I mange opgaver fra de samme kunder eller er det også ofte nye?

Meget forskelligt. Vi har en række kunder i stald hvor vi har ansvaret for deres applikationsudvikling i en årrække hvor det er IBM's ansvar at holde det kørende. Er det de samme mennesker der sidder på de samme kunder? Ja. Det er fx de samme mennesker, der tager sig af AP Møller som kunde. De har skiftende opgaver og rykker rundt på forskellige opgaver for den samme kunde. Der er fordele ved ikke at blive smidt fra kunde til kunde hele tiden. Det tager tid at lære kunden og deres applikationsprocess etc. at kende. Vigtigt at kende kunden så hvis man skruer på noget i den ene ende ødelægger det ikke noget i den anden ende. Vi har mange gode historier hvor IBM har reddet AP Møllers røv.

Rekrutterer du nye mennesker til virksomheden?

Ikke lige nu, nej. Har gjort det. Da vi tog folk ind til projektlederskolen i 2007 var jeg med til at interviewe kandidaterne.

Har du haft situationer hvor du har tænkt: Vi mangler nogle kvinder, nogen der er anderledes, hvor du har tænkt: det kan godt være hun ikk er den skarpeste af dem alle men jeg skal bare have en kvinde ind.

52:40 Nej! Aldrig. Strategien i IBM er at få flere kvinder ind, men ikke kvinder for kvindernes skyld. Jeg må indrømme at der har været situationer hvor jeg har taget flere kvinder end mænd til samtale FORDI de var kvalificerede (hvor jeg måske har tænkt at jeg ikke nødvendigvis havde gjort det hvis de ikke var kvinder). Jeg har givet den chancen for at komme ind og sælge sig selv, hvilket de skal gøre lige så godt som manden. Det er talent det handler om! Jeg har en afdeling med både mænd og kvinder hvor jeg har sagt til kvinderne at de skal lade være med at underspille sig selv. De vil være 120 % sikre på at de kan løse en opgave før de siger ja, hvorimod mænd kan det hele. Jeg har skubbet til mine kvinder og sagt kom nu! Vi er et amerikansk selskab hvor, når man skriver sit CV, så har man gjort det og man kan stå inde for det man har lavet! Det er vi nødt til at tænke på når vi er i konkurrence med vores udenlandske kolleger om jobs at det ikke nytter noget at være skandinavisk beskeden som hverken kvinde eller mand. Det er så for at tilgodese den kultur der er i en multinational virksomhed.

Kan ydmygheden af og til skade jeres teams, fx at folk sidder og holder inde med en idé og ikke tør fortælle den fordi de ved at ham og ham vil være uenige?

Ja! Det sker. Men der er jo op til personen selv. Hvis man sidder med den følelse at ens idé vil blive tromlet ned så kan du ikke gøre andet end at prøve på at promovere folk til at komme op med deres ideer. Du kan ikke tvinge folk til at komme op med noget hvis de tror de bliver tromlet og får et nederlag på det. Det du kan gøre er at motivere folk ti at være åbne, også dem der plejer at tromle (jeg kan selv være en af dem der tromler) være åbne og lyn munden samme og lyt! Ofte kan man lære meget mere med ørerner. Jeg synes vores ældre kolleger er blevet rigtig gode til at lytte på de unge mennesker. Den unge generation er absolut ikke ydmyge overfor hverken autoriteter eller ældre. Kan være godt og skidt. Af og til får de rap over nallerne. Dejligt med et frisk pust fra de unge.

Man kan godt tale diversitet her på baggrund af ældre og unge.

ja

Føler du at det er din rolle som projektleder at skabe den der åbenhed når man sidder sammen? Og kan det være helt eksplicit: idag vil jeg gerne have alle på banen?

Ja. Og du gør det også bevidst nogen gange for at træne folk i at lukke munden op. De fleste projektledere kan lukke munden op og deres karriere skal helst gå op, så det er ikke det store problem for mig at få dem i tale. De ledere der sidder med nogle af vores udviklere(dem der koder tingene) har en større udfordring. Udviklere er meget tekniske og introverte mennesker. De har deres faglighed hvor det at kunne ens ting så er det nok for dem og så lukker de af. Hvis man så går til dem og siger at du gør det super godt som tekniker men hvis du vil videre til sidemanden /skal give dine gode ideer videre til de andre. Hvis ikke man kan det bliver man holdt tilbage i din karriere fordi så er man ikke det værdipapir som gør at man stiger i graderne.

Det er vel både et karriere spørgsmål men vel også at man bliver holdt tilbage i de innovative løsninger der kunne komme ud af hvis han kom ud med sine ideer?

Ja, man kan sige at han begrænser innovationen til sit eget område. Der er også enkelte der holder på deres løsninger og tænker at det kun skal være mine. En af IBM's målsætninger på de årlige mål er at vi skal være innovative, vi skal kunne genbruge, vi skal støtte vores unge og ældre medarbejdere, hvor lederen ved årets slutning spørger den enkelte medarbejder hvad den enkelte har gjort for at bidrage til den målsætning. Kunne dokumentere det. Hjælper til at der bliver udvekslet mange flere ideer. Jeg siger ikke at de skal opfinde den dybe tallerken. Det kan være lige så godt at genbruge naboens.

Idebanken: Er på globalt plan. Det er der hvor tingene skal lægges op, men de skal godkendes før de bliver lagt op. Der sidder et board der ordner det. Det er de innovative løsninger der ender der. Beskrivelser af hvis IBM fx har lavet en opfindelse til en given industri. Bliver brugt som dokumentation overfor nye kunder også. Det er noget Anders ved mere om alt det der med ideer. Der er ikke rigtig nogen der kommer til mig fordi den population af folk jeg sidder med er folk der arbejder for kunder og få deres tid betalt af kunder. De må gerne spørge om de må bruge tid på en idé hvilket kan bevilges (ikke af mig) hvis man som enhed (DK) ser at dette ville være en god ide at prøve af som et pilot projekt eller som en del af en kundeforberedelse. Man får ikke lov til at bruge tid på noget der ikke ville kunne øge IBM' s salg. Det er vildt så mange patenter IBM har. Man skal huske at man er en del af en innovativ enhed. . Vi har pt en pige til at arbejde på et projekt i Schweiz. Der var noget der gik galt hvor det var IBM der skulle løse problemet. Fedt at opleve hvordan der lyn hurtigt blev samlet en gruppe mennesker der løste problemet . Godt at vide at der er nogen der kommer hvis det brænder på. Proiteringssag.

Har du nogen i din afdeling som du vil betegne som meget anderledes?

Der er homoseksuelle til den ene og anden side. Jeg fik det tilfældigt at vide. Jeg har også en pige i min afdeling der danser homo dans. Hun har en mand/kæreste. Ikke lesbisk. Deltog i Outgames i sommer. Nogle fra afdelingen tog ind og se dem danse inkl. mig. Helt normalt for hende, men ikke for mig.

Har du oplevet hvor de der lidt sjove interesser hos folk har kunnet bruges i professionelle sammenhænge?

Nej, men der gør at du får en gruppe ikke homogene medarbejdere som bliver homogene i deres forskellighed. Den projektlederskole jeg var med til at køre blev bl.a. sendt til Indien for at lære det bedre at kende. De mennesker der er i det forløb de hænger bare sammen. Sommerhusture (via personaleprogrammer). De er venner i kraft af deres forskellighed. De udnytter deres forskellighed. Jeg har fx en pige som har gennemført en Iron m an i år. Kan det bruges til noget fagligt her og nu? Nej måske ikke. Men det siger om noget om hvad hun er for en person. For mig fortæller det at hun kan lave en plan, følge den hårdt og levere et resultat. Hun kan hvad hun vil. Hun skal nok komme i mål hvis det er noget hun brænder for. Det vil også gælde hvis hun bliver sat på et projekt. Op til Iron man blev der taget hensyn til hendes iron man. Det gives der rum til, netop fordi man ved det vil kunne bruges på andre punkter.

Jeg havde ikke gættet at hun var typen der ville lave en iron man. Hun har også lige løbet maraton i Amsterdam. Det er rart for mig at vide den slags om mine medarbejdere. Også hvis det er en mor der er alene med to børn osv. Man kan ikke skære dem over en kam. Den enlige mor har også været hende der har ryttet sin stue for at holde julefrokost til hele afdelingen. Afhænger helt af de enkelte personer. Men vi udnytter at ung og gammel skal kunne køre sammen.

Er der en mulighed for at vi kan komme til at se på jeres Intra?

Der er en årsag til at det er et INTRAnet. Jeg har ikke lyst til at slippe jer løs. Jeg har aftalt med AM at vi skal kontakte hende. Fortælle hvad vi gerne vil have ud af det. Så kan hun finde det frem. Kan evt. stemples confidential. Vi skal kunne stå indenfor hvad I lægger ud. AM lød ikke afvisende.

Afslutningsvist siger hun at hun generelt mener at det er vigtigt at folk laver noget ved siden af arbejdet. Vigtigt at folk har fritid og de må godt have en masse forskellige interesser. Giver dem en ekstra gnist i arbejdet. Folk må ikke kun have arbejde.

(Vi takker og siger farvel)

Appendix 4: Email Interview A

Email-Interview (A)

IBM Employee September 2009

Vores projekt

I vores speciale fra CBS (Cand.Soc. i Management of Creative Business Processes) arbejder vi med sammenhængen mellem diversitet og innovation. Vores interesse for feltet opstod da vi stødte på en række undersøgelser samt teori, der bekræfter at diversitet i virksomheden hænger sammen med og påvirker den innovative performance. Det vi undersøger i vores speciale er, om dette holder stik i praksis, hvor vi bruger IBM Danmark som eksempel.

Formål

Vores formål med dette interview er at få indsigt i hvordan IBM medarbejdere opfatter at diversitet bliver ledet og udnyttet i praksis hos IBM.

Interview

Besvarelsen af spørgsmålene tager ca. 25-30 minutter, afhængig af graden af refleksion og længden af svarene. Vi håber du har mulighed for at afsætte den nødvendige tid til at besvare spørgsmålene og vi forventer blot svar inden onsdag den 23. september.

Spørgsmål

Spørgsmål 1

Opfatter du IBM Danmark som en mangfoldig virksomhed? Ja
Hvis ja, hvordan er det at være medarbejder i en mangfoldig og åben virksomhed?
Det er essentielt for mig at være en virksomhed, hvor jeg føler mig inkluderet og ikke skal bruge energi på at beslutte, om jeg kan være åben om min seksuelle orientering overfor kollegaer, ledelse og kunder. Det handler om at kunne være et helt menneske på arbejdspladsen, og hvis jeg ikke var 100% sikker på, at virksomheden bakker op om mig og min baggrund, ville det ganske enkelt påvirke min mulighed for at udnytte mine kvalifikationer og min indsats fuldt ud.
Hvis nej, hvorfor opfatter du ikke IBM Danmark som mangfoldig og åben?

Spørgsmål 2

Føler du at mangfoldighed påvirker arbejdsprocesserne og outputtet i IBM Danmark?
Som mit tidligere svar indicerer, ville det have påvirket outputtet i høj grad, hvis IBM *ikke* havde været en virksomhed, som omfavner mangfoldighed og minoriteterne. Alle ledere måles på deres mangfoldighedsledelse (det er en del af vores Personal Business Commitments), og det påvirker en lang række af vores HR processer – inklusive vores Strategic Outsourcing forretning, hvor vi overtager dele af kundernes virksomhed og deres medarbejdere, og hvor mangfoldighedspolitikken sættes i kraft ved overtagelsen. Desuden handler vi ikke med kunder, som åbenlyst agerer i modstrid med vores mangfoldighedspolitik.
Hvad tror du grunden er til dette og kan du komme med et eksempel?
Se tidligere svar.

Spørgsmål 3

Hvad får du fagligt ud af at være en del af gruppen Eagle at IBM, i form af eksempelvis vidensdeling eller læring i gruppen?
Jeg får et netværk på tværs af organisationen, og jeg lærer en del om, hvad der foregår andre steder i IBM. Da jeg er blandt de, som har størst kendskab til IBM, får jeg desuden øvet mine mentor skills.

Spørgsmål 4

Hvad tror du IBM får ud af at have en gruppe som Eagle at IBM?
Den korte version:

- ✓ Rigtig god reklame, da det er et mønstereksempel på mangfoldighedsledelse, og da IBM er en af de få virksomheder i Danmark, som reelt gør en indsats ift. homo-, bi- og transseksuelle (HBT). Reklamen virker overfor såvel kunder, samarbejdspartnere, medarbejdere som potentielle medarbejdere.
- ✓ En gruppe meget tilfredse medarbejdere i netværket
- ✓ En gruppe rådgivere overfor IBM's ledelse, HR, personaleledere generelt og andre medarbejdere, som har problemstillinger i relation til HBT eller som søger rådgivning omkring mangfoldighedsledelse generelt

Spørgsmål 5

Oplever du at ledere/mellemledere aktivt forsøger at udnytte mangfoldigheden blandt medarbejderne, eksempelvis ved at sammensætte teams ud fra forskellig viden, kompetencer, baggrunde og erfaringer, hvis ja, hvordan?
Ja, i de tilfælde, hvor man har mulighed for at vælge blandt en stribe kandidater, satses der gerne på at blande kønnene, aldersklasserne, kompetencerne osv. Desuden er man tvunget til at evaluere kandidater af begge køn til alle lederstillinger

Spørgsmål 6

I hvor høj grad henvender du dig til andre medarbejdere i IBM (både Danmark og globalt), frem for eksterne ressourcer, hvis du eksempelvis mangler viden om enlige mødre eller blinde til udvikling af et nyt produkt /service?
Det er ikke en problemstilling, jeg har nogen erfaring med.

Spørgsmål 7

Hvad er mulighederne for den enkelte medarbejde for at bidrage med hans/hendes unikke viden/kompetencer/interesser, f.eks. hvis en medarbejder får en god idé?
Rigtig gode, hvis man finder de rette kanaler at sende ideen igennem. Vi har forskellige systemer til håndtering af nye forretningsideer, men hvis der er tale om andre former for ideer, skal man adressere sin ide til nogen, som kan gribe den – og det kan godt være lidt vanskeligt i så stor en virksomhed.

Spørgsmål 8

I hvor høj grad opfordrer de fysiske rammer i virksomheden til interaktion på tværs af afdelingerne og medarbejderne, eksempelvis lokalernes placering/indretning?
Slet ikke. Nu er vi jo en IT virksomhed, så interaktion på tværs sker ved hjælp af alverdens IT værktøjer – herunder teamrooms, intranet, wiki, blogs, sociale netværkssider (a'la Facebook) osv.

Spørgsmål 9

Hvilken rolle synes du IBM's intranet spiller i vidensdeling og læring mellem medarbejdere?
Nogen, men der er mange, som ikke bruger det. Der er ganske enkelt for meget information, så det bruges nok primært til pull-information.

Spørgsmål 10

Hvordan er atmosfæren på arbejdspladsen? er der eksempelvis etablerede traditioner og ritualer, der opfordrer til socialt samvær medarbejderne imellem? Kom gerne med et eksempel.
Det er meget forskelligt fra leder til leder, fra afdeling til afdeling og fra forretningsområde til forretningsområde. Langt de fleste medarbejdere nævner deres gode kollegaer som en af de vigtigste og bedste ting ved IBM. Der er stort set ingen traditioner på tværs af IBM, da mange af de gamle traditioner mht. sommerfester med partnere etc. blev afskaffet da krisen begyndte at kradse.

Spørgsmål 11

Har du nogen forslag til hvordan IBM Danmark bedre kunne udnytte mangfoldigheden og den mangeartede viden som medarbejderne besidder?
Det er en stor udfordring i disse finanskrisetider at få plads til at sammensætte sine teams mangfoldigt, da vi konstant må trimme organisationen – og det sker altid baseret på den enkeltes performance – ikke på mangfoldigheden. Desuden ansætter vi jo stort set ingen udefra, hvorfor det også er vanskeligt at udbrede mangfoldigheden på det grundlag. Jeg tror dog ikke, at dette er et reelt problem for IBM, og ej heller at udnytte medarbejdernes viden, kvalifikationer og ideer.

Appendix 5: Email Interview B

Email Interview (B)

IBM Employee January 2010

The Research

In our Master Thesis from CBS CBP (Cand.Soc. in Management of Creative Business Processes) we work with the connection between diversity and innovation in organisations. The interest occurred as we found numerous case studies and theory confirming that organisational diversity among employees affects the innovative performance. But we also found that diversity needs management in order to realise its potential to the full. The latter is what we are examining in this thesis and to do so, we use IBM as a case study example.

Aim of the Interview

The aim with this email interview is to get an insight in how IBMers perceive that diversity is used, lead and managed in IBM.

The Interview

There are 10 questions in the interview and the response time is estimated to around 20 minutes.
We hope you have the time to answer the questions as honest and accurate as possible. Please use real examples whenever possible.
The answers will be used anonymous throughout the thesis.
Feel free to answer in Danish if it comes more natural to you.

Diversity

In this thesis we work with a broad definition of diversity. Therefore, we do not see diversity as solely demographic differences among employees, such as cultural background, age, religion, physical ability, nationality etc., but we define diversity as all the factors that make you differ from others.

Unfortunately, many organisations tend to recruit on the basis of the candidate "fitting" into the organisation – at a personal level. In our opinion, this creates a homogeneous and non-diverse organisation, which does not enhance the performance.

Questions

Question 1

Do you perceive IBM as an inclusive organisation than welcomes all types of employees?
Yes very much – I think that is one of our core values – "respect for the individual". It has always ment a lot to the organization.
If yes, how would you describe your experience of being part of a diverse workplace?
I guess it is positive (the answer I also guess you are looking for.. ;)
If no, why do you not perceive IBM as inclusive and open work place?

Question 2

Do you believe that diversity/differences among employees in your department/team affects the output

– if yes, how (please give an example if possible)?

Well not that I notice really. Of cause diversity in educational background is an advantage but in terms of ethnicity, sexual preferences etc I don't really notice it – I guess that is also one of the points of being an inclusive workforce that I don't pay attention to those things, but is more concerned with the work each person provides.

Question 3

If you need specific information/sparring in relation to your work, how do you then search for specific knowledge/people within the organisation?
I would ask my manager since she knows most people – or sometimes I hope that a colleague abroad (often Sweden, Norway, Finland) with similar work tasks knows the answer.

Question 4

When you enter in a new collaboration/project/team/task, are you then informed (e.g. by your team leader) which kind of knowledge the other people in the group posses, besides their professional title, and why you are put together?

No not really – I seldom work in team – I go ask for help myself if I need collaboration.

If yes, could you give example(s) of how this knowledge then is utilised in the group?

If no, how do you make aware of yourself and your ideas/knowledge?

I ask myself. Also if I think a task needs to be solved I go to my manager and explains and get "permission" (that is accepted almost all the time) to solve it. In IBM we have a lot of autonomy to solve the tasks in our area – and we have to be active ourselves. The manager does not plan everything.

Question 5

Have you experienced that a high degree of different people within the group has created frustration and tension?

No not really – but I seldom work in groups. However I sit in an open office.

If yes, when you look back at it, did it then contribute to the work/process with something valuable (please use example if possible)?

Or did it hinder the collaboration/work?

Question 6

How does your team leader/manager handle a group with many different employees (is he/she passive, does he/she interfere in discussions, does he/she actively try to make everyone heard or does he/she let you solve your discussion alone)? (Please give an example if possible)

Since we did not really have any problems I have not experienced that. In general my manager is just very laidback and expect me to behave nice towards any collegague. I am sure that if I was not being respectful towards them she would let me know. It is part of the corporate culture to be respectful.

Question 7

Do you perceive IBM as being at the cutting edge in their use of virtual communication software, and if yes, how does it affect your work? (please give examples of how you work)

Yes very much. For instance I have been studying in the US but I could still stay in touch with colleagues in calls etc. We also have virtual meeting but I never used that. Now I am working from London and the integrated softwares we use makes it easy to connect. For instance when we arrange a meeting the location/phone number to dial-in, time in different time zones etc is all taken care of. I can even get assigned with a toll free number so that I can call from home without having to worry about my phone bill. It enables me to focus on the work instead of practicalities.

Question 8

What do you think are the major differences in working with people solely virtual/online compared to face-to-face, and how does it affect the problem solving/creative process?

I think there are some disadvantages in not interacting face-to-face with colleagues (misunderstandings, informal chats etc), but I am very confident the disadvantages of not collaborating across borders, time, home-work would have greater disadvantages (since we would lose flexibility, boundary spanning etc).

Question 9

How do you use your *unique* personality/knowledge in daily work, even if this is not directly connected to your tasks? (If yes, please give examples)

I am not sure that I am aware of that if I do.

Question 10

When you think about the amount of different knowledge available in IBM, do you then think it is fully utilised? (Please explain)

I often think about how much knowledge IBM processes – after all the organization is larger than many nations! I don’t think it will ever be fully utilized since we only focus on some areas of the knowledge our resources have. For instance I know a lot about music and arts but that is rarely used since my focus areas is health...

Appendix 6: Email Interview C

Email Interview (C)

IBM Employee January 2010

The Research

In our Master Thesis from CBS CBP (Cand.Soc. in Management of Creative Business Processes) we work with the connection between diversity and innovation in organisations. The interest occurred as we found numerous case studies and theory confirming that organisational diversity among employees affects the innovative performance. But we also found that diversity needs management in order to realise its potential to the full. The latter is what we are examining in this thesis and to do so, we use IBM as a case study example.

Aim of the Interview

The aim with this email interview is to get an insight in how IBMers perceive that diversity is used, lead and managed in IBM.

The Interview

There are 10 questions in the interview and the response time is estimated to around 20 minutes.
We hope you have the time to answer the questions as honest and accurate as possible. Please use real examples whenever possible.
The answers will be used anonymous throughout the thesis.
Feel free to answer in Danish if it comes more natural to you.

Diversity

In this thesis we work with a broad definition of diversity. Therefore, we do not see diversity as solely demographic differences among employees, such as cultural background, age, religion, physical ability, nationality etc., but we define diversity as all the factors that make you differ from others.

Unfortunately, many organisations tend to recruit on the basis of the candidate "fitting" into the organisation – at a personal level. In our opinion, this creates a homogeneous and non-diverse organisation, which does not enhance the performance.

Questions

Question 1

Do you perceive IBM as an inclusive organisation than welcomes all types of employees?
JA. Det fremgår tydeligt af organisationens værdisæt og kommunikation at IBM ikke "bare" accepterer diversitet, men har det som et bevidst mål at skabe en organisation, hvor der er plads til diversitet - både faglig diversitet eller personlig/kulturel diversitet
If yes, how would you describe your experience of being part of a diverse workplace?
If no, why do you not perceive IBM as inclusive and open work place?

Question 2

Do you believe that diversity/differences among employees in your department/team affects the output – if yes, how (please give an example if possible)?

JA, forskellig baggrund giver ofte forskellige indgangsvinkler til problemløsning. Jeg tror at diversitet skaber kreativitet og nytænkning i opgave/problemløsningen.

Question 3

If you need specific information/sparring in relation to your work, how do you then search for specific knowledge/people within the organisation?
I første omgang gennem mit personlige netværk. Det er sjældent at der ikke er en der enten kan hjælpe, kender en der kan hjælpe – eller i det mindste har et godt bud på hvem der kan guide en videre. Næste step er at udnytte RDM'erne (ressource deployment managers), der hurtigt kan søge globalt på specifikke kompetencer/skills.

Question 4

When you enter in a new collaboration/project/team/task, are you then informed (e.g. by your team leader) which kind of knowledge the other people in the group posses, besides their professional title, and why you are put together?

If yes, could you give example(s) of how this knowledge then is utilised in the group?

Ja. Typisk vil de enkelte personer i teamet være udvalgt – og have ansvar for specifikke dele af projektet - på baggrund af deres specifikke kompetencer/skills.

If no, how do you make aware of yourself and your ideas/knowledge?

Question 5

Have you experienced that a high degree of different people within the group has created frustration and tension?

If yes, when you look back at it, did it then contribute to the work/process with something valuable (please use example if possible)?

Ja, specielt kulturelle forskelle eller forskellige (ikke sammenfaldende/overlappende) mål (f.eks. et team hvor de enkelte medlemmer er målt på forskellige dele af leverancen) kan skabe frustrationer. Ofte vil løsningen af/dialog om disse problemer dog dels skabe et bedre resultat (fordi der er forståelse for andres kultur (måde at arbejde på) og mål og dels gøre samarbejdet nemmere næste gang man placeres i et lignende og ofte virtuelt team. Et godt eksempel er samarbejde med Global delivery i Indien. Ud over store kulturelle forskelle er det ofte kommunikation via mail/telefon frem for face-to-face kommunikation, hvilket kan gøre forventningsafstemninger, overleveringer og opfølgninger udfordrende. Jo mere man arbejder med GD teams jo lettere bliver det dog og jo mere effektivt bliver samarbejdet, da man i stigende grad bliver opnmærksomme på arbejdsmetoder, kulturelle forskelle, "faldgrupper"/risici i off-shore arbejde mv.

Or did it hinder the collaboration/work?

Question 6

How does your team leader/manager handle a group with many different employees (is he/she passive, does he/she interfere in discussions, does he/she actively try to make everyone heard or does he/she let you solve your discussion alone)? (Please give an example if possible)

I team sammenhæng vil jeg typisk være team lederen. Jeg forsøger at lose/diskuttere så mange af de samarbejdsrelaterede problematikker på team møderne eller når vi ringes sammen. Dog kun i det omfang at diskussionen bidrager positivt til gruppens fremtidige samarbejde og opgaveløsning. Ofte skaber forskelligheder og/eller samarbejdsproblemer hos enkelte teammedlemmer støj, der ikke gavner samarbejdet og/eller opgaveløsningen. I disse tilfælde vil det være mere effektivt at tage en diskussion direkte med de enkelte team medlemmer for at skabe større forståelse og fælles fokus.

Question 7

Do you perceive IBM as being at the cutting edge in their use of virtual communication software, and if yes, how does it affect your work? (please give examples of how you work)

NEJ. IBM er langt med telefon og chat kommunikation, men med en så geografisk spredt organisation har det overrasket mig meget at IBM ikke er mere fokuserede på videokommunikation. Det har jeg stor erfaring med fra tidligere arbejdsplads og det er min oplevelse at det har stor betydning – specielt når det drejer sig om start af nye projekter/teams – at have den visuelle del af kommunikationen med.

Question 8

What do you think are the major differences in working with people solely virtual/online compared to face-to-face, and how does it affect the problem solving/creative process?

Ved face-to-face samarbejde vil du hurtigt fange – og løse – mindre problemstillinger, irritationer, konflikter – men også muligheder, alternative holdninger mv. Rent virtuelt samarbejde kræver en meget formalliseret samarbejdsmodel med fast opfølgning bade på team og på individuelt niveau og en konstant afstemning af status, mål/delmål, personligt bidrag mv.

Question 9

How do you use your *unique* personality/knowledge in daily work, even if this is not directly connected to your tasks? (If yes, please give examples)

Stor vægt på empati – fange konflikter og stemninger i teamet så tidligt som muligt.

Question 10

When you think about the amount of different knowledge available in IBM, do you then think it is fully utilised? (Please explain)

Nej – og det vil det aldrig blive. Det er bare ikke muligt at udnytte 3-400.000 menneskers viden og stille det til rådighed på en effektiv måde (bla. fordi meget af det ikke er dokumenteret, afhænger af personlige skills o lign.) IBM har stor fokus på at bruge (og genbruge) den akkummulerede viden – og lykkes langt hen af vejen. Men en fuld udnyttelse tror jeg er umulig.

Appendix 7: IBM's Diversity Policy

Workforce diversity

(In effect since January 1, 2003)

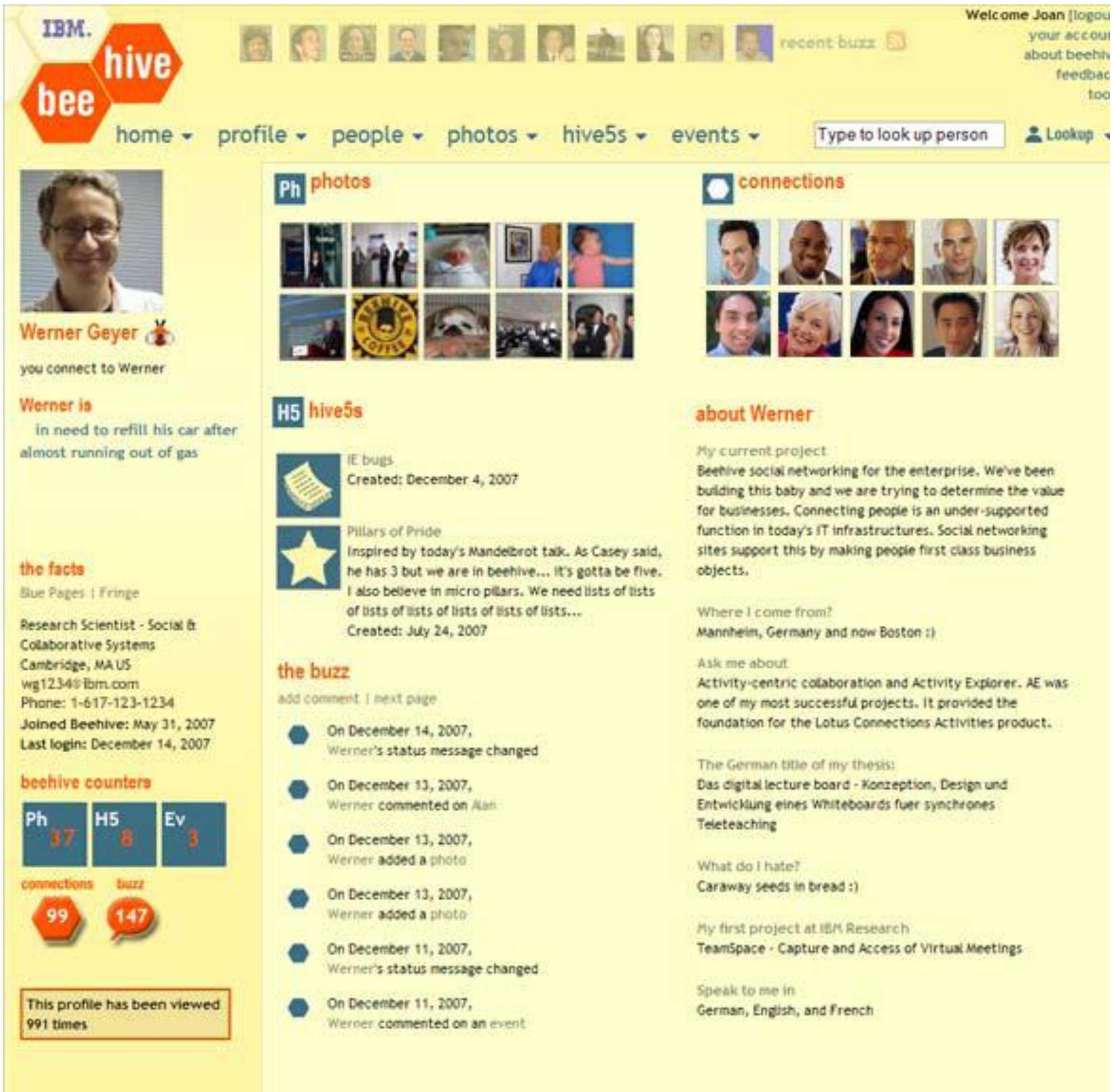
The employees of IBM represent a talented and diverse workforce. Achieving the full potential of this diversity is a business priority that is fundamental to our competitive success. A key element in our workforce diversity programs is IBM's long-standing commitment to equal opportunity.

Business activities such as hiring, promotion, and compensation of employees, are conducted without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, or age. These business activities and the design and administration of IBM benefit plans comply with all applicable laws, including those dealing with equal opportunity. For qualified people with disabilities, IBM makes workplace accommodations that comply with applicable laws, and which IBM determines are reasonable and needed for effective job performance. In respecting and valuing the diversity among our employees, and all those with whom we do business, managers are expected to ensure a working environment that is free of all forms of harassment.

This policy is based on sound business judgment and anchored in our IBM Values. Every manager in IBM is expected to abide by our policy, and all applicable laws on this subject, and to uphold IBM's commitment to workforce diversity.

Source: www.ibm.com

Appendix 8: IBM's internal social networking site - Beehive



Source: www.headshift.com

Appendix 9: Interview with Susanne Justesen

PhD, founder of *Innoversity*, September 18, 2009

We met Susanne Justesen in an office community at Frederiksberg, where she usually works with both her research projects and her consultancy agency Innoversity. Over a caffe latte we had a loose talk about diversity, innovation and about her work and research within that field.

Det er en tung tjans for virksomhederne hvis de ikke selv kan se værdien ved at tænke og agere mangfoldigt. Så desværre er det tit noget som ligger meget forankret i HR. Jeg oplever tit at der er meget stor interesse for det i HR funktioner og også på højere ledelsesniveau, men der hvor det for alvor batter er når der begynder at komme efterspørgsler på det fra de enkelte afdelingsledere. Min erfaring har været at de organisationer hvor jeg har fået lov til at arbejde i deres forskning eller udvikling hvor jeg har skabt synlighed og bevidsthed omkring faren ved homogenitet. Så begynder lederne at efterspørge diversitet (når der bliver sat fokus på hvor ens de er). En klassiker er at der fx sidder 5 fra DTU i en udviklingsafdeling.

Så begynder de enkelte ledere at efterspørge diversitet hos HR. Men det HR typisk vender tilbage med er kulturel diversitet som handler om at tilbyde folk med anden etnisk baggrund, og det er jo SLET ikke det man er interesseret i. Det man har brug for er folk der kan tænke anderledes og nogen (HR) der kan hjælpe mig med hvordan mine eksisterende medarbejdere skal kunne håndtere at der pludselig kommer en helt anderledes person der kan noget helt andet, vil noget andet etc. Nogle værktøjer til hvordan man undgår de konflikter der kan opstå når forskellige mennesker sættes sammen etc.

PT arbejder jeg meget med Dong og Lundbæk i deres udviklingsafdeling og især med forskningsafdelingen og de enkelte projekter og lederne på det. Jeg (i samarbejde med HR/hjælper HR så de kan levere nogle ydelser til afdelingerne). Så sammen med HR arbejder vi på at skaber synlighed så lederne selv kan se at man skal tænke anderledes hvis vi skal være kreative og innovative. De steder begynder der at ske noget, men det kræver at man udfordrer eksistensen af diversitet. Meget af den eksisterende teori er meget på de enkelte faktorer (køn, etnicitet etc.). Handler ikke så meget om at bryde homogenitet men mere på at man fx bare gerne vil have flere kvinder.

3: 43 Det jeg interesserer mig for er hvordan de BRUGER diversiteten. Det er først i det øjeblik at det bliver brugt at det bliver interessant mht. de kreative/innovative processor hvor det er mest synligt, behovet for det + omsætte diversitet til en værdi. Det er de enkelte der er gode til at bruge diversitet.

Ofte starter interessen for diversitet strategisk højt hvor man begynder at tale om det men problemet er at dem der egentlig sidder med selve rekrutteringen er bare interesseret i at få en dygtig kollega og de ved hvad de kan få fra den typiske mandlige kollega. De er bange for at få noget de ikke kender. Altså hvordan kan man forestille sig at 7 mænd ikke har behov for det kvindelige perspektiv med mindre at alle deres kunder er mænd. De har brug for nogen der udfordrer dem på deres eksisterende måder at tænke på.

5:10: Det er så få virksomheder der virkelig arbejder strategisk med det. Ofte noget der ser meget i perioder. Fungere som kampagner.

Hvis man kan tale om optimal diversitet, er det så at mikse kvinder med etniske etc. ?

Man kan ikke/man skal passe på med at tale om **optimal** diversitet (der er ikke noget der er optimalt!). Når jeg arbejder med de eksisterende teorier er jeg stødt meget på den kulturelle og demografiske diversitet. Jeg har oplevet at i forhold til innovation er det VIDEN + vidensdiversitet der er det centralt. Det at jeg er kvinde/forsker/dansker er alt sammen noget der repræsenterer en viden hos mig, men det repræsenterer også en vigtig identitet, da det er det der former mig. Men hvad er så viden i denne sammenhæng? Jeg har defineret videndomainer. Det at jeg er kvinde giver mig en bestemt måde at forstå et problem på/løse problemer på og det er samtidig vigtigt for hvem jeg er. Jeg bliver fx meget sårbar hvis ikke jeg bliver anerkendt for den måde jeg gør tingene på + det at være kvinde.

7:08 For at der er diversitet er det ikke nok bare at tælle hvor mange videndomæner der er til stede. Jeg har fx 15-20 videndomæner med i min rygsæk. Hvis man sidder i en gruppe og man kun får lov/mulighed for at bruge sin viden som forsker eller som kvinde så er der ikke diversitet (i justesens verden). Hvis man kun har 10 forskellige vidensdomæner at trække på i en lille gruppe og de 8 af dem bliver brugt så ER det diversitet. Og har man 45 og kun bruger de 3 så er det ikke diversitet. Det har noget at gøre med hvordan man arbejder sammen på, måden man kommunikerer på og anerkender hinandens viden osv. Hvis man skal tale om **optimal diversitet** er det der hvor man har et konkret problem og man formår at bruge de videndomæner man kan i forhold til at løse problemet så man har en masse forskellige måder at forstå problemet på og en masse forskellige måder at løse det på. Så man vælger kreativt at integrere mellem forskellige måder at tænke og forstå på i den måde man løser problemet.

Dvs. når virksomheder rekrutterer og tænker at de gerne vil gøre noget mere for diversitet så nytter det ikke noget at man skriver det klassiske med at man skal ansøge ligegyldig race, religion etc.?

Jo altså det hjælper til at sende signal om åbenhed. De virksomheder jeg har arbejdet hos har jeg rådet til at lade være med at gøre det til et succeskriterium at de har x antal etniske minoriteter ansat. Start med at sig at I har en ambition om at modtage så og så mange ansøgninger fra nogen af de grupper som de ellers ikke når ud til. Så dem der rekrutterer, forpligtet på at gå andre veje for at nå disse anderledes grupper. Den gode måde at rekruttere efter diversitet på er ved at se indad og finde ud af hvor er det vi er meget homogene og hvor er det vi kunne have brug for at udfordre den. Hvis man fx har rigtig mange mænd eller siddende i en afdeling kunne det være man skulle overveje at ansætte nogle flere kvinder/folk med en anden viden. Én ting er rekrutteringen, den næste er ikke at optræde som en slags maskine der sørger for/presser på for at personen bliver lige som alle de andre så hurtigt som muligt. Dette ville være synd for begge parter. Der er ikke noget værre end at være ansat et sted men i virkeligheden slet ikke får lov til..

10:55 Den måde du siger..det handler om at sætte videndomæner i brug eller hvordan man bruger de forskellige sider man har. Dette kan vel kun lade sig gøre hvis man er i en virksomhed hvor man føler sig godt til pas og har lyst til at sige fx "jeg var spejder i 20 år" Er der nogle barriere?

Alle repræsenterer forskellig viden. Det med at have været spejder er et godt eksempel, da det er sådan noget som man måske deler med arbejdsgiveren i en ansættelsessituation hvor man tænker skide godt/interessant, men som blive glemt lige så snart personen er ansat, hvor det så kun handler om hvad der skal gøres og nås/ få personen "up til speed" hurtigst muligt hvilket betyder ofte at gøre lige som alle de andre . Noget af det som jeg har eksperimenteret mere med i praktis var at jeg argumenterede for at der er 3 vigtige måder at få diversitet.

1:skabe bevidsthed om hvilken diversitet man har at trække på/kortlægning af videndomæner 2:legitimere de eksisterende videndomæner. Hvis der fx er ansat en der har været spejder, men der ikk er nogen der bruger/udnytter det, så er det lederens opgave at finde ud af hvilken vide der er og hvorfor den viden er relevant i forhold til arbejdet. 3: Det sidste punkt er at krydsbefrugte mellem de forskellige vidensdomæner. Hvad hvis vi sætter spejderen sammen med en der ved noget om vinduesviskere? Hvad kunne det hjælpe os til i forhold til at løse denne problemstilling.

Det er i virkeligheden meget simpelt. Handler om at kortlægge. Jeg har lavet en meget simpel metode (work shop) hvor folk interviewer hinanden på kryds og tværs eller hvor jeg interviewer dem – finde ud af hvem der ved hvad og lave et kort over det. Starter med at identificere de domæner de alle sammen har tilfælles (midten af cirklen). Hos fx Arla så er Arla Foods et af de vigtigste vidensdomæner og organisationskultur er også ofte en af de stærkeste. Næste cirkel består af de vidensdomæner som der er færre der deler, fx køn etc. Næste cirkel er de domæner som der kun er en enkelt der har med i bagagen. Så kan de bruge det kort til at finde ud hvad de har i organisationen af uudnyttet viden og hvilke domæner de skal være bedre til at bruge. De domæner de bruger mest/bedst til at bruge er dem som de alle har til fælles (den første cirkel). Dem der er sværest at bruge og sætte i spil er dem der ligger i ydercirklen. Dette bruges så som udgangspunkt for en diskussion omkring hvordan de i højere grad, både i deres daglige arbejde men især i de processer hvor de skal være lidt mere innovative, kan blive bedre til at tænke hvordan folk kan sættes sammen. Fx hold da op nogle spændende løsninger vi kunne få hvis vi satte henrik der ved noget om x sammen med gitte der ved noget om y. Sætte folk sammen på en ny måde. Det er en enorm simpel metode. Men jeg oplever chokerende ofte hvor mange år folk kan have arbejdet sammen uden at ane hvilken viden hinanden har. De kender hinandens CV men det når ikke dybere end det. **(14:35)** Det kommer an på hvordan miljøet er. Det at vide hvilke virksomheder hinanden har arbejdet i tidligere kan være et vigtigt vidensdomæne i forhold til hvordan man gjorde tingene der.

Det der med at skabe synlighed er vigtig. Og det der med at legitimere er lederens opgave. Tit er det en eller anden nyuddannet laborant der kender en helt speciel måde at lave analyser på, og så er det lederens ansvar at sige hov, Lene, det er noget du ved noget om. Der er ingen simpel metode, men man som leder af innovation bør i langt højere grad fokusere på de mennesker man leder, hvilket i virkeligheden er et HR perspektiv, hvor meget traditionel innovationsforskning handler om processer og metoder og andre meget teknisk/ingeniørbaseret viden omkring produktudviklingsprocesser. Jeg har set perfekt designede produktudviklings- og innovationsprocesser hvor man fuldstændig glemmer at interessere sig for hvilken viden folk har med ind og hvordan de bruger den. Optimerer det processen? Ja, altså du kan have processer hvor man inviterer folk, fx konsulenter, til at komme ind ude fra og "hælde på gruppen" omkring fx trends, men den viden medarbejderne selv har med bliver aldrig rigtig brugt da de forventer at det er den nye viden fra konsulenterne der skal bruges. Dvs. ingen får brugt den ekspertise de alle sammen har med. Og man kan sige at når de er med i en innovationsproces, så er det vel for fanden fordi de kan noget, men alt for ofte får de aldrig brugt den viden de gemmer på.

Det er vel også et økonomisk spørgsmål..ikke at bruge penge på udefrakommende idéer, når medarbejderne selv kan?

Ja. Det er jeg også begyndt at sige til mine kunder. Og især her i krisen er det vigtigt. Jeg siger til dem at de skal fokusere på den viden de har og på at sætte folk sammen ud fra at de kan noget forskelligt. Jeg gør dem også opmærksom på at det tager tid at lære, men for søren, det er der i får de gode resultater fra.

Man kan sige at det man kan gøre i en krisetid er at optimere de eksisterende ressourcer. Jeg har en bekymring om at enorm meget innovation bliver kørt udefra, og det mener jeg at man skal kunne in-house for der er simpelthen så meget viden der går til spilde når det er konsulenter der kommer ind udefra og styrer processen. Så er det dem der ender med at få alt den gode viden og erfaring med at køre en innovationsproces. Det skal man selv kunne i dag! Det dur ikke at man er afhængig af eksterne på den måde. Så man skal arbejde med at træne egne ledere til at kunne de her ting og især i en krisetid. Det har været meget sundt for mange virksomheder at finde ud af at de ikke kan købe sig til innovation. Det gør ondt, men vi er nødt til at gøre det selv. Vi kan ikke bare lade andre tage den smerte det gir at skulle udvikle noget helt nyt og anderledes.

Er der nogen virksomheder der har større incitament for at skulle implementere en mangfoldig medarbejderstab?

Jo højere forsknings og udviklingsbudgetter des større incitament. Det er også typisk dem der er gode til at gå ud i verden og rekruttere og det er ikke bevidst efter diversitet, men efter talent. Men hvis du bevidst rekrutterer efter talent så får du ofte diversiteten med, for så er du villig til at invitere nogle dygtige folk fra Kina, Indien osv. Dem der virkelig er de bedste inden for deres felt. Så kan det godt være at der er homogenitet på andre fronter, men de er i højere grad opsøgende fordi de har brug for at være åbne.

Medicinalindustrien operer især på den måde men de har så til gengæld homogenitet i form af folks uddannelsesmæssige baggrund (medicin, molykulærbiologer etc.), men hvis man rekrutterer fra vidt forskellige lande så får du også automatisk folk med vidt forskellige opfattelser og måder hvorpå man forstår løser problemer på inden for forskellige discipliner. Dette er også tilfældet inden for IT/højteknologiske felter. Der hvor der er klassiske videntunge virksomheder. Det er der hvor der er brug for en høj grad af videndiversitet fordi innovation i bund og grund handler om at kombinere viden fra 2 forskellige videnfelter eller videndomæner på en nye måder. Men det kan du kun hvis du har noget forskellig viden at trække på . I fx en medicinal virksomhed handler det om at ansætte nogen der anskuer fx molekylærbiologien fra en anden vinkel. Alternativt kan man opfordre til at tættere samarbejde med nogen der gør. Dem man har arbejdet sammen med på et lille laboratorium har de ikke øget incitament for at kommunikere med eller samarbejde med nogen der kender til noget andet. Dvs. de har ikke fået nogen friske input. I en tid hvor innovation i høj grad foregår mellem virksomheder og hvor der bliver etableret partnerskaber der skal man kunne arbejde på tværs og acceptere at der er forskellige måder at forstå fx molekylærbiologi på. Det kan være en mega stor barriere for rigtig mange virksomheder! Og der bliver talentet vigtig, for man lærer at anerkende at der er forskellige måder at gøre tingene på og det giver bedre resultater. Tager lang tid.

I forlængelse af spørgsmålet om der er nogen virksomheder der har et større incitament for at have diversitet end andre, der siger du "selvfølgelig der hvor man innoverer mest og hvor der er videnstunge processer" men hvor vigtigt er det i de virksomheder hvor der er også er funktioner der slet ikke arbejder innovativt. Har du tænkt hele virksomheden eller har du tænkt i afdelinger?

Det er meget forskelligt, hvilket også er det der har været sjovt. Det har været overraskende hvor mange virksomheder der har svært ved at arbejde sammen internt/på tværs af afdelinger. Jeg har virkelig også været nede på micro niveau og set på hvordan man har arbejdet sammen i en lille gruppe til et projekt i EU projekt, der handler om hvordan vi i Europa er meget langt bagud når det kommer til forskning og undervisning hvis man sammenligner os med USA og Asien. Jeg sidder også i et projekt der handler om hvordan vi kan højne kvaliteten og innovationskraften på europæisk niveau. Handler om at få de forskellige politikere til at blande sig og arbejde sammen på kryds og tværs. I stedet for at vores universiteter bliver mere og mere ens og udbyder de samme uddannelser så skal universiteterne i højere grad specialisere sig i specifikke områder. **25:00** Det vigtige er at de forstår hvad diversitet er og hvor vigtigt det er at man kombinerer på kryds og tværs. Det er en anden vinkel på homogenitet og diversitet.

(Taler om hendes uddannelsesprojekt, om hvordan uddannelser ligner hinanden og vigtigheden af at de studerende skal vide hvor de uddanner sig bedst inden for det felt de er interesserede i – USA vs. EU)

26:49 Det var også det du sagde tidligere med at man først skal mappe og derefter finde ud af hvordan det kan bruges.

Ja, lige netop. Hvordan legitimerer vi så de dygtige universiteter og hvordan formår vi at få dem sat i spil sammen. Bla bla bla om uddannelser. Det er måden at tænke innovation, læring og udvikling på der er fokus på her. Hvor mange kender I der læser noget helt andet end jer selv, eller nogen der slet ikke læser? (ikke mange). Jeg var rystet fordi folk bare bygger sådan nogle små lommer. Så når man kommer ud har man ikke noget netværk. Man vil alle konkurrere om det samme job fordi alle i ens netværk laver det samme som en selv.

31:36 I forhold til virksomheder, i forhold til om man skal tænke diversitet på virksomheds eller afdelingsplan, har det i dit tilfælde så handlet om hvad den enkelte virksomhed har haft brug for?

Der vil altid være dele af organisationen hvor behovet ikke er der fordi diversitet, i den form hvor det handler om at anvende den, der bliver de dybt frustrerede… Man kan ikke være innovation og effektiv på samme tid. Når du er innovativ handler det om at udfordre de eksisterende måder at gøre tingene på. Når du er effektiv handler det om at finde the best practise. Hvad fungerer bedst? Og så er det den måde man gør det altid. Den samme gruppe kan sagtens være begge dele i perioder. Det dur ikke hvis der er nogen der hele tiden er effektive/innovative for så får man clash'es i gruppen.

Der er ingen tvivl om at jo højere du kommer op hierarkisk, jo større er behovet for at kunne begge dele rigtig godt. For der er perioder hvor virksomheder i den grad har behov for at stikke næsen i sporet og koncentrere sig om det de ved de er gode til/ikke tage nogen risici. Problemet er at hvis man for lang tid kører i effektivitetsmode hvor alle der "skiller sig ud" i for lang i en periode har fået at vide at de skal klappe hesten og køre efter planen, så forsvinder de efter noget tid. Det er trist hvis det er dem der "stritter lidt" bliver fyret først (i fx i en nedskæringsrunde). Problemet opstår når virksomhederne får behov for at innovere og tænke ud af boksen pga. de har fundet ud af at de ikke længere kun kan konkurrere på pris, så er de der kunne tænke ud af boksen væk.

Virksomheder er generelt bedre til at have diversitet længere nede i hierarkiet. Men jo længere tid folk er i virksomheden/afdelingen så lærer man at være på en bestemt måde – man bliver mere ens! Det er dem "der passer godt ind" der bliver forfremmet. Der er en helt naturlig tragt der viser et billede af at jo længere du kommer op i hierarkiet jo mere ensartet tænker man. Det er der masser af fordele i (segmenterer og forankrer virksomhedsstruktur), men problemet er at hvis de 5-6 der i den øverste ledelse alle sammen har en tendens til at forstå/løse problemer på samme måde. Hvordan er det så at de skal være i stand til strategisk at udstikke nye retninger (innovation og kreativitet handler om at udstikke nye retninger og være i stand til at turde prøve det af). Det er en udfordring når man kigger på ledergrupper i mange virksomheder. De er uhyggeligt homogene. Og et af de vigtigste kriterier som leder i DK er at jo længere tid du har været i samme virksomhed jo sværere har du ved at tænke ud af virksomhedskassen. Du får et helt bestemt billede af hvordan markedet ser ud. Også årsagen til at skandaler som IT Factory opstår. Folk har været der i så lang tid så de bliver blinde overfor hvad det er der sker, man sætter den på automat pilot og holder op med at stille spørgsmålstegn ved ting.

36:13 Hvis man ser på innovationsprocessen, kan man så sige at det er i brainstorming-/idegenerationsfasen hvor det er vigtigt at have de forskellige vidensomæner til rådighed?

Ja, der er det især vigtigt. Men det er også vigtigt senere hen. Jeg fulgte en proces i en virksomhed hvor de var gode til at have forskellige involveret i konceptudviklingsfasen fra de helt tidlige stadier. Så stoppe innovationsprocessen ligesom der og røg ind i en mere "drift ting" hvor man tænkte at nu har vi fået formuleret dette her koncept nu er det dette her nye produkt vi skal have udviklet. Så blev der nedsat en tværfaglig gruppe som skulle sørge for at udvikle det. Der er der en tendens til at konceptet bliver ændret hvis ikke man holder fast i at der skal være diversitet hele vejen igennem. Der er en der vil foreslå at man gør det som man plejer (fordi man ved at det virker). Beslutninger undervejs kan gøre at når produktet rammer hylderne, så ligner det alt det andet. Derfor er det vigtigt at man ikke slipper diversiteten halvvejs henne i processen.

37:50 Hvordan er det så mht. lederens opgaver. Er det hans ansvar at sikre diversitet hele vejen igennem?

Det er ofte et af de store problemer. Man kan sige at det er lederens ansvar at sørge for at skabe bevidsthed om hvor svært det er. Der er mange der går ind i kreative processer og tænker "nu skal vi have det sjovt". Ofte er det første der sker at de møder en enorm frustration, ofte fordi folk ikke er lige så begejstrede som dem selv, forskellige holdninger til hvad der er realistisk etc. Jo mere radikalt ideen er, jo mere modstand vil ideen modtage. Det er lederens ansvar at informere medarbejderne om at de vil opleve frustration og at innovation gør ondt. Hvis det virkelig er noget der er innovativt og strider/bryder med de eksisterende måder at gøre tingene på så vil der være modstand. Hvis der fx sidder en ingeniør der de sidste 9 år har udbygget en helt særlig kompetence og der kommer en og foreslår noget andet = problemer! Hvem skal gå på kompromis? Hver gang man laver radikale forandringer gør det ondt! Ikke kun på den gruppe der skal udtænke det (de skal udfordre hinanden meget) samt det kan koste jobs for enkelte personer. Når man går ind i en innovationsproces så sidder man hele tiden so medarbejder og skal vurdere hvad der er vigtigst: mig selv (min fremtidige karriere), gruppen, eller ideen/produktet. Det er vigtigt at lederen bruger tid på at hjælpe dem med at vælge ideen og det kreative. Hvis man skal være innovativ er det vigtigt at man tør være den irriterende der tør udfordre de andre i gruppen. Man skal ikke give op, selvom det nogen gange er det nemmeste pga. det er for hårdt

Hvis man som leder er god til at fortælle dit team at det gør ondt, forbereder dem på at de kommer til at tage nogle seriøse kampe, had fra andre. Hvis man ved det som medarbejder og alligevel siger at man gerne vil være med så har man haft valget og ved hvad man går ind til. Lederens ansvar at beskytte gruppen så meget som muligt men samtidig at formidle hvad forventningerne er + hvad de kan blive udsat for.

41:54 Tror du at det er årsagen til at der i mange virksomheder er den der frygt (innovation)?

Jeg tror der er mange fordele i DK i forhold til at vi er gode til at udfordre ledere. Vi har ikke den der autoritetstro som man har mange andre steder (fx i USA). I USA er det vigtigt at lederen ikke er så meget til stede i gruppen, da dette resulterer i at alle sidder og venter på hvad lederen siger. I DK/Skandinavien har vi udfordringer i forhold til den konsensus at alle skal være enige og diskussioner er noget vi skal skynde os at overstå så vi kan være effektive. Det er et produktivitets/effektivitetsparadigme koblet med at vi har et stort behov for at alle skal være glade og tilfredse/enige. Hvis alle skal være enige hele tiden så bliver folk med laveste fællesnævner og så vælger folk at undgå konflikt (fatter ikke hva hun siger, 42:47) Mange af de grupper jeg har arbejdet med de undgår konflikter for enhver pris! Det er ikke alle der er konfliktsky, der er også mange grupper der tager kampe. En af de grupper som var meget homogen havde i virkeligheden en ret stor diversitet at trække på men de havde nogle andre konflikter der lå latent nedenunder. De var utrolig påpasselige med at udfordre hinanden, da det meget nemt kunne sætte ild til nogle gamle konflikter som de aldrig havde fået håndteret. Så er der andre grupper der blev meget homogen fordi de havde en utrolig stærk leder der insisterede på at hver gang nogen udfordrede det han stod for så saboterede det processen.

Der er forskellige faktorer der kan trække en gruppe mod homogenitet og faktorer der opfordrer til heterogenitet/diversitet. Bl.a. en leder der ikke insisterer på at få trumfet sine egne ting igennem og som er god til at involvere de enkelte i gruppen, lytte og er god til at skabe synlighed i gruppen om hvor megen forskellig viden de har i gruppen og understreger vigtigheden af at bruge tid på at forstå hinandens videndomæner (opfordrer til det). En ting er at udveksle viden mellem to forskellige videndomæner, en anden ting er at kombinere det (44:34). Det er først der når man forstår lige præcis nok af hinandens felt til at man kan begynde at kombinere måder, metoder, modeller og værktøjer med måder, metoder, modeller og værktøjer fra et andet domæne - så begynder man at kunne løse nogle eksisterende problemer på nogle nye måder. Noget af det som jeg var mest overrasket over, hvor jeg brugte meget tid i forskellige grupper var at der overhovedet kommer noget innovativt! Fordi der er så mange ting i os mennesker der modarbejder alt hvad der er nyt og anderledes. Kræver virkelig mod, ydelse etc.

Har du arbejdet med IBM?

Ja, men ikke i DK men med deres hovedkontor i NY. Har 360.000 medarbejdere world wide. En af deres største udfordringer er at få kortlagt/mappet hvilken viden de har og hvor og få den kombineret rigtigt, så vi havde lange forhandlinger om at udvikle noget software på baggrund viden modeller som de selv kunne bruge til at finde ud af hvem der sidder hvor. De har en masse programmer internt, men de går meget på kompetencer. De var begejstrede for ideen om at tænke det som videndomæner i stedet for. Sad i møde med deres global director + global knowledge director m.fl. men så kom krisen og så blev det lukket. Fedt at få det udviklet som software. Jeg håber det bliver taget op igen. De vil stadig gerne.

Hvordan software i forhold til hvis det ikke kun skal være en vidensbank?

Ideen er at visualisere altså på samme måde som de cirklerne i vidensdomæne modellen (Justesen har en model) som interviewguiden. Ud fra interviewene lavede jeg en visualisering af vedkomnes viden, hvor det man ved mest om er det der ligge i midten og det man ved mindre om ligger længere ude. Derefter kan man lave en ny model/visualisering af hvor meget man bruger den viden man har. Det der var mest interessant for IBM var at se på hvordan den viden de har til rådighed ser ud og hvor gode er vi til at bruge den. De sælger ikke så meget software mere men i stedet innovation til deres kunder. En af de ting vi snakkede om var at softwaren også skulle bruges til at kortlægge hvilken viden deres kunder har med ind i de fælles udviklingsprojekter de indgår sammen med kunden. Jeg lavede et projekt med IDEO, hvor en af deres store udfordringer var at de har nogle utrolig stærke metoder og teknikker til at lave innovative processer sammen med deres kunder, men de er ikke så stærke til at bruge den viden kunden har med ind. Processen er meget stærkt styret af IDEO's terminologi og viden. Når jeg var med oplevede jeg at de manglede at bruge kundens viden. De var derfor også meget interesserede i at få en metode til at bruge kundens viden som en integreret del af vores egne processer.

IBM: Det var meget på individ niveau hvordan man kunne mappe den enkeltes videndomæne-profil som man kunne lave på samme måde i grupper. Som mange andre større organisationer har IDEO det klassiske problem at der er en del af organisationen der bruger en slags værktøj og en anden del der bruger en anden. Tror værktøjet hedder Blue Pages (IBM!). Problemet er at det er meget op til den enkelte at putte oplysninger ind i. Det er kun et værktøj der dur hvis alle bruger/udfylder det. Det vi havde på tegnebrættet var at vi ikke skulle være afhængige af at den enkelte går ind og udfylder det men et system der går på fx at bruge log filer og screene deres korrespondancer mm. Hvilket de så skal give tilladelse til at man gør. De kan selv lave om på den hvis de mener der er fejl. Det var IBM's diversity director der mente at projektet skulle op på globalt plan.

51:25: Hvordan kom du i kontakt med dem?

De kontaktede mig på baggrund af nogle konferencer jeg havde været på i USA i 2008 (jeg blev færdig i 2007) Jeg var gennemsnitligt af sted 3 gange om måneden i den periode på internationale konferencer.

Vi prøver at koble medarbejderdreven innovation med at have en mangfoldig arbejdsstyrke.

Man kan sige at det at involvere sine medarbejdere i beslutninger og give dem ansvar gør at man i højere grad får større viden om hvad ens medarbejdere kan, men derfra og så til at sige at det vil give mere innovation..det er svært at lave de der lineære fremskrivninger. Det kommer også an på hvordan man definere medarbejder involvering/inddragelse. Det gælder om at bruge/udnytte det man har.

Nu er der blevet talt meget om bruger dreven innovation hvilket har været vigtigt i forhold til at få øjnene op for at det vi leverer og sælger forstås på en helt anden måde af vores kunder/brugere i forhold til hvad vi selv gør. Det er vigtigt fordi mange virksomheder tidligere har været meget lukkede i forhold til deres egen selvopfattelse. Der er en fare ved at lægge for stort fokus indad i forhold til at innovation i høj grad drives af de enkelte medarbejdere. Men det er utroligt vigtigt at ledelsen er med i forhold til det innovative da det er vigtigt at der er nogen der sætter retninger for at undgå kaos hvor det så igen vil blive laveste fællesnævner. Innovationens største fjende er laveste fællesnævner og konsensus. Det kræver en høj grad af mod at der er nogen der siger ”nu gør vi det på en helt anden måde”.

57:05 I nogle virksomheder er der afsat tid som medarbejderne kan bruge på egne projekter som de definere som relevante og interessante. DET kan kaldes medarbejderdreven innovation. Ret til at bruge x tid på egne projekter. Hvis det er i den kontekst at i taler om medarbejderdreven innovation så er jeg helt enig i at det kan styrke innovationen. Ham der har været spejder i 20 år ser nogle helt andre muligheder end hende der kommer fra Syditalien. Så kan man tage fat i nogle projekter som man kan leje med og så på et tidspunkt kan man se om det er go eller no go som jeg har brug for fra ledelsen. Det er en hårfin balance mellem ledelsen og den viden der ligger udenfor virksomheden og den viden der ligger inde i virksomheden (medarbejdere). Og den diversitet er man nødt til at integrere på en eller anden mude. Det vigtige er at der ikke er for meget overvægt af ledelse, medarbejdere eller kunder etc..

(58:20)

Medarbejderdreven innovation, det er jo ikke at, så er det op til jer. Måske er det også bare et udtryk for en kultur i virksomheden, hvor den enkelte medarbejder føler at han/hun får lov til at arbejde med nogle af de ting som han/hun er god til. Og at man kommer frem med ideerne og at man ved det bliver værdsat hvis man siger man har været spejder i 20 år, for at kunne bruge nogle af de ting. Måske er det ligeså meget et udtryk for en sådan kultur eller ledelsesform.

Ja, det er der hvor effektivitetsparadigmet. Hvor førhen var det kun konsulenter og advokater der på minuttet skulle dokumentere hvad det havde brut deres tid til. Men det bliver desværre mere og mere udbredt også i helt almindeligt i forsknings og udviklingssammenhænge at man bliver allokeret på nogle forskellige projekter og ikke længere har mulighed for at have noget der hedder egen tid eller bruge lidt mere tid på noget hvor du tænker, det her.. hvis ikke du har det og hele tiden er lidt bagefter fordi du bliver over-allokeret til andre projekter, så ryger i hvert fald enhver from for medarbejder inddragelse. Så ligger det helt og holdent hos den ledelse der allokerer ressourcerne til de forskellige ressourcer.

Og der bliver måske ikke set ned på at nåh nu har du brugt 5 timer denne uge på ”egen tid”, og andre har ikke brugt noget, det skal vel også være en kultur der er prioriteret.

Ja, og man kan også sige at fra den enkeltes leders side at man lægger op til og opfordrer folk til at gå videre med nogle ting. Hvis man ha en leder som i den grad overhovedet ikke vil acceptere at man laver noget uden for det, og han skal bare levere. Og som mange altid er at presse andre afdelinger, fordi de står og venter. Hvis der er det her enorme pres på produktivitet og effektivitet, så er det klar det går ud over innovationen. Og der er jo ikke ret mange ledere der synes når jeg siger, at deres medarbejdere altså ikke kan være innovative og effektive samtidig, de kan ikke forvente at de er effektive og at der samtidig kommer nye ting på bordet, i er nødt til at afsætte tid til begge dele. Så hvis i kører dem effektivt, så skal i ikke forvente der kommer noget impulsivt. Samtidig hvis i samtidig giver plads til det innovative så skal i ikke forvente at de er super effektive.

Det er to forskellige hjernehalvdele?

Det er to forskellige måder at arbejde på, fordi den ene der arbejder du eksperimenterende, der er du ude og prøve nye ting af, og det er klart at hvis du inden du sætter et nyt projekt i gang begynder at regne på hvilket et der ville være det bedste og mest effektive, så dræber du jo eksperimentet inden du overhovedet har sat det i gang. Så hvis det forventes at når du laver eksperimenter at du kører samme effektivitetsregime og i samme skemaer og det skal passe ind alle steder, så holder folk op med at eksperimentere.

(1:01:50) Er der ikke mange virksomheder der siger vi har slet ikke tid, vi får simpelthen kastet så mange opgaver kastet i hovedet fra de andre afdelinger eller fra ledelsen, så ellers skal vi være her til kl otte om aftenen?

Jo det er jo også et der kan være en mega øjenåbner. Den med at de står som medarbejdere og ville egentlig gerne være innovative, men som regel når jeg arbejder med forskning og udvikling, ligger der et enorm forventningspres i sær fra marketing og specielt fra den administrerende ledelse, af nu må i snart komme med noget nyt. Og ledelsen bliver panisk ja vi skal sørme have noget nyt og så går man ind og strukturerer og effektiviserer processen fordi vi skal hurtigt igennem. Og så dræber man alt hvad der er.. så det er en ond cirklen vis ikke man er opmærksom på at der er perioder i projektet hvor man IKKE må strukturere og allokere hvor der skal være tid til at eksperimentere og prøve noget nyt og gøre noget andet end man plejer, og lave nogle samarbejder/partnerskaber med nogle andre virksomheder der griber samme udfordringer og problemstillinger an på en helt anden måde som man kan lære af.

Men det er jo en kæmpe opgave, for man skal jo starte helt oppe ved den administrerende og sige, I er simpelthen nødt til at forstå det.. Men kan man have en, måske en HR-leder eller en organisationsleder, der skal styre de her ting samtidig med alle de andre normale opgaver, eller kræver det ikke en diversitets-leder?

Både og, fordi der er mange steder hvor man starter ud med at først fik man en mangfoldigheds eller en diversitetschef eller ansvarlig, og så fik man en organisationschef. Men det er jo mere noget med den måde man er leder på. Det farlige er er hvis det bliver, du har så ansvaret for at vi alle er forskellige, og du har så ansvaret for at vi alle er innovative. Man kan nå enormt langt i forhold til IBM feks.,hvad jeg har forsøgt at sælge dem ideen om at integrere de to, men så er der jo nogle der skal opgive en masse. For at man kan slå alle de mangfoldigheds ting sammen. Og Cisco som jeg også har arbejdet med i Californien, at alle de folk der på verdensplan der arbejder med diversity, som diversity managers globally, de har jo 300 af slagsen bare i Cisco. Og hvis man nu gerne vil lægge diveristy sammen i innovation, som giver utrolig god mening, det er der godt nok ikke særlig stor begejstring for, for så ved de godt hvem der ryger. Så det med at forankre noget et sted, jeg mener jo det er en ledelsesopgave, som starter hos den øverste. Man er nødt til at starte med at kigge på sine egne ledergruppe. Jeg har arbejdet med en del ledergrupper især i danske virksomheder. Men de er jo enormt, jeg er vant til at skulle underskrive secrecy aftaler af en værd art. Men det er specielt når jeg har arbejder med ledergrupper hvor de har erkendt at de er for ens. Men det er os svært at skifte ud i en ledergruppe, når man har brug for at der er en stor viden forankret så noget at det jeg typisk har gjort. Er at få kortlagt hvilken viden de egentlig har, og hvor meget af den de bruger og så kan de starte med at bruge den viden de har, og så også bruge tid på at finde ud at hvilken viden de mangler i forhold til markedet. I nogle sammenhænge kan de være at de nedsætter et advisory board til ledergruppen for at kompensere den viden de mangler i stedet for bare at udskifte dem. Og så næste gang de skal skifte ud så.. men det tager tid, og det er ikke noget man bare lige gør. Men bare det er den øverste ledelse, feks Novozymes, bare det at de er begyndt at tænke på og tale om, hvor der er en høj dominans af kemiingeniører. Når de begynder fra ledelsens side at tale om diversitet som noget vi arbejder hen imod og homogenitet som noget vi arbejder væk fra.

(1:07)

Og er argumentet der at de gerne vil være mere innovative?

Ja. Men det er en lang og sej rejse.

Ja for man kan vel heller ikke bare lige sige, ja nu fyrer vi lige tre og så…

Ja. Men bare en lille ting som i jyske bank, jeg også har arbejdet med, bare det at de ansætter en biolog der havde arbejdet nogle år med projekter i Afrika, og hun kom ind og var projektleder på nogle af deres udviklingsleder i Finans. Og hun var pisse-god til det, men hun anede intet om den finansielle sektor. Det tager SÅ lang tid, men det er jo desværre det der er problemet at dem der gør noget de er bange og vil helst ikke have det frem fordi de måske selv det er små-pinlige resultater. Hvor jeg jo synes det er landevindinger i forhold til hvad andre har nået.

Har virksomhedens størrelse en stor betydning, altså er det i virkeligheden de små virksomheder det er bedre til det?

Nu har mit speciale været de store, og det har altid været mit fokus. Så både i min forskning har det været de store og også i mit arbejde. Men jeg må da sige at jo større en virksomhed er, jo sværere er det også at vide hvem der ved hvad, så derfor bliver diversitet er større udfordring. Hvor i en mindre virksomhed der er man måske bedre til at mange sidder med flere forskellige hatte på. Vi kan ikke ansætte specielister til alle roller, men det er jo bare en hypotese.

Så faktisk også at der større behov for det i større virksomheder?

Ja måske at der er større chance for at en større virksomhed bliver mere homogen over tid, fordi man rekruttere efter at folk passer ind. Det gør man også i en mindre virksomhed, men her er behovet for at folk kan noget særligt, er lang større end det er i en større virksomhed.

Ja der er specialiseret afdelinger i de store.

Ja i de større virksomheder. Det kan godt være man kommer ind og ved en masse om marketing, men man skal altså også lige ud og lave noget salgsarbejde eller hjælpe når der skal laves årsregnskab, så på den måde er farerne ved homogenitet klar større i store virksomheder. Og så hvis man kommer op i en vis størrelse som IBM feks., hvor homogeniteten omkring hvad det vil sige at være IBM'er og hvad IBM kulturen dækker over jo bliver enormt stærk, samtidig med at den hele tiden krydres med forskellige, for hvad vil det sige at være IBM'er i Kenya, og hvad vil det sige i Kina og hvad vil det sige i Nord-Tyskland. Der er kæmpe forskellige men alligevel nogle ting der binder dem sammen som er et stærkt IBM.

Bruger de hinanden på tværs af landene?

(1:10) Ja, i IBM, gør de, men det var også en del af det der projekt, de vil gerne blive meget meget bedre til det. **(udenfor referat)** Men en af de projekter var at de gerne ville lave et team af dygtige IBM'er på relativt højt ledelsesniveau som de kunne sende ud. De havde lavet en liste over lande der havde brug for en innovationsindsprøjtning for at få gang i et marked, og der ville de gerne have at jeg skulle hjælpe dem med at sammensætte de teams, og der skulle jeg så have været taget med ud. Der var et i Nigeragua, Syd-Afrika. Hvor de så skulle være der en uge og sammen med landechefen i det pågældnen land kigge på hvad er der af udfordringer og hvad er behovene for at få skudt gang i markedet, og hvad kan IBM leverer for at få det her spark.

Det er jo nogle jeg altid har drømt om at få lov til at lave projekter for, dels fordi de er så strategisk tunge på innovationssiden. De er jo dem der for måske 10.-15.år i træk får allerflest patenter, ikke nødvendigvis fordi patenter vil sige noget, men de er bare pisse-stærke på innovationssiden og samtidig er de også nogle af dem der er allermest imponerende på diversity siden, der er masser af ting de kunne blive bedre til. Jeg har været inde og arbejde med dem, og der blev de også lige nødt til at starte ud med deres homoseksuelle medarbejdere. Dels at de kæmper for i de lande hvor det er ulovligt og fængselsstraffe og dødsstraffe, men bare det at de laver konferencer hvor alle europæiske managers inviteres til en to-dages konference om hvad vil det sige at være homoseksuel leder i IBM. De kan deltage anonymt og det er SÅ fantastisk hvor jeg var inde over hvordan kan man tale om et homoseksuelt …. Og hvordan kan IBM strategisk blive bedre til at bruge det domæne.

De har det der EAGLE. Var det noget af den problemstilling vi sendte dig, hvor vi havde mere fokus på homoseksuelle?

(1:13) Hvordan kan det være i startede med den men gik værk fra den?

Vi tænkte at man kunne argumentere for at danske virksomheder skulle være mere åbne overfor homoseksuelle, egentlig fordi det giver mere divesitet men overhånden tænkte vi at vi ikke helt kunne argumentere for det, altså hvorfor skulle en homoseksuel være bedre.

Lidt Richard Florida?

Ja lidt af ham ja, men vi følte ikke vi kunne argumentere for at en homoseksuelt er bedre at få ind. Altså ikke KUN dem, så det var derfor vi gik væk fra at fokusere kun på dem, men de er selvfølgelig en del a f en mangfoldig medarbejder stab.

Det er også noget at det jeg synes var interessant med og var lidt inde over det med World Outgames og IBM, hvor mange homoseksuelle siger, hvordan kan det at jeg er homoseksuel være vigtigt. Men prøv at tænkt med at mange af de grupper jeg har arbejdet med de tager det bare så forbandet givet at deres målgruppe består af far, mor og to børn, hvis det er et familieorienteret produkt. Og der kan du som homoseksuelt være den der går ind og gør opmærksom på at, det er altså ikke den fulde sandhed. Eller at der er en masse ting der gør at man lever anderledes og forstår ting anderledes. Bare det når man træder i karakter eller bruger det videndomæne der hedder at være homoseksuel, så forstår man bare e problem på en anden måde og vælger en løsning på en anden måde**.**

Hvor ved du fra at de forstår det anderledes, jo altså selvfølgelig kan de sige at ikke alle familier er ikke mor, far og to børn, men ser de andre problemstillinger?

Det er jo selvfølgeig det derer udfordringenr, for netop det at når du tager et videndomæne som feks, det at være homoseksuel det KAN være et videndomæne, men det er op til den enkelte og den gruppe de indgår i hvor vidt det bliver brugt og bliver bragt i spil. For spørger du dem selv eller interviewer den, så spørger jeg dem ikke selv hvad er der er i den boks, og det er vigtigt for mig, at bare fordi man er kvinde så er man ikke nødvendgvis på 'en måde, for der er eddermame mange måder at være kvinde på. Men når jeg spørger dem, når du sidder og skal løse et konkret problem og har heteroseksuelle kollegaer der sidder ved siden af deig, oplever du i visse sammenhænge at du forstår det på en anden måde? Ja! Men så sidder de så måske og tænker, og kan de give mere end feks. to eksempler, så er der er god sandsynlighed for det. Og giver det dig en anden måde at løse problemet på? JA, i visse sammenhænge, ja. Så kan jeg konstatere at det videndomæne har du i din rygsæk. Hvorvidt du så bruger det i dit daglige arbejde og de arbejdsmæssige sammenhænge du indgår i, det er det der gør forskellen. Og der er det homoseksuelle jo et men der er masse andre. Men der er jo mange, hvilket jeg blev mange fascineret over da jeg var inde over IBM i forhold til deres homoseksuelle, hvor mange der ikke vælger at være åbne overfor deres homoseksualitet, og det selv i en virksomhed som iBM so gør så meget. Så er det stadig chefer på højt plan som ikke er åbne omkring det, og så stadig tager en god veninde med når de skal til formelle middage og lader som om det er konen på 17. år. Det er utroligt! Og det er jo bare et vidensdomæne som findes, og garanteret i lidt højere grad i IBM, fordi de trods alt er kendte for at have et miljø hvor man som homoseksuelle kan have lyst til at søge hen. Og når det så er så relativt stort der, så..

Men det er jo også et domæne der er let at skjule?!

Ja, det vælger man jo i ret stort omfang selv hvor åben man vil være. (1:17)

Men vi har ikke lagt det 100 % på hylden, de er bare svært, vi følte det kunne blive lidt på sociologisk eller antropologisk.

Det er et felt der interesserer mig, jeg har ikke selv personlig interesse i det, men jeg har en del gode venner, og det er are et felt jeg synes der har manglet en del opmærksomhed. Og jeg har haft det med som en faktor, men der er et problem i det, da man ikke må spørge om folk det i DK. Og på intet tidspunkt da jeg var inde over det i de 7 virksomheder i forbindelse med mit Ph.D projekt hvor jeg fulgte de her grupper meget tæt og lavede personlige interviews, men på intet tidspunkt blandt nogle af de informanter jeg arbejdede med var derg nogle der overhovedet nævnte homoseksualitet. Og det i DK hvor vi på et eller andet omfang har følelsen af at være rimelig åbne.

Det var også det der tændte os, at det overhovedet ikke bliver nævnt nogen steder, hvis man går ind og læste om deres diversitetspolitik. Alder, køn, hudfarve og race måske handicappede.

Eagle netværket i IBM som alligevel har ret mange medlemmer i DK, men der er 7 medlemmer i DK. Michael Boe er simpelthen så synlig, og interesserer man sig bare en lille smule for det, så har man helt sikkert hørt eller læst om ham, og så alligevel kan de ikke trække flere.

Ja, ham havde vi også tænkt at prøve at hive fat i.Der kommer egentlig også lidt en diskussion ind omkring DK og Amerika ind som vi lige skal finde ud af hvordan vi griber an. Altså IBM er jo en amerikansk funderet virksomhed, så der er måske noget der med diversitet som måske har været lettere, i hvert fald med hudfarven.

Man kan jo sige at hele feltet har jo eksisteret i sindssygt mange år, de startede jo med det i 60'erne og i dk er det noget vi har gjort siden 90'erne. Så der er jo en meget længere historie bag det, alle har jo vlret tvunget til at have politikker omkring det. Der er jo mange danske virksomheder der jo slet ikke har politikker omkring mangfoldighed og slet ikke omkring homoseksualitet. Og det har de amerikanske kulturer altså bare haft, og det at man har en politik gør, at man kan påberåbe sig nogle rettigheder, og i sær for USA har det med deres forsikringssystem, hvor langt størstedelen jo er forsikret gennem deres arbejdsplads. 50 % af amerikanske kvinder er jo hjemmegående, og bliver derfor sikret gennem deres mand. En forsikring er helt centralt for den rettighedspolitik der har ligget også blandt homoseksuelle, hvor de kan sige, jeg har ikke en kone derhjemme jeg ha en partner som jeg gerne vil have dækket af min arbejdsforsikring. Og alt det her med at have lige rettigheder på det felt, og blevet i regi af virksomheden mere end i regi af loven. Så hvo i Europa det med menneskerettigheder og ligestilling er noget der foregår blandt politikerne og i folketingssalene, og der er det i USA i højere grad i virksomhederne de kampe er blevet kæmpet. Og i retssalene mere end det er politikerne der har lovgivet, fordi at man har kunne tabe. Feks. Coca Cola for mere end 10 år tror jeg, hvor de tabte en sag, men deres erstatningsansvar blev ikke ret stort, fordi de kunne dokumentere at de havde stærk og meget gennemarbejdet mangfoldigheds personalepolitik som de hele tiden kunne henvise til. Så når der skete et brud eller en diskrimination, så var det en medarbejder der faldt uden for deres officielle politik. Det gjorde a mange virksomheder i løbet af nul komma fem meget hurtigt fik implementeret mangfoldighedspolitik, fordi at du som medarbejder så stod dårligere hvis du ville lægge sag an. Men det her med forsikringerne var også med til at skubbe på at man i højere grad valgte at stå frem som homoseksuel i hvert fald i forhold til personale afdelingen, så ens partner kunne blive forsikret også.

Det er mere det med at der er grupper der internt i IBM hele tiden kæmper for at få flere rettigheder. Jeg var ude at interviewe formanden for deres homoseksuelle netværk i Cisco, som har eksisteret i 15 år. Hvor de hele tiden kæmper for at give homoseksuelle medarbejdere ligeså gode rettigheder som alle andre. Så det er mere et klassisk rettighedprincip de går ind og kæmper for, hvor det i Europa er lidt mere på luksus kan man sige, her vil de bare gerne have anerkendelse.

Samlet set, hvem vil du så sige der er længst fremme?

Det er svært at sige fordi hvis det er på den klassiske diversity, hvor man måler på hvor stor diversitet man har til rådighed og hvor synlig den diversitet er, så er uSA meget længere fremme. Men samtidig har de et kæmpe problem nåpr jeg fesk er inde og arbejde med deres diversity afdeling, da er det som regel kvinder og sorte medarbejdere der er ansat der. Så det bliver lidt en slåen de vhisde mænd oveni hovedet om at de ikke alle er som dem. Og det giver bare sådan en træthed, men jeg føler, det er selvfølgelig også i egen interesse, men det ed at vi har brug for en ny terminology om hvad diversitet er, og har sagt når i bliver træt af det så brug innoversity, som handler om at bruge diversity til innovation og til at udforske det eksisterende, og så bliver de sådan helt ahhh.. for der er den her opfattelse herhjemme om at mangfoldighed er lig kulturerel magfoldighed, og i USA er det så på kvinder og i sær på sorte mindretal.

Plus at alle ledere har været igennem sådan nogle hæslige diversity programmes. Og det skal de jo simpelthen, du kan ikke blive leder i nogle af de store uden at have været igennem de der, du må ikke, du må ikke, og det er typisk en sort rabiat kvinde der står og underviser i det der, fordi der er jo ikke nogen der gør det bevidst eller med i vilje. Det er nogle ubevidste mekanismer man skal arbejde med, og selvfølgelig bliver de også bedre til at lave de her training programmes. Så jeg tænker ikke at det er den her vej vi skal med at diversity training skal være obligatorisk, men at man i højere grad måske skal arbejde med situationsbaseret ledelse, alle de her hvor ledes der henne og den enkelte, og at innovationsledelse i den grad handler om det jeg godt kan lide at kalde nexialisme. Nexialisme er når du kan forbinde viden på kryds pg tværs. Og for at kunne det kal du altså kende hvad dine krydser og tværser er. Dvs. du er nødt til som leder i en videntung afdelings skal du kende dine medarbejdere, du skal vide hvad de kan og ikke kan, og så skal du bruge den viden til at sætte de rigtige hold og hjælpe folk til at arbejde sammen. Hvis ikke du kan det, så skal du ikke forvente at der kommer noget særlig innovation ud af det.

(1:27) **Så i USA er de gode til de der grundlæggende klassiske, men hvor herhjemme er vi måske bedre til de enkelte og personlige.**

Ja her er det nogle andre barrierer, vi er enormt dårlige til det etniske, altså vi bliver enormt bange, det er også noget der er sjovt i forskellen mellem USA og DK, amerikanerne bliver ikke bange for diversitet, de er måske lidt mere påpasselige fordi der er mange ting man ikke må sige, men de har ikke den der berøringsangst, for de er så vant til det og de er vokset op med det. Hvor vi bliver meget mere uhh, at det bliver opfattet som en trussel og noget der vil mig det skidt, som vi bliver usikre af. Så det er nogle andre parametre man arbejder på i Europa og DK end i USA.

Men det er sjovt netop det med homoseksuelle, kender du Mark Lorenzen fra CBS, hvor vi havde en lille snak også i forhold til Florida og homoseksuelle, hvor han siger at de jo har lavet en kortlægning af kreative byer herhjemme hvor de IKKE brugte homoseksualitet som en faktor da de ikke mener er relevant herhjemme da det ikke er en så stor issue som USA. Det ved jeg ikke, det synes jeg også jeg kan forstå på dig, at det kan godt være vi ikke selv synes de, men det virker jo som om at homoseksualitet alligevel er en ret stor issue.

Ja, jeg synes netop at homoseksualitet er en stor issue fordi det ikke bliver italesat. Og jeg synes jo netop i et land som DK kunne jeg godt have tænkt mig, nu er jeg ikke en meget stor fan af Floridas meget kvantitative research, og jeg synes heller at København ranker særlig højt som i hans research, fordi det synes jeg slet ikke. Men der har vi brug for i organisatoriske miljøer hvor homoseksualitet bare er noget man taler om. Går du ind i en mere kreativ branche, så bliver den mere synlig. Den er mere synlig når jeg har arbejdet med DR feks., den er mere synlig i reklamebureauer og arkitektstuer, men i ledelser ect, der er den ikke synligt. En af de medicinalvirskomheder jeg arbejder med der sidder en i ledelsen som er homoseksuel, men det er en offentlig kendt hemmelighed, altså man taler ikke om det, men dem der kender ham ved det godt. Jeg tænker at det er en fantastisk mulighed for at få sat det på agendaen, men hvos han ikke er interesseret i det, så kan man jo ikke..

Stig Elling er vel egentlig den eneste som er offentlig og som ikke er hemmelig!?

Der er i hvert fald ikke specielt mange, så kan man sige, ham der har været chef for hele Out Games, Uffe Elbæk, han er selvfølgelig ikke. Og så ham der er den kommercielle direktør, dom ikke er homoseksuel, og når de to går ud sammen, så virkede Karsten som meget mere homoseksuel end Uffe. Og det er jo det der er så fantastisk for dem at gå ud sammen, og for det Karsten med at være leder i en organisation hvor måske 90 % var homoseksuelle i organisationen, hvor han selv er meget homoseksuel at se på.

(1:31) Mega interessant fordi de sætter noget i gang, og den fornøjelse de to kunne have af at gå ud og gøre folk opmærksom på at det faktisk lige præcis var omvendt.… (snakker om world outcames og hendes graviditet) Hvor tæt er i på at have en problemformulering?

Jeg tror egentlig at den problemformulering vi sendte til dig ligger rimelig fast.

Pas på med det der ”optimale”, den er sådan lidt farligt. Et er at undersøge noget andet er at komme med en formel, og når du siger best practice eller optimale, så ligger i implicit en forventning om at I kan komme med en opskrift eller formel, og det mp jeg sige det tror jeg simpelthen ikke i kan.

Man kan jo sige at I ved at interviewe eller undersøge finder frem til at der er en virskomhed har fundet en god model, og så kan man så kritisk sige kan det være at der er nogle andre der kunne lære af deres erfaring,

Men med den model kan vi vel stadig godt samle nogle gode råd eller?!

Det kommer and på, har i tænkt jeg at lave en masse interviews eller?

En masse ved jeg ikke men, nu har vi jo fået en god kontakt i IBM, og tror vi vil forsøge at komme ind under huden på dem, men jeg tror vi er ldit i tvivl om hvor meget det skal dreje sig kun om dem, eller om vi skal hav noget mere kvantitativt med ind over. Vi havde talt om at få fat i en eller flere virksomheder mere.

Men hvor i så interviewer omkring hvad de gør for dig et er hvad, det er også den udfordring der ligger i et speciale, for et er at interviewe dem om hvad de gør og hvor de fortæller, og noget andet er faktisk kigge på hvad de gør. Men det der er så svært er, hvad er det så de har gjort. Fordi hvad er en politik, og i kan interviewe efter eksempler på hvor meget de arbejder i grupper der er sammensat, men det er svært at komme fra den der hedder at tælle hor meget diversitet der er i en gruppe eller afdeling eller.. og så til at få folk til at reflektere hvor meget de så har brugt den der diversitet, det er skide svært. Det kan i jo sagtens gøre, men det er svært at gøre i mange forskellige cases, fordi folk er ikke vant til at tænke, nåh men bruger i jeres mangfoldighed, ja, kan du give et eksempel, ja vi havde engang en tyrkisk medarbejder, og så er det en historie fra 10 år siden som de havde læst i et eller andet personaleblad. Så det er enormt svært at få dem til at.. så hvis jeres empiri består i at gå ind og reflektere sammen med jeres informanter eller respondenter hvad deres egne personlig erfarigner er det er jo et sæt emperi, noget andet er at lave et spørgeskema eller en undersøgelse hvor I spørger ind til hvad har i gjort, hvad fik i ud af det og hvad er konkrete eksempler på det. Og det er nok svært at gøre begge dele.

(1:41)

Vi havde også tænkt os at høre om du har nogle gode eksempler pånogel virksomheder der allerede er lidt inde i den der tankegang, udover IBM. IBM vil nok ikke svare jeg kan huske i 1998 hvor der var… men det ville undre mig meget.

Men det kommer igen an på hvad i vil, fordi der er jo eksempler hos eks. Arla som ellers er en sindssyg homogen virksomhed så er der en lille lomme, hvor der sad en afdelingsleder der bare var vanvittig innovativt og pisse god til at samle aparte medarbejdere. Så det er det, hvad er det i leder efter, er det dm der er gode til at lave innovative processer, hvor jeg synes hvis I har foden indenfor ved IBM, så hvi jeg var vejleder så ville jeg sige, få så meget I kan ud af IBM, interview så meget i kan og så mange forskellige, og så blive ved dem, for så får I så meget casemateriale.

(1:42:43) Brug tid derude eller brug tid med dem, enten spørg om i må sidde med ved nogle projekter eller.. for jeg kan se når man interviewer, som når jeg fulgte grupper i længere perioder og interviewede dem dels inden og så undervejs, den måde folk rationelt fortæller bagefter hvad de gjorde, er altså meget sjældent helt i overensstemmelse med hvad der skete. Fordi vi har alle sammen brug for, når vi tænker tilbage så rationaliserer vi, alle de der ting som var lidt mærkelige som vi ikke lige kan putte i nogle kasser, dem laver vi lidt om på så det passer, og tit så laver man eb fælleshistorie, feks hvis noget har været meget lidt innovativt, og det er blevet dømt til en succes af ledelsen, den gruppe der er involveret får tit skabt deres egen fælles forståelse og historie om hvad der skete, som ikke nødvendigvis er i helt overensstelmmels. Så hvis for meget er hængt op på interviews omkring fortiden, og omkring innovation. Så får man tit de der meget lineære fortællinger om så gjorde vi det, så gjorde vi det, og det. Derfor er mange innovationsmodeller og værktøjer, og metoder er stadig elendige fordi de har været ude og interviewe succescprojekter efterfølgende, hvor succesen er formuleret. Men når man er i processen så er den jo meget mere kaotisk og det er jo selvfølgelig meget svært at beskrive, men det der er interessant. Der hvor jeg har fået de mest interessante interviews er når jeg har siddet med ved et møde, eller har fulgt en gruppe, og så bagefter interviewer dem, hvor de den første halve time sidder og kan alle de rigtige ord, og har lært det fordi noget har gået på MBA og nogen noget andet, og de ved præcis hvad de skal sige. Men så begynder jeg at spørge ind til, på et tidspunkt sad du og talte med Linda om sådan og sådan, og sagde egentlig faktisk at hun havde en god ide til at gå videre, men du synes ikke i skulle gå videre, hvad var din begrundelse. Hvor man så kan spørge ind til nogle ting de har oplevet, og så begynder det at blive spændende. Men det er selvfølgelig svært at nå på relativt kort tid. Men nu I kunne finde én gruppe i IBM hvor i kunne sidde med i nogle måneder ved de møder de har, så er det meget mere interessant end hvis i kan gå ud og lave to interviews med IBM og to ved IKEA, ville jeg sige.

Men det kommer an på hvad det er for et spørgsmål i stiller, og hvad det er i vil undersøge.

Jeg frygter lige vi kommer ud til IBM og så gør de alt det rigtige.

Ja, men det vil de måske sige, men det er det der er forskellen ved at få lov til at sidde med. I IBM har de talt om det de ved godt hvad der er det rigtige at sige. Så lige præcis der vil det være jo meget desto vigtigere at komme ind, og måske følge.. men jo mere ambitiøse og jo mere i vil følge noget der er ren udvikling jo sværere bliver det jo, fordi så er der secrecy osv. (…)

Men den vinkel vi godt kunne tænke os at tage det er hvordan diversiteten påvirker innovationen og kreativiteten, så hvis de siger at arbejdsprocessen bliver meget rarere, det er vi egentlig ligeglade med.

Så hele tiden når folk siger noget så bed om et eksempel på det. Det er en fantastisk god regel i interviews, for der enormt mange interviews som kan køre i timer hvor folk kan sidde og fortælle om alt muligt og bliver de aldrig bedt om at komme med eksempler, bliver de meget generelle, for de ved fuldstændigt hvad de skal sige. Men hvis du interviewer en og han efter et kvarter kan høre, giv et eksempel, så lærer de det. Det bliver så også sværere at få det gode til citat, men i får meget mere essens med. Meget konkrete eksempler, så kan de heller ikke løbe uden om.

Jeg oplevede de virksomheder jeg har været i, at de ringer til mig når de skal bruge eksempler, fordi de kender dem ikke selv. (….) (1:48) Så jo flere konkrete eksempler jo mere kan I komme i dybde

Men jeg tænker om det i virkeligheden er lederen vi skal have fat i, for jeg ved ikke om den enkelte medarbejder vil være i stand til at sige, jo jeg kan mærke at det at vi sidder 10 forskellig ehjerner det gør klart den her process mere kreativ innoavativ.

Men så kom med eksempler, hvornår kan du komme med et eksempel med sidst. Men det kommer an på hvor du sidder, hvis du sidder i en udviklingsafdeling så er du jo van til at alle arbejder i projekter efterhånden. ,men det vil jo typisk være eksempler fra projektarbejde hvor man har oplevet et projekt der bare sparkede røv, og hvad var det så der gjorde det. Og så sidder de det var fordi og fordi, tit laver man jo en form for evaluering, hvor man taler om det, og måske bliver man enig om at det eks, bare var en pissegod projektleder, og så er det jeres opgave som interviewer at spørge ud, og reflektere sammen, og stille spørgsmål omkring ofr at finde ud at hvad var det..

Fordi lederen ved måske ikke præcis hvad der sker ned i de enkelte processer, han/hun ved åske hvordan det er lagt op og hvordan han/hun har forsøgt at lede processen.

Altså en projektleder ville måske vær et meget godt bud, så kan man interviewe omkring hvordan er teamet sammensat, hvordan har det udviklet sig over tid og .. Men hvis nu i fik fat i en projektleder der faktisk synes at det her kunne være meget interessant, og så også få lov at lave interviews med den enkelte projektmedlemmer, og så sidde med i nok øder så i har nok incidents at spørge ind til, og noget i undrer jer over, den der undren er altid meget god.

Gad vide hvor mange der møder der er nok..

Det kan i også ligesom selv se når i føler i har, det der er overordnet er at få aftaler i kalenderen, og så dels at få fundet ud af hvilken projektleder, hvilket projekt og hvornår har de så møde næste gang.(…)

Så det behøver ikke nødvendigvis være en gruppe der er meget divers?

Det kommer jo igen an på hvordan d definerer det. Ud fra mit synspunkt består det jo af to ting, hvor den først eer hvor mange viden domæner har vi til rådighed, og andet step hvor meget bruger vi dem så. Så hvis de hverken har særlig meget til rådighed eller bruger det særlig meget, så er det jo en homogen gruppe. Typisk hvis man spørger om man kan få en gruppe der er lidt mere divers sammensat, så vil man typisk få en med forskellig hudfarve, alder mm.

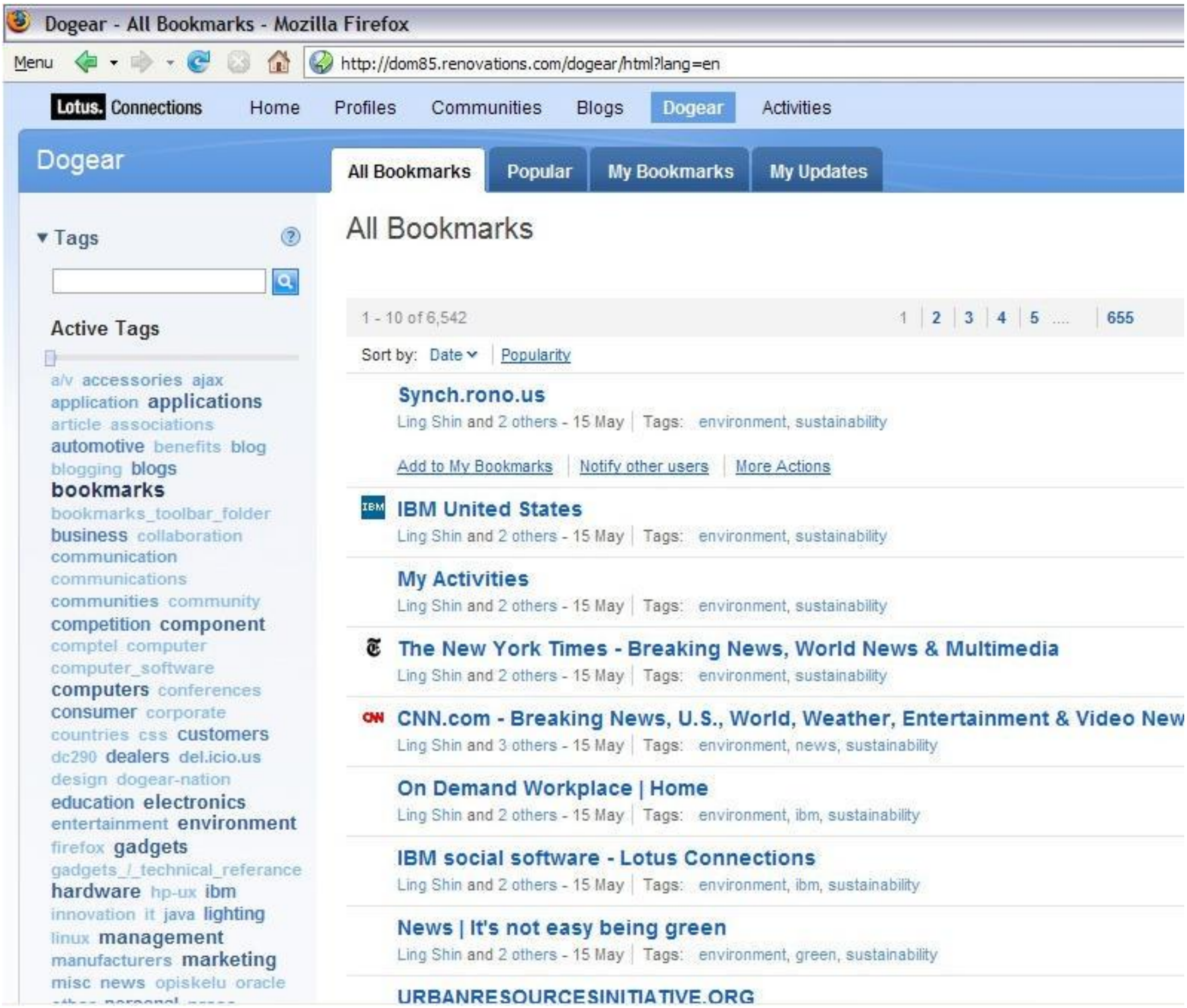
Så kan det være de ikke bruger det, de kan jo godt se divers ud på overfladen men slet ikke bruge det om omvendt..

Det der mapping teori står det noget sted.

Nej der står i metoden hvordan jeg har gjort det der, men så når jeg har været ude lavet det lidt mere workshop agtigt, så der står noget, men hvis i tænker at det var noget i ville lave med nogle grupper så må i endelig sige til så kan jeg fortælle jer det jeg ved for jeg har ikke fået skrevet så meget ned endnu. Jeg har lavet det masser af gange men jeg har ikke fået skrevet det ned endnu, det er forskeren i mig, at jeg gerne vil kunne videnskabeligt stå inden for den. Men jeg synes den fungerer meget godt som konsulent.. den vil i sagtens kunne henvise til.

(1:55)

Appendix 10: IBM's social bookmarking – Dogear



Source: http://www.slideshare.net/sparkbouy/evolution-of-social-software-in-ibm