

Organizational Change and Sensemaking

HOW MICRO-ACTORS IGNITE CHANGE THROUGH SENSEMAKING:

A CASE STUDY

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Abstract

This thesis analyses how micro-actors ignite change within a large organization, namely the multinational tech company Jabra. To answer this question the researchers collected observation data and conducted qualitative interviews with 12 advisory board members of Jabra Women's Network, a group of 17 employees in Jabra who formed a volunteer network with the ambition to address gender diversity issues in Jabra. The results showed how board members from the Jabra Women's Network, as micro-actors, had successfully been influencing their ambitions upon Jabra, thereby igniting change, through iterative sensemaking processes and the ability to organize through sensemaking. The results further show how bottom-up change was initiated because of the need for micro-actors to have organizational identity and values aligned with their own.

From a theoretical perspective, this study contributes to the understanding of change by showing the interplay between micro-actor and organizational sensemaking to be crucial for successful implementation of change.

Keywords: change; sensemaking; organizing; micro-actors.

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Introduction

This thesis is the product of a two-year long Master's program from Copenhagen Business School, Msc in Economics and Business Administration in Strategy, Organization & Leadership. The impetus for this thesis derived from many years of studying organizations, their roles in society, implications and complexities. This culminated in the realization that organizations are dynamic phenomena, riddled with organizing challenges and questions, especially in terms of organizing change (Hernes, Hendrup & Schäffner, 2015). This and the practical experiences of working within multiple organizational settings from both researchers, made the complex phenomena of organizations and how organizational actors can influence change from the bottom up a key interest for further study (Kezar, 2013).

The phenomenon that quickly began to draw the researchers' attention was that of organizational change, especially how individuals in organizations managed change or coped with new initiatives or strategies and how such changes occurred in the first place. Rooted in one of the researchers' place of work was one specific case, where a group of people in a tech company called Jabra, together had formed a network independent from the original organizational structures, with a goal to change gender diversity values from the bottom-up. This network, baptized Jabra Women's Network (JWN; the Network), was a very intriguing movement because it had the potential to explain how organizational change came to be and how such a process was constructed. The change they wanted to bring was one thing, another was to understand how to deal with change and that individuals often play a huge role for successful implementation (Lockett et al., 2014). JWN raised interesting questions and challenged many assumptions about organizational change with respect to its formation, implementation and structure (Andrews, 1980). The intriguing questions concerned the extent of this network, how it aimed at changing certain agendas in an already well-established organization, and how exactly the Network aimed to push for these changes from within. It became especially interesting, when the researchers found out that the Network was formed and organized on a volunteer basis, as a side project by employees of Jabra, the organization they wanted to influence.

Considering all these features, the researchers concluded that JWN would need case specific data to unravel and explain its relations with change more closely, an empirical process of research guided by the problem formulation and research questions below. Learning about this movement increasingly brought associations with many theories that could explain the formation and motivations of change in organizations, such as sensemaking theory (Weick, 1995), episodic and continuous change (Weick & Quinn, 1999) and emergent strategies (Mintzberg & Waters, 1985). With qualitative primary data collected, the researchers proceeded abductively through their analysis and discussion for implications.

Problem Formulation and Research Question

At first glance, the birth of Jabra Women's Network - a movement created by and for employees of Jabra, a company owned by and operated under GN Store Nord - could come across as a planned and intended sub-organization dedicated to drive change by pushing forward a company agenda. Place a magnifying glass over the Network and its surrounding environment, would such a story confirm? By putting JWN at focus, this thesis takes a closer look at the Network and how it came to be, how its board members create meaning in their actions and organize among themselves, step by step. How could the development of sensemaking and organizing for change look like when these micro-actors, who live their individuality and desires to empower women, gather together in the grandiosity of a group like JWN? How do they propel change within the larger organizational settings that Jabra involves them and JWN in? These are all points this thesis aims to study. In doing so, the research question and subquestions below were constructed for addressment.

How do micro-actors ignite change within a large organization?

- 1. What is the context in and around JWN during the change implementation process?***
- 2. How are JWN board members making sense of the changes?***
- 3. How does the sensemaking process by JWN board members impact their collaboration towards change?***

This pragmatic social constructivist thesis went through an abductive approach as it gathered qualitative data through multiple methods from JWN board members, in order to analyze and discuss answers to these questions.

Conceptual Framework of Research: Definitions and Operationalization

Micro-actors → In social theory, Callon and Latour (1981) spoke of micro-actors, defined by the authors as “individuals, groups, families” (p. 279), in opposition to macro-actors, defined instead as “institutions, organizations, social classes, parties, states” (p. 279), in the context of power relations. The two authors “consider the macro-order to consist of macro-actors who have successfully ‘translated’ other actors’ wills into a single will for which they speak” (Callon & Latour, 1981, p. 277). In that respect, this thesis considers the learnings it gathered from primary data, which detailed that the willing of board members (individuals) of JWN (group) had not yet been able to unify their will with that of Jabra and all its employees (organization), although they most certainly have contributed to changes aimed at achieving that. Therefore, this thesis considered JWN board members as the individual micro-actors to be studied, examining the changing process as it happened in their organizing in JWN. The terms ‘micro-actors’ and ‘(JWN) board members’ are thus herein used interchangeably.

Ignite change → “*Change never starts because it never stops*” (Weick & Quinn, 1999, p. 381). Change, the ongoing process of organizing (Czarniawska, 2013), is considered in this thesis with respect to what micro-actors have gone through to see, act and respond to changes. ‘To ignite’ change here is thus regarded as these micro-actors taking it into their own hands to shape this process, as opposed to taking a more passive role in which they would wait for the macro-actors to instruct them on how to act to define change.

Large organization → The JWN board members were concurrently Jabra employees at time of research, to the point of naming the movement they pertained to as *Jabra Women’s Network*, and of directing their changing efforts towards said company. This thesis therefore gave attention to Jabra, considering it the *larger organization* within which JWN board members have ignited change, as opposed to GN Store Nord or GN Hearing (GN Store Nord, 2019a).

JWN → Jabra Women’s Network (My.GN, 2019c). The movement / network / group at focus in this thesis; its case study. Also herein referred to as “the Network”.

JWN board member → An advisory board is defined as “*a group of individuals who’ve been selected to help advise a business owner regarding any number of business issues, including marketing, sales, financing, expansion and so on*” (Entrepreneur Media, 2020). A JWN board member is one of the 17 selected individuals who make up the advisory board of JWN (My.GN, 2019c). In this thesis, the terms ‘(JWN) board member(s)’ and ‘(JWN) advisory board member(s)’ are used interchangeably, always in reference to this definition.

Sensemaking → “*How can I know what I think until I see what I say?*” (Weick, 1995, p. 18). A concept discussed by many is perhaps best summarized in this sentence, which represents the action-driven nature of the process of sensemaking. Sensemaking is defined as an “*understanding driven by action*” (Hernes et al., 2015, p. 125), therefore a process where action and interpretation are strongly interconnected (Hernes et al., 2015). This thesis considers this to be that which JWN board members have been going through as JWN goes about its existence. A process where the several change generating actions micro-actors act in their roles as board members of JWN feed back to these individuals, which they contemplate to make sense of the changes ignited by JWN. Like change, “*sensemaking is a continuous process without end or beginning*” (Hernes et al., 2015, p. 137), this also involves sensemaking of changes that took place prior to JWN’s existence, which just as well contributed to how JWN board members had made sense of the state of the Network current and future to data gathering.

Collaboration → This thesis sees collaboration to be the moments in which JWN board members gathered and worked together, either in the entirety of the JWN group or in smaller sub-groups, to produce and / or follow up on the changes by them and by JWN desired.

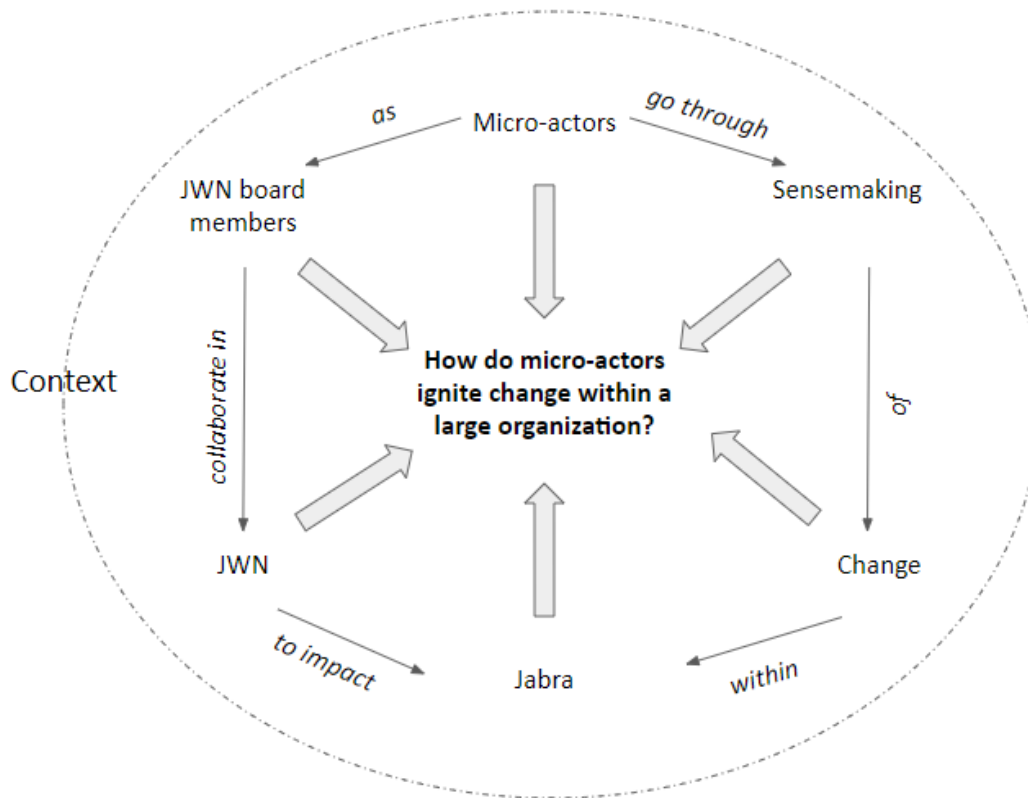


Figure 0: Conceptual Map

Delimitations

In order to investigate and discuss the answers to the above research questions, this thesis took Jabra Women's Network as its focal point. This specifically allowed for the elaboration on theory intended by the researchers' abductive approach. Such approach was enabled by the shaping of this single case study, as JWN showed "*situationally grounded*" to Jabra due to the micro-actors it involved and the environment they found themselves within. The very same aspects also contained a "*sense of generality*" in them, as the researchers saw the possibility of their occurrence in other organizations just as well (Ketokivi & Choi, 2014, p. 234).

Furthermore, the micro-actors studied in this thesis belonged to different subsidiary units of Jabra, which meant they were based in different geographical locations, working in different departments, and pertained to different ages and gender groups. They were a reflection of JWN's very own advisory board. Thus this thesis by no means focused on a single country, region, subsidiary or demographic group of analysis, but rather gave space for JWN to show itself and who it represented holistically, without imposing boundaries to these regards.

Methodology

This chapter is dedicated to describe how this thesis approached research, collected data, ensured trustworthiness and more. It will explain and elaborate on the research philosophy around this thesis, to better align with the perceptions and understandings of the world from the researchers' perspective during the writing process. Such philosophy called for an abductive approach, through the conduction of qualitative data in a cross-sectional case study. These were followed by the researchers as they, in chronological order, 1) started with a broader theoretical area in mind; 2) collected primary data through unstructured interviews without theoretical interference to the conversations, to identify focus areas within that theoretical realm; 3) conducted a literature review around theoretical concepts that emerged in the analysis of the unstructured interviews, which culminated in the choice of relevant theoretical framework to this thesis; 4) collected a new round of primary data through semi-structured interviews and Internet-mediated observations, where inquiries and analysis were each based on the knowledge built during their previous round and on theoretical information.

This chapter explains the aforementioned methodological features in further detail. After elaborating on research philosophy, approach, strategy, time horizon and methods, this chapter concludes with a final section that narrates how research ethics, data triangulation and trustworthiness were secured in the process.

Research Philosophy

This research is a study of organizational processes, change and organizing mechanisms through the process of meaning creation. It was clear from the beginning of this research, that the study of such organizational elements required a specific philosophical direction and understanding to make the findings both valid and apprehensible. Not unlike other studies, it was essential to understand the ontological and epistemological tenets in this research. Furthermore, it was important to put emphasis on the matter for the sake of the reader's understanding of the methodological approach later described.

Much of the inspiration for this thesis derived from the interest on a network of individual actors, i.e. its board members, with initiatives to strengthen the female workforce within a large company in which they were employed. The emphasis on change as an effect of the actors' initiatives and actions sparked the enthusiasm to study this phenomenon within organizations. In this regard it was appropriate to elaborate on this thesis' research philosophy as being pragmatic social constructivist.

At first sight a modern constructivist paradigm could seem to match the perception that guided this thesis, since it sees individuals as constructing knowledge as they interact with and move through their surroundings (Coghlan & Brydon-Miller, 2014). However, the researchers' aforementioned interest in the organizing capabilities of actors, their social connections and their desire to change their environment makes this an

inadequate epistemology. Modern constructivists put too much emphasis on individuality and knowledge creation through past experiences (Prawat, 1996). It thus presented itself as insufficient in the researchers' understanding of organizations, since it fails to embrace a socially constructed relationship to knowledge. Postmodern constructivism and social constructivism, on the other hand, were particularly relevant for this thesis, because they stipulate that meaning and knowledge are created through interactions with the environment and that both individual and social activities shape meaning (Kim, 2001). Social constructivism is based on a dialectic relationship between the social and the individual and is only indirectly affected by the real world events (Prawat, 1996). This paradigm could contribute to an appropriate understanding of how meaning is created as JWN board members influence each other socially to create change.

However, social constructivism on its own was still not extensive enough to explain the process of change studied in this thesis, because of the need for acknowledging confluence between social constructs and how the actors' purpose shapes their reality. Going beyond purpose, many organizational theorists consider the actions of individuals as crucial for the creation of meaning (Weick, 1995), an important part of changing (Hernes et al., 2015). To this end, action is considered important when attempting to give meaning to the phenomenon studied herein. Therefore, it was crucial to develop on the social constructivist paradigm and adopt a world view where the meaning is created by the individual and the social, as well as put in context with action, or acting.

The pragmatic paradigm is therefore an important constituent to social constructivism in this research, composing the pragmatic social constructivism (Kaushik & Walsh, 2019). It is also a typical paradigm for studying sensemaking in organizations (Hammer & Høpner, 2019), considered key to understanding the changing phenomenon (see Literature Review). Furthermore, pragmatism entails an ontological aspect where reality is shaped depending on how it would help the actors achieve their purpose (Kaushik & Walsh, 2019) - reality is what the actor makes it.

This mix between pragmatism and social constructivism develops a paradigm where reality is based on the action of actors in a web of social interpersonal relations, a paradigm where one learns or knows by acting, which in turn shapes the reality in any given context. *"The organism is active in shaping its environment as the environment is active in shaping the organism"* (Garrison, 1998). It is through action that the organism creates the meaning but it is also shaped by the social context around the individual and him/herself. This creates continuous reshaping of the actor's reality and helps them create meaning, which is why this paradigm almost inherently adopts the abductive research approach and mixed methods for investigating this reality. This was also evident throughout the data collection, analysis and theoretical framework for this thesis.

This implies that the researchers investigated the changing attempts and realizations by JWN by looking at the Network's reality as one that is constructed socially by its board members as they acted it out based on the meaning they made and desires they had with regards to shaping their environment.

Research Approach

In line with the research philosophy, this thesis followed an abductive approach to research. This is a suitable match as it requires researchers to use their intellect to actively choose between the available theoretical alternatives in the face of data to shape analyses to what they see to be the best possible way. In this approach, *"understanding is seen as a continuous dialogue between data and the researcher's preunderstandings"* (Bryman & Bell, 2015, p. 27). Furthermore, abduction was especially compatible with this thesis for its flexibility, since it broadens the theoretical possibilities for interpretation of a phenomenon beyond what would be an initial hypothesis. Added to this is its ability to converse theory and data together for further theory building instead of counting on data alone; features that the two approaches of deduction and induction lack, respectively (Bryman & Bell, 2015).

For this thesis, this meant that both researchers guaranteed a constant and continuous conversation from theory to data, data to theory, and repeatedly onwards, so as to use their previous knowledge to know how to interpret the data, while still allowing that data to create new learning. This involved having available from the beginning intelligence on the realm of organizational change, which was initially defined as the larger area of interest and served as a tool to look for cues about which organization had potential to be the best case to study. At the same time, the researchers purposefully maintained a blurred vision as to which theories should guide this thesis to pursue the investigation. This way, they left room and opened doors for data input, as well as their own processes of brainstorming, knowledge sharing and critical reasoning with one another, to co-create new knowledge on the way.

Once the researchers defined the organization to be studied, they resorted to a first round of collection of primary data (unstructured interviews) to understand the researched phenomenon, from which concepts like 'strategy', 'identity' and 'organizing' surfaced through a thematic analysis, giving a clearer theoretical path to follow. These not only served to answer the first research subquestion, but were also used as input to narrow the theoretical spectrum of reference and establish a literature review, which in turn served to establish a theoretical framework, as well as worked as a foundation to establish which should be the points of inquiry for the second round of data collection (semi-structured interviews and Internet-mediated observations). Once this new round of more theory-based data was collected, the researchers resorted to the established theoretical framework to conduct a thematic analysis, which in turn led to answers to the second and third research subquestions. Grouping all data and theoretical decisions together, the researchers made one final, unified

analysis that would lead to the answer to this thesis' main research question. This abductive process is visually summarized in the illustration in Figure 1 below, and its steps elaborated in further detail in the research methods section of this chapter.

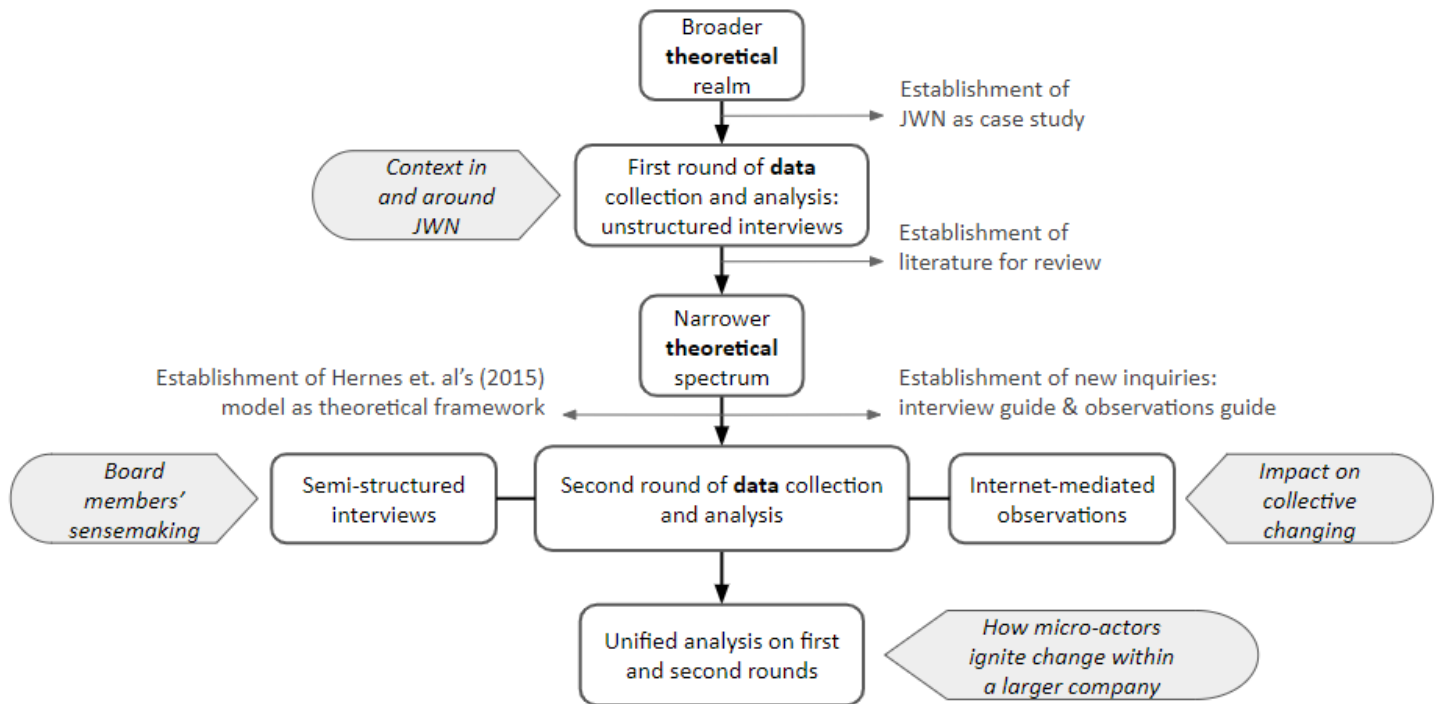


Figure 1: Visualization of the Thesis' Abductive Research Process

Research Strategy and Time Horizon

While the previously described aspects of the research design started shaping the overall structure of this thesis, the subsequent served to identify the strategy that followed to identify the research question and create knowledge. Despite the existing blurred line between the choice of research strategy and the corresponding research philosophy, which in practice allows researchers to match any of the existing strategies independently of the philosophy that surrounds it, there tends to exist a pattern for which strategies to take given each philosophy (Saunders & Tosey, 2012).

For this thesis' pragmatic social constructivist view, pursuing a case study in JWN as a strategy went hand in hand, since it consists of an entity of study that behaves as an actor of its own, bringing about changes as it organizes itself through inner social interactions. Furthermore, the researchers' had no control, nor did they intend to have, over the contemporary sequence of events that they intended to investigate (Rowley, 2002). By bringing forth a targeted, yet relevant case with which to engage, this strategy served greatly to give focus to

the philosophical objective of understanding interpersonally constructed realities. It was therefore an appropriate research strategy for this thesis.

In practice, this meant giving focus to JWN while recognizing it as an actor - rather, an acting movement within the Jabra organization, itself consisting of a number of actors (board members) who interact with one another within it to collectively create and enact initiatives aimed at change. This was done so while guaranteeing no intentional interference with the events, as the researchers kept themselves in a role of knowledge collectors, fishing for the verbalization of what the studied groups and individuals had experienced, felt, acted and thought up until the point in which data was collected. They did so by making sure to be attentive listeners. At the same time, their pragmatic social constructivist philosophy brought them in, not only as investigators for understanding, but also as thought provokers through the presentation of thought-through interview questions.

Moving deeper towards the thesis design's core, as proposed by Saunders & Tosey (2012), is its time horizon, i.e. the time span in which the researchers pursued answers to the research questions. While such an investigative process could consist of or require a longitudinal approach, the previously discussed aspects of the research design indeed defined this thesis' concern to be the current, subjective reality view and co-construction in relation to the topic at focus. This thesis therefore took no interest in the long-run turn of events and their effects, especially given that the existence of the case studied itself was of only months at time of research (My.GN, 2019a).

This is furthermore strongly connected to this thesis' time limitations (see Discussion). A longitudinal time horizon would require the collection of data that is constructed over years, if not decades. The very core of longitudinal studies requires a historical approach to allow for examination of changes in status quo and of changes' origin and governance, be it when studying organizations or the individuals within it. The boundaries of time imposed on this thesis clash with the principles of longitudinal time horizon, by definition (De Massis & Kammerlander, 2020). A briefer time horizon was therefore more suited for this thesis, even more so when the cross-sectional time horizon matched the case study strategy as one of the most ideal approaches (Saunders & Tosey, 2012). The research of a young case study became achievable by looking at a 'snapshot' of time, which did not compromise the quality, depth nor saturation of data pursued. The time horizon of this research was therefore cross-sectional, in harmony with the previously addressed features of the research design.

In practice, this meant that the collection of data took place in a matter of months. Specifically, secondary data was gathered between November 2019 and February 2020, and in turn primary data was collected in December 2019, January 2020 and March 2020. While the former consists of information dating back to 2017, the latter comprises stories told and experiences lived in time of collection, including events from the time of JWN's creation until time of collection.

Research Methods: Interviewing, Reviewing Literature and Observing

As the core to a research design, the collection and analysis of data served this thesis in the search and establishment of answers (Saunders & Tosey, 2012). Prior to this phase, it was equally important that the researchers defined their choice of methods to be qualitative. Only through qualitative methods could this thesis stay true to its pragmatic social constructivist philosophy, enabling its researchers to really get access each micro-actor's account on and actual experience of their social interactions within JWN, so as to be able to understand how their reality is constructed from these interactions (Bryman & Bell, 2015). To reassure this, the researchers also determined that this thesis needed the application of multiple qualitative methods to help complement confidence in findings (Bryman, 2004).

This effectively happened through unstructured interviews, semi-structured interviews and observations. The flexible nature of the former two methods granted their respective interviewees freedom to touch upon the inquired areas by both directly answering the questions, and indirectly answering them through subject deviation (Bryman & Bell, 2015). Added to this, the latter method served to get these group interactions and social cocreations into context, by allowing the researchers to become a part of it as observers listening in to real time JWN board's communication and collaboration, experiencing it right as it happened (Saunders, Lewis & Thornhill, 2016).

The multiple qualitative methods herein adopted are elaborated in detail in the upcoming subsections as we explain the four phases of methods for data collection and analysis as they happened, in chronological order: *Collecting and Analyzing Unstructured Interviews*; *Reviewing Literature*; *Collecting and Analyzing Semi-structured Interviews*; and *Internet-mediated Observations and Analysis*.

First Phase: Collecting and Analyzing Unstructured Interviews

Through this first phase, the researchers went through their first round of primary data collection and analysis, enabled by the conduction of unstructured interviews. To do so, the researchers contacted the very same individuals that advise and continue to organize and feed life into JWN: its board members. As one of this thesis' researchers works for GN Hearing, the sister company to Jabra, she was able to retrieve the general email address for contact with JWN. Through this first interaction, the researchers were recommended to contact and connect with the first of their interviewees. At this point, the first interview was conducted at an agreed upon schedule, in an informal, unstructured interview setup conducted online in an audio conference call via Skype for Business (Microsoft, 2020a).

During this first call, Interviewee 1a also recommended five relevant advisory board members for a talk. The researchers went on to contact those five members, following a snowball sampling manner (Veal, 2011). From

these, three responded and agreed to a call. Similarly to the first interview, these following two also happened in an informal, unstructured interview setup, equally conducted online at the interviewees' day and time of preference. The two researchers and Interviewees 2a and 3a met online, each at a time, for an audio conference via Skype for Business (Microsoft, 2020a). For a summary of the unstructured interviews' data sources, see Table 1.

Given the intended unstructured nature of the three calls, they did not necessarily consist of the exact same questions, but in each and every one the interviewees were asked broader questions with as little theoretical interference as possible. As such, the unstructured interviews followed "*very similar (...) character to a conversation*" (Bryman & Bell, 2015, p. 481). The conversations of approximately 30 minutes each gave freedom of open answers, which were reacted upon with further questions on the spot as a way to follow up on relevant and interesting points, leading to more and equally pertinent answers. This resulted in the interviewees feeding context and idiosyncratic point of views, helping the researchers achieve the aim of better understanding what JWN is about through *internal and external context information*. This first batch of interviews was thus considered to be preliminary, in the sense that they happened prior to a problem statement definition with the aim to help shape it.

The researchers took notes of all three of the interviews, and all but the first of them were recorded due to a technical issue with the recording program. Rather than guided by principles of saturation (Saunders et al., 2016), the amount of unstructured interviews were determined by both the availability constraints of those reached out to since only those who replied were interviewed, and by this thesis' time constraints (see Limitations). The two interviews that were recorded were subsequently transcribed with the help of Temi, an "*audio to text automatic transcript service and app*" (Temi, 2020), the first step towards the analysis of the unstructured interviews. The transcribed files of interviews 2 and 3 and the typed notes for interview 1 were added into NVivo, a "*qualitative data analysis software*" (QSRInternational, 2020). Supported by the software, the researchers followed the coding methods described in Gioia, Corley & Hamilton's (2013).

Namely, and systematically, they started from a 1st-order analysis, giving the interviews a structure with as little subjective interference to the interviewees' terms and points of view as possible. Through such objectivity, they were able to guarantee that the described reality would be kept as faithful to each of the interviewees' truth as possible, even as patterns - or, as per Gioia et al. (2013), 1st order concepts - started to arise. To do so, the researchers thoroughly read through the available transcripts and notes, highlighting the relevant quotes and grouping them into folders (nodes, in NVivo) each time a new pattern emerged that could connect them as belonging. Once all relevant quotes were identified, the researchers went on to summarize them and lay them out in a list format on a spreadsheet. By using the interviewees' own words as faithfully as possible, this list constituted the first aspect of this coding process: the 1st order concepts. The researchers

went over the 1st order analysis once more, to check that the identified concepts were comprehensive and faithful to the data.

Subsequently, a 2nd-order analysis was made, in which the researchers' theoretical background was allowed, or rather required (Gioia et al., 2013). Looking through the list of 1st order concepts, the researchers gave way to their own theory-focused perspectives to identify relationships between each of the 1st order concepts. Referring back to the nodes they created in NVivo, the researchers had an overview of the general idea that was linking those groups of quotes together. These links, supported by theory, were labeled to the best of the researchers' knowledge so as to represent their connection, becoming what Gioia et al. (2013) called 2nd order themes.

In an iterative process, the researchers went through the 2nd order themes to evaluate existing links and the possibilities for merging them even further into new categories. Once again, allowing their theoretical knowledge to jump in, the researchers created, highlighted and labeled such new categories to the best of their abilities, forming the last level of coding, i.e. the aggregated dimensions (Gioia et al., 2013).

The knowledge that this thematic analysis allowed the researchers to build sent them back to previously existing theoretical knowledge by association. The emerged aggregated dimensions 'socio-organizational challenges', 'strategy and identity', and 'organizing', came together to formalize the existing problematic scenario involving the chosen case study. Thus informing the first themes to review in literature (Figure 2). As described, the analysis through coding demanded the researchers to acknowledge their bias, but leave it behind in the first moment, increasingly incrementing it into the process. Only by doing so could they guarantee the interviewees' inflow of information to be secured while also allowing for theoretical interpretation when needed.

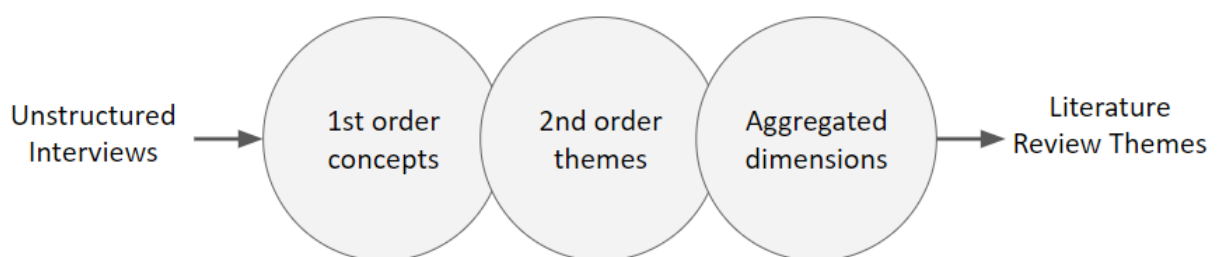


Figure 2: Coding Process of Unstructured Interviews

From here, the researchers continued abductively. Now that the first set of primary data informed the researchers on which narrower layer of theories to focus on, they went on to review the literature that surrounded these areas.

Second Phase: Reviewing Literature

While literature review is by no means defined as primary data, it most certainly was shaped by primary data collection and analysis as described in the First Phase subsection, and it greatly served to define inquiry focus for further primary data collection and analysis detailed in Third Phase and Fourth Phase. Furthermore, this critical literature review was key to contextualize this thesis amidst existing research, once key concepts around the investigation were delineated, exposing ways in which they had already been investigated, theorized upon, and criticized (Saunders et al., 2016). Therefore, literature review and the process for its establishment and conduction are herein accounted for. These relied on the generation of search terms and the uncovering of several authors and publications referenced from these terms, on the gathering of articles, books and journals for evaluation, on the registration of ideas around their appraisal, and on the construction of an acknowledging review (Saunders et al., 2016).

Fundamentally, the analysis of the conducted unstructured interviews brought to light three aggregated dimensions (Gioia et al., 2013). Namely, ‘socio-organizational challenges’, ‘strategy and identity’, and ‘organizing’ (see First Phase). These culminated into a targeted spectrum of themes for which literature to review and dictated the focus points related to such terms. Searching for the keywords ‘strategy’ and ‘identity’, all grounded to the aggregated dimensions unstructured interviews’ coding, the researchers went through the databases SAGE Navigator, Mendeley, JSTOR, EBSCOhost, Libsearch and Google Scholar (CBS Library, 2020; EBSCOhost, 2020; Google Scholar, 2020; JSTOR, 2020; Mendeley, 2016; SAGE Knowledge, 2020). At this stage, they went through a series of publications related to these keywords to make their initial selection of articles, journals and books, reading through those with most promising titles and abstracts of high potential. As the search went on, the list of relevant literature was updated via a cascading process of tracking references, where one relevant literature led to the next. In this stage, especially the term ‘sensemaking’ made several appearances in relevant literature searches concerning the term ‘organizing’. Together, the relevant literature made up a list of approximately 40 unique items, organized under names, authors, year of publication and summaries.

Prior to drafting the literature review, the relevant literature had two main purposes. The first purpose was to use articles in the list to inform the interview guide for the semi-structured interviews that were to follow. For this part, 13 of the articles were directly used as inspiration, with the purpose of including a variety of the points made in literature in the form of pertinent questions to follow up on the relevant theory. For these articles, the researchers wrote down summaries and key points of inspiration for questions for each of them (see Appendix 1). Subsequently, these points were consulted to define the questions and subquestions that should go into the semi-structured interview guide. As the researchers went back and forth between these

drafted questions and the selected articles, they improved and polished the list of questions, defining the final version of the 25 questions that composed the semi-structured interview guide (see Appendix 2).

Once the interview guide came to life, the researchers went back to each question to reconfirm its purpose of existence. Therefore, the literature review served as foundational support for making sure that relevant, needed questions would indeed be asked, and that only questions that had a true purpose would be included in the interview guide. The researchers further registered the keywords connected to each question, and their explicated purpose of existence (Table 2). This process was also essential to define concepts used to analyze the semi-structured interviews, as will be explained in the Third Phase subsection.

KEYWORD	QUESTION IN INTERVIEW GUIDE	PURPOSE
Strategy	How does JWN compare to other organizations/movements/networks?	Seeing if JWN tries to outperform or diversify from 'competitor' networks in their strategy building
Retrospective (sensemaking)	Why do you think there was a need for the creation of JWN?	Seeing link between retrospective & the sensemaking process
Future-oriented sensemaking	What concrete impacts are you expecting JWN to have?	Seeing the link between conscious & intentional consideration of probable future and the sensemaking process
Identity	What is most fair to describe JWN? As an independent network or an interdependent part of Jabra?	Seeing the interplay between the two organizations and their identities
Identity	What are your personal motivations for being involved with JWN?	Seeing if individual reasons for being part of JWN differs across board members / JWN's purpose
Strategy	How often do you feel like you have a clear direction in the fulfillment of JWN's purpose/goal?	Seeing if JWN has a clear strategy communicated
Strategy	Why do you think that is?	Seeing why the strategy has/has not been yet communicated
Narrative	When you do, how is this communicated to you?	Understanding the narrative behind the strategy
Strategy	How involved are you in the creation of JWN's strategic initiatives?	Understanding how strategy is formulated
Strategy	What influences JWN goals?	Seeing how strategy is constructed
Strategy	How much influence do the members of JWN have in shaping its direction?	Understanding how strategy is formulated
Actor-network theory	How do you communicate with your JWN board peers?	Understanding the presence of technology (internet) as an enabler of JWN's organizing

Actor-network theory	How often are you in contact with them?	Understanding the presence of technology (internet) as an enabler of JWN's organizing
Actor-network theory	How often, if ever do you meet in person with JWN board members?	Understanding the presence of technology (internet) as an enabler of JWN's organizing
Decision-making	How do you engage in decision-making with members of the board located in different geographical units than yours?	Assessing whether the board members see themselves as separately responsible for their corresponding geographical unit or as having a unified broader responsibility.
Decision-making	What is a story that best represents your perception of collaboration in JWN?	Seeing if their perception from above question happens in practice
Identity (sensemaking)	How do you believe Jabra views JWN?	See if there is a link between the way the interviewee thinks others see JWN influences the way they see it
Enactment (sensemaking)	What are the biggest threats for JWN?	Understand how JWN members perceive opportunities - as given or as influenciable
Enactment (sensemaking)	What are the biggest opportunities for JWN?	Understand how JWN members perceive opportunities - as given or as influenciable
Ongoing (sensemaking)	Besides the board meeting, what kind of group meetings do you have?	Seeing the link between interruptions and the sensemaking process
Ongoing (sensemaking)	Why do each of these meetings happen?	Seeing the link between interruptions and the sensemaking process
Cues (sensemaking)	What is key for JWN's success?	Seeing the link between extracted cues and the sensemaking process

Table 2: The Relationship Between the Interview Guide and the Literature Review

The second purpose of the list was to deepen the knowledge and understanding of existing theory surrounding this thesis' topic. The researchers achieved this through a continuous update of the list, creating a final list of 39 articles (Appendix 1). In Saunders et al.' (2016, p. 72) words, this amounted to a somewhat "*upward spiral*" process of reviewing literature. This was only possible thanks to the previously described detailed and rigorous categorization of each article into their respective overall themes of strategy, identity, organizing, sensemaking and networks identified partly by the unstructured interviews and partly by the literature search itself. It was obvious when reviewing the literature, that some of these themes were strongly connected and interdependent. In that sense, the conducted review created a holistic understanding of these themes by dedicating space to develop each of them in terms of previous and contemporary research and literary agreements and disagreements around them. It was first during the review that literature presented itself with natural transitions (see

Literature

Review).

In practice, this happened through a process where literature was reviewed one by one with the intention to

retrieve and highlight their respective main points and perspectives. This was a continuous and iterative process for each theme and section of the literature review. It was a criteria during the review that the literature included the relevant terms or a bridge between them, to ensure not getting off-topic and being irrelevant. During the review and writing process, literature was both added and removed from the initial list of literature. The added literature was the result of new searches, based on references or new perspectives from the already collected literature, which was deemed important to elaborate or touch upon. Some literature was also added with the specific intent to make a coherent connection between two themes, that otherwise lacked in the already collected literature. The removed literature was deemed unfit to include in the literature review throughout the writing process due to irrelevance of topics or to themes out of scope. The entire literature review process followed a structured process that left room for continuous knowledge creation and alterations as a result of the reviewed literatures' findings. Figure 3 is a representation of the process depicted for visual understanding.

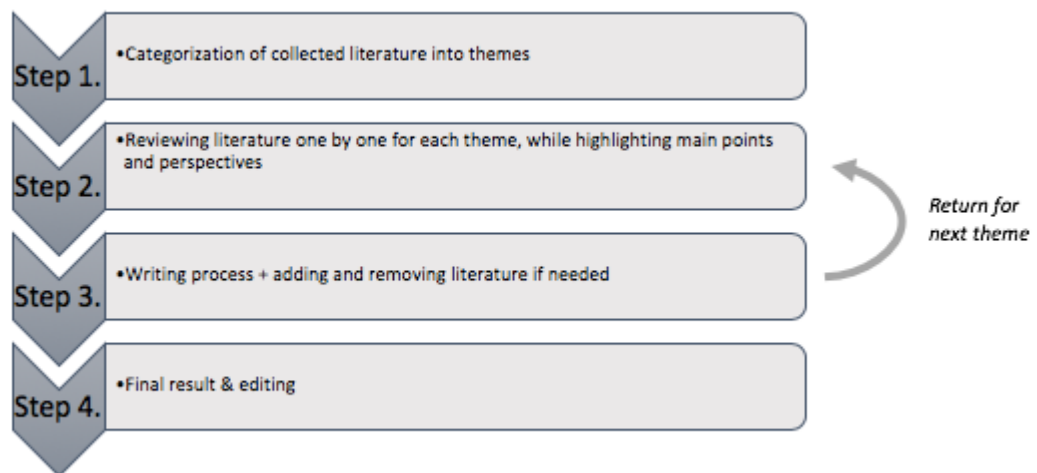


Figure 3: Visualization of the Literature Review Process

Third Phase: Collecting and Analyzing Semi-Structured Interviews

In this phase, the researchers collected and analyzed their second round of primary data, which partly consisted of semi-structured interviews (see Fourth Phase for continuation of the second round of primary data collection). As per Bryman & Bell (2015), the researchers modeled these through an interview guide, while still giving the interviewees freedom to shape their reply from the absence of pre-established answers/options.

As the researchers worked on the interview guide, the 17 JWN board members were contacted in a purposive sampling manner to reach members from different departments, functions, ages and regions of the world (Veal, 2011). They were presented with the research question and invited for a face-to-face or Skype for Business meeting, depending on their location. Three of these were previously interviewed in Phase One, and purposely

selected to be contacted for this phase again, both due to convenience sampling (Veal, 2011), but also - and primarily - due to the knowledge and experience they demonstrated to have on JWN. Their participation remained relevant at this stage, since the composition of this round of interviews revolved around questions of a different nature than that of the unstructured interviews, since they aimed to address a different research subquestion. From the 17 contacted, four never replied to the invitation, another had to cancel the appointment minutes before the online call took place.

Once the date and time were agreed upon, the two researchers and the 12 contacts who accepted, each at a time, met. Initially 4 of the interviews were scheduled to be conducted in person at a meeting room at the GN Headquarters offices but due to the COVID-19 crisis and the closure of the GN office in Ballerup as a result of country-wide social isolation precautions, only 2 of the interviews took place face-to-face in a meeting room in GN, prior to the COVID-19 crisis (Danish Police, 2020). A total of 10 interviews then took place online, through audio conference calls in Skype for Business (Microsoft, 2020a). A summary of the semi-structured interviews' data sources can be found on Table 1.

Through the interview guide, the interviewers - i.e. this thesis' two researchers - departed from a specific, pre-established set of questions based on theoretical foundation (see Third Phase). This led to interviews of duration ranging between 30 minutes to 65 minutes each, containing open answers. Having conducted unstructured interviews prior to this round meant that the interviewers already had a drafted research question in mind (see Third Phase). Thus, when this set of interviews were conducted it was with a more specific and deeper quest for insight in mind. To uncover such insight, the researchers stuck majorly to the interview guide but were consciously opened for flexibility in the order or content of questions asked as a way to follow up on 'baits' left by answers that demanded further exploration (Bryman & Bell, 2015).

The audio of all but the tenth of the 12 interviews was recorded, due to a technical issue with the recording program. As the number of interviews increased, the interviewers could see the information provided increasingly overlap. Consequently, the interviews were conducted until and beyond a point of saturation, that is, until the full range of ideas was heard (Saunders et al., 2016).

Once the semi-structured interviews were conducted, they could be analyzed. For this stage, the researchers followed similar analytical principles as those used in the First Phase, using coding in order to analyze the 12 semi-structured interviews (Gioia et al., 2013). The eleven audio transcriptions were equally done through Temi (Temi, 2020), a step which bridged available data and its visualization for analysis. All transcriptions, plus the notes taken during the interview that was unable to be recorded, were added to NVivo, where they were coded (QSRInternational, 2020).

Just like the First Phase, the researchers started on the 1st-order analysis, leaving theoretical subjectivity behind to give room for the interviewees' voices. All transcription files were read thoroughly through, while the researchers selected, categorized and grouped each relevant piece of note or transcript into NVivo nodes. They then went on to reread through the selected quotes so as to summarize them, once again, as faithful to the interviewees' own words as possible. The summaries were listed out in a spreadsheet to become this coding's 1st order concepts. Once the list was ready, the researchers went through it once more, to make sure the concepts were a true representation of the gathered data (Gioia et al., 2013).

At this point, the abductive approach to research interfered and demanded adjustments to these interviews' coding process. The 2nd-order analysis that followed was not only used for the creation of 2nd order themes, it also served the researchers in the conduction of a two directional analysis. The first, where the researchers linked the 1st order concepts to five notions pre-established by the literature review. This was an addition to the applied coding theory of Gioia et al. (2013), done to highlight the ways in which the concepts of identity, strategy, narratives and actions from Literature Review matched these semi-structured interviews. This was an important step to establish what needed more detailed attention in the coding process.

The second, where the researchers linked the 1st order concepts to new focused notions related to how 1st order concepts were being practiced in JWN, grounded to data. To do this, the researchers once again conducted a 2nd-order analysis, this time highlighting a new thematic division of the 1st order themes: one that was back to Gioia et al.' (2013) original theoretical track, which gradually mixed in the researchers' subjectivity to the process. Specifically, they resorted to the nodes previously created in NVivo to understand what connected and separated each of the selected quotes, and to their theoretical background, thereby naming the new linking categories, i.e. 2nd order themes. As the thematic analysis was repeated one last time, the researchers gave way to their theoretical subjectivity once again to define the aggregated dimensions (Gioia et al., 2013), specifically through use of the theoretical framework chosen for this thesis (see Theoretical and Analytical Frameworks). This approach shaped the coding process of the semi-structured interviews (see Figure 4).

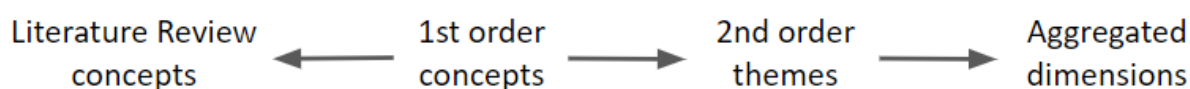


Figure 4: Coding Process of Semi-structured Interviews

Similarly to the unstructured interviews' analysis, the coding of these semi-structured interviews required the researchers to beware of their bias and prevent it from interfering with the early stages of coding, specifically with the 1st-order analysis (Gioia et al., 2013). However, both theory and the abductive approach led to the

opposite effect, as they requested theoretical bias in the last stages of coding, like explained above. This showed to be the only way in which data could be securely guaranteed to remain in the interviewees' truth, while also bringing forth theoretical analysis as needed.

Fourth Phase: Internet-mediated Observations and Analysis

In this last phase, the researchers completed their second round of primary data collection and analysis by doing observations of a JWN board meeting (see Third Phase for the beginning of the second round of primary data collection). This type of data was the best qualitative match to allow the researchers to immerse themselves and "*learn by directly experiencing the social situation*" (Saunders et al., 2016, p. 356). Oftentimes ethnography can urge for complementation through a considerable amount of qualitative interviewing (Bryman & Bell, 2015). For this thesis, an equal and opposite force took place. As the unstructured and semi-structured interviews came to an end, the researchers felt an observation of the described actions indispensable to see JWN's collective reality for the completion of the research. Even if the researchers felt that most interviewees had been able to be open and honest about their answers, it was realized - in accordance with the research philosophy - that (inter)actions speak more than a thousand words, reason to hear and live these in real time. Given the cross-sectional time horizon of this thesis (Saunders & Tosey, 2012), as well as that the invitational opportunity to join a board meeting emerged (Appendix 5a), this could be achieved through a single instance: a one hour long board meeting that the JWN advisory board held in spring 2020.

Through the meeting, the researchers observed the JWN advisory board, becoming deeply involved in their social setting so as to appreciate the collective culture and context previously described in interviews with words acting themselves out (Bryman & Bell, 2015). Like all other JWN monthly board meetings, the observed took place online as an audio call in Microsoft Teams (Microsoft, 2020b). Having the Internet as the enabling channel for this meeting and its observations, the researchers strongly considered following an Internet-mediated observation methodology to collect data. An online based, dynamic, real time, audio meeting where participants instantly communicate through spoken voices, should be observed through a methodology dedicated to recognize the digital nature of the settings, compared to "*physically defined, face-to-face, natural setting*" (Saunders et al., 2016, p. 373). The fact that most JWN board members joined in the observed call addressed any concerns of unreliability, undependability or non-transferability, usually tied to Internet-mediated methods, since the board was represented in its majority in what was reported to be the usual meeting setup.

Despite a few minor implications to the researcher's participation and the data collection process, the Internet-mediated observations had several aspects in common with the offline participant observation method (Saunders et al., 2016). For instance, an implication was the availability of the observers' names in the list of

attendees. Some of the board members present had previously been interviewed. If they had looked at the list of attendees and saw the observers' names, they would have been able to identify the researchers, uncovering their role in that observation. Thus, in an analogy to the traditional participant observation method, this granted the observers an observer-as-participant role, achieved by their non-participation and potentially revealed purpose of researching (Saunders et al., 2016). Another implication was the inability to observe body language and facial expressions, since no attendee showed themselves in video during the call. Notwithstanding, the observers were still able to hold a silent, non-participant (although discoverable) role, making use of the attendees' tone of voice and content of discussion as main sources for interpretation of the ongoing interactions. The observers made sure to deactivate their microphones, so as to remain muted throughout the meeting.

Before entering the online 'meeting room', the researchers defined a list of points to observe. As it was learned during a semi-structured interview that the video feature would be disabled, they consciously decided to not focus on physical or visual aspects of the meeting. Instead, they would focus on aspects of the observations guide (Table 3). The selection of points to the observations guide reflected points brought up by interviewees during the semi-structured interviews.

Specifically, it was important to know *who spoke up*, to see in practice whether a board member's interaction would be inhibited or promoted by the self and/or the group based on their position in the Jabra hierarchy. Their *tone of voice* would also help understand whether they felt insecure, safe, welcomed or uncomfortable when speaking up. Observing *the reason behind a board member's speech or interaction* would bring awareness to the decision-making process and to the level or nature of participation of each board member on the JWN initiatives. The *choice of topics for the meeting* would be observed to create an understanding of the meeting's purpose. The *process of choosing these topics*, that is, when and why they appeared, were important to be noticed in order to know what would be influencing the meeting's purpose and dictating the interaction. Lastly it was important to be aware if, *when and for what reasons Jabra got mentioned during the meeting* because this would help experiencing any overlapping relationships between the JWN board members, JWN and Jabra.

Points of Observation	
	Who speaks up
	The speakers' tone of voice
	The reason behind their speech: e.g. making suggestions, bringing others up to date with current initiatives, comment on goals, etc.
	The choice of topics for the meeting
	How these topics were chosen
	Mentions of Jabra

Table 3: Observations Guide

All observations and their simultaneous ethnography were done in the one hour interval that the meeting happened, with the 6 guiding points as their backbone. The meeting was observed by the two researchers, who joined at the very beginning and left after the last board member did. Both their role and the audio-only settings allowed the observers to make simultaneous, detailed notes of the meeting as it happened, guaranteeing immediate registration of experiences and impressions as they happened. Although cues from the 6 points guided note making, this was done so in a freestyle fashion, where several words were used without too much self-restriction on where to plot what, so as to record in writing as many details as possible (see Appendix 3).

For the most part, the ethnography consisted of a combination of contextual and primary observations as data (Saunders et al., 2016). The observers bundled together all observations that corresponded to contextual data, from aspects of behavior to tone of voices. Throughout the meeting, the conversation showed sharp divisions between a topic and the next, making it easy for the observers to identify the discussion points and how they came to be, the primary observations.

One of the observers was in charge of writing the freestyle notes down, which was done in an online document both researchers had access to. After the notes were registered, both observers went through them to guarantee all relevant points were properly accounted for. Subsequently, they brushed up the notes to exclude any names, maintaining anonymity. Going through this process of ethnography was crucial, once recording of audio was not possible. All this constituted the descriptive part of the observations, illustrated in Figure 5, which was subsequently used to write a narrative account (Saunders et al., 2016; see Findings and Analysis).

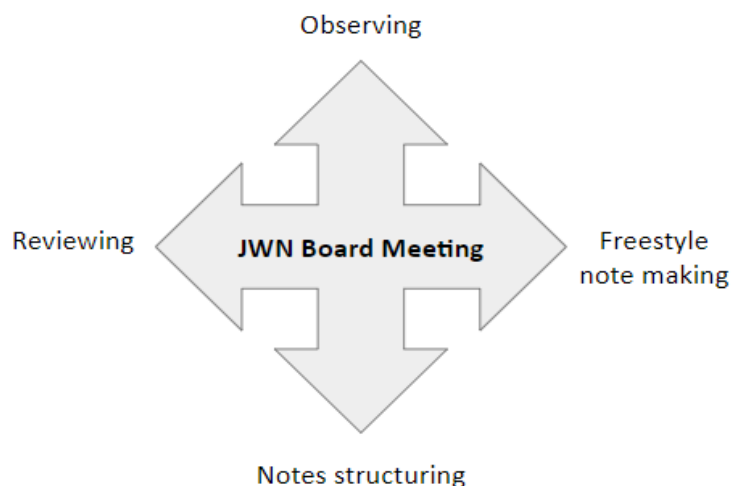


Figure 5: Descriptive Process of Internet-mediated Observation

For the narrative account to have led to subsequent focused observation, further encounters needed to happen (Saunders et al., 2016. see Data Collection Limitations). The single observation instance thus took the

researchers from the narrative account directly to an analysis of these findings. This was done through an analytical comparison and contrast between the previous two data types and this one. The observers sought to make evident in the observations the reported inputs from interviews seemed to be happening during the meeting, likewise writing down the intensity of these happenings, if any. They also made sure to highlight complementations to the interviews by exposing when points in the observations were not touched upon by interviewees, if this was the case.

Completing the list of possible observer errors is observer bias. Given this thesis research design, bias was not shielded from, but instead acknowledged during data gathering and analysis. This simply meant that the researchers were aware of how they tended to see the knowledge created during previous primary data collection, while collecting the next; from the unstructured interviews, to the semi-structured ones, to the observations. It was exactly because they could recognize this development and availability of knowledge that they were able to hold it back when objectivity was needed, and bring it forth when specific or theoretical views were in order (Saunders et al., 2016).

Summary of Data Sources		
Data source	JWN Board Members	
	Face to face	Online audio call
Unstructured interviews		
Board President & Senior Leadership Sponsor		x
Data		x
Internal communications		x
Semi-structured interviews		
Mentoring	x	
Supporting Senior Leadership	x	
Mentoring		x
Marketing and Events		x
Regional lead		x
Board President & Senior Leadership Sponsor		x
Regional lead		x
Data		x
Training & development		x
Supporting Senior Leadership		x
Internal communications		x
Budget		x
Observations		
1 JWN monthly board meeting		x

Table 1: Summary of Data Sources

With all three data types collected and analyzed, the researchers went through a last level of analysis; one in which they combined all three sources of data to compare and contrast them with this thesis' choice of theoretical framework, by Hernes et al. (2015). In this way bringing together answers to the three research subquestions.

Research Ethics

As the researchers went through the process of defining this thesis' case study and collecting data, it was of high importance to remain ethical out of respect for both the subjects of research and the researchers' own values. The very first step to ensure this, was to recognize one of the researchers as a part time worker in GN Hearing in the role of Student Assistant, and how this simple fact of employment in the company of study defined the researchers' part to be that of internal researchers. Not only did they recognize this, they also made sure to make this transparent to all contacted subjects of the case study by always writing through the researcher's company email and signing off with her company signature on all communications with the subjects (see Appendix 4).

Transparency was also guaranteed by communicating the purpose and nature of each requested collaboration. This was done when stating in written communication prior to the gathering of primary data that such collaboration would serve a Master's thesis written on organizational studies by students of Copenhagen Business School. By doing so, the researchers addressed the risks of suspicions for potentially wrongful purposes of this thesis and the data gathering that could have blocked cognitive access (Saunders et al., 2016).

Furthermore, prior to gathering of unstructured interviews, the researchers pointed out several possibilities for how to approach the study, in order to expose its various potential ways of bringing value to the organization (Appendix 4 A-D). For semi-structured interviews, instead, the researchers had a drafted research question in mind, as a result of the unstructured interviews' analysis. However, they refrained from going too much into detail when reaching out to their to-be interviewees (Appendix 4 E-G). This was similarly done at the request for observations (Appendix 4 H). In both these situations, this was mainly due to the nature of the research philosophy that guides this thesis: the researchers did not want to influence their subjects with any theoretical information prior to data gathering. The strategy to withhold details of the research until the very last minute was an attempt at not giving interviewees time to process such information or shape their knowledge in any way that would interfere with what their thoughts, feelings, beliefs, actions and experiences.

To guarantee this part of the research ethics without compromising the data input, the researchers provided more information to each interviewee at the very start of their interviews (Appendix 6). Nevertheless, the researchers always made themselves available and promptly replied to any concerns, questions or confirmations sent by the subjects, respecting each of them, their availability and their time. Invitation and

consent for observation of the monthly JWN board meeting was also granted, anonymized and registered (Appendix 5 A).

An important part to maintain the ethical standards of this thesis was to get informed consent. Although a good way to guarantee this would have been to collect consent forms, this would involve writing down names and registering signatures. Therefore, the researchers decided to adapt this approach, so as to preserve the subjects' anonymity. Moreover, given the spread geographical location of the subjects, combined with the COVID-19 pandemic situation, this choice for digital communication was crucial. The researchers prepared and sent a standardized email covering each of the points and more of the standard consent form suggested by Saunders et al. (2016, p. 254). Each of the subjects received this email, which served to reiterate the specifics of their rights as a collaborator, explaining items such as how their *anonymity* was secured in the thesis, reminding them of their *authorized audio recordings* and of their *voluntary participation* and consequent *right of withdrawal without giving reason* (Saunders et al., 2016). The email concluded by asking the receivers to *reply in confirmation or denial of consent* to the previously mentioned details, and giving them *freedom to bring forth any comments or concerns* they might have (Appendix 4 I). In order not to disclose any names, the researchers anonymized the registered consent as they received replies and sent receipts confirmations (see Appendix 5 B), simultaneously making alterations when requested and being ready to remove data if consent was withdrawn.

Finally, the researchers contacted JWN's board president to ask for permission to deliver this thesis as non-confidential material. This part was sent as an additional part to the consent email with the Board President, and was added only to her (marked in *italic* font in Appendix 4 I). Only after her consent, did the researchers finalized this thesis as non-confidential material. Registration of consent for non-confidentiality of this thesis was granted, anonymized and registered, together with a receipt of its receipt (see Appendix 5 C).

Data Triangulation and Trustworthiness

With the collection of primary data, it was crucial that trustworthiness was accounted for, so that *credibility*, *transferability*, *dependability* and *confirmability* were ensured. To do so, these four criteria were applied rigorously throughout the entire process of data collection, theorizing and analyzing, as proposed by Korstjens & Moser (2018) based on Lincoln & Guba (1985).

This thesis' strategy to ensure *credibility* resulted in persistent examination of the collected data through thematic analysis. The thematic analysis ensured that all the data was coded and labelled into concepts, themes and dimensions that provided the necessary insight to begin theorizing (see Tables 7, 8 and 9). The thorough analysis concluded in a deep understanding of the concepts and made it possible to detect details that could have otherwise been overlooked.

Credibility was also ensured by using methodological data and investigator triangulation all together. *Method triangulation* was achieved by using several methods of data collection, such as recorded unstructured interviews, recorded semi-structured interviews and Internet-mediated observations. Using different methods allowed the research to gain a holistic meaning and understanding of the case studied, and was useful to discover themes and concepts across methods. For example, some of the themes from the unstructured interviews were clearly visible in the observations of the JWN monthly board meeting, such as the challenges they addressed and initiatives to support these challenges. In terms of *data triangulation*, this criteria was achieved by reflecting that JWN and its advisory board were constituted of Jabra employees from different roles, located in many different geographical sites across the world. This meant that it was necessary to collect data from multiple sources; stakeholders based in different countries, departments, positions and hierarchical levels, to identify meaningful patterns in the data. Finally, this thesis was written by two collaborating researchers. By definition, this *investigator triangulation* meant that both researchers worked together and collaborated equally in all the data collection, thematic analysis and interpretation of these data and themes.

Moving on to *transferability*, this Methodology chapter's very own purpose was to ensure *trustworthiness* through transferability. Everything that has been done regarding how data was collected and documentation was thoroughly described and can be found in this thesis, summarized as Tables and Figures, or in Appendix. It is important to ensure transferability not only to infer trustworthiness but also to make this research relevant for other readers, who might be interested in the findings and apply similar methods for their own ends or use this thesis in practice.

Lastly, the criteria of *dependability* and *confirmability* for *trustworthiness* were ensured through a supervisor, who was continuously and regularly informed about the process of data collection and decision making. This thesis is transparent in the way the researchers have documented and shared all their intentions and based their findings solely on data itself. The supervisor could be argued to have taken the role as this research's auditor, making sure, without interference, that the audit trail was valid and properly documented.

It has been an important aspect of writing this thesis that the criteria and strategies for trustworthiness were achieved and every step of the process has been transparent and filed according to qualitative research standards.

Case Description: Jabra Women's Network

When C. F. Tietgen founded GN Group (GN) back in 1869, he probably did not imagine the company would be connecting the world in a different way in 2020. Transitioning from telegraph cables, through radio waves, to intelligent audio engineering and world-leading hearing-aid expertise, GN currently collects a range of knowledge and product offerings in both hearing and audio devices through the daughter companies GN Hearing and GN Audio, respectively (GN Store Nord, 2019a).

For GN Audio, the acquisition of Jabra Corporation (Jabra) in the year 2000, the *“largest and leading supplier of advanced hands-free headset devices for mobile phones in the US”* (GN Store Nord, 2019a), was an essential step to reach a competitive position as an innovative, business-to-business and business-to-consumer audio solutions provider. With a clear purpose and mission in mind, i.e. to make its customers' lives sound better by helping them to hear more, do more and be more than they ever thought possible (GN Store Nord, 2019b), Jabra carries detailed research and engineering to achieve its objectives. Consequently, it shares not only the purpose and mission with its sister and parent companies, but also the innovative and pioneering nature: Jabra is often ahead in the market in delivering new sound innovations and technologies in the shape of consumer headphones, professional headsets and speaker phones that deliver *“unsurpassed calls and music experience (...) for the office, the commute, the gym, or being out in the elements”* (Jabra, 2019). Examples of products include true wireless earbuds, noise-cancelling headsets, high definition headsets, and fitness tracking sports headphones (Jabra, 2019).

As Jabra develops and grows, helping GN Audio consolidate an organic revenue growth of 15% compared to the previous year of 2019 (GN Store Nord, 2020), the company's CEO sees an importance in addressing a factor inversely proportional to these numbers. With a total female workforce of 38% (My.GN, 2019d), Jabra witnesses a decrease in this rate as the hierarchical position escalates (Interviewee 1a, 2019). It was in this context that one of Jabra's senior leadership members co-founded in 2018 what is now known as Jabra's Women Network (JWN; the Network). Inspired by an external women-empowering event organized by Microsoft, and empowered by the CEO's support, she saw an opportunity to put her passion for fighting for equality and female empowerment in the workplace in practice by bringing to life the Jabra version of a women's network (Interviewee 1a, 2020). A year prior, in 2017, GN had established its 3-years strategic focus on Innovation, Commercial and People Excellence, a moment when, despite the 2014 instilled diversity policy, the percentage of women in GN Audio's senior management and in its Global Management Team levels saw a mere 4% and 3% increase, respectively (GN Store Nord, 2018).

Gathering 17 employees of various Jabra departments, hierarchical layers and locations, the two JWN founders put together an advisory board, bringing the Network to life as an attempt to help change these numbers for

the better. At the backbone of JWN, the board constitutes a “fairly flat” (Interviewee 2a, 2020) organization filled with functions that include a president and vice president, internal communications, marketing and events, budget, regional lead, HR advisor, among others (MY.GN, 2019c; Figure 6). Each of these voluntary positions engage in JWN by organizing, realizing, supporting or promoting initiatives like webinars, newsletters, blog posts, encounters and events (My.GN, 2019d).

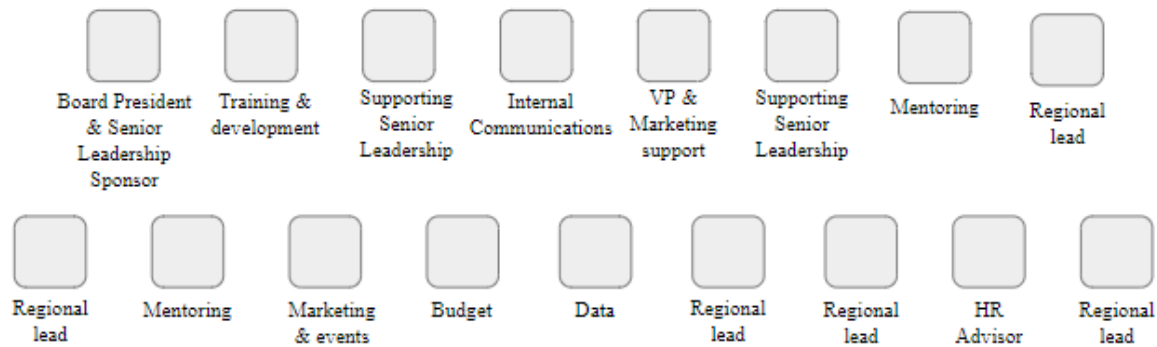


Figure 6: JWN Advisory Board Roles. Adapted from “About Jabra Women’s Network” by [Anonymous author], 2019c, My.GN, Copyright 2019 by GN Store Nord A/S.

With the aim of addressing the mission of “fostering an inclusive and innovative culture to attract and retain talented women in the business” (My.GN, 2019a), the board provide these initiatives to Jabra employees without the need for a direct membership basis: a new-coming female employee is automatically added to the list of JWN newsletters receivers, regardless of her geographical location (Interviewee 2a, 2020). Instead of signing up for a membership, they have the option to sign up for participation in self-driven subgroups. These so-called JWN Network Groups exist to create links between Jabra female workers across geographical regions, professional roles and age ranges in a smaller, more private scenario, purposefully diversified to create a safe environment of discussion, trust and knowledge sharing (My.GN, 2019b).

Approximately 150 women are divided into 16 Network Groups that strive to exponentially help their participants support each other personally and professionally by being a “forum for sharing (...), focus on the challenges we meet and how we can motivate and promote one another” (My.GN, 2019a). Each Network Group meets online guided by their respective Group Leaders to discuss themes recommended by the JWN board, such as Work and Private Life Balance, Self (& Sister) Promotion, Gender Differences and the Strength in Acknowledging Them, Career Planning and Building, Getting the Right Pay, and Growing Towards Becoming a Leader (My.GN, 2019a; My.GN, 2019b). In other words, this small community-like setup is made available for women in Jabra to discuss about cultural challenges, promoting diversity, finding role models and mentors, discussing ways of navigating in predominantly male departments, support each other’s

development, and sharing about one another's lives, dreams, endeavors, best practices, questions and uncertainties (My.GN, 2019b).

The webinars, online initiatives in which guest speakers internal or external to Jabra come in to share their story, have their doors opened to an all-gender audience. With the purpose of inspiring and motivating listeners with past experience, current success and future aspirations, the various speakers have their presentations live streamed and recorded for a GN wide and unlimited availability to employees (My.GN, 2019e). JWN's Blog, another online initiative, gathers personal insights through posts from Jabra employees worldwide with the aim to serve as a source of inspiration and reflection to the readers. In its irregular frequency, ranging from monthly to quarterly posts, the Blog has had both male and female employees transcribe their thoughts for sharing, although in its large majority it is done so by women, anonymously and not (My.GN, 2020a).

Events, initiatives of offline nature, are therefore regional gatherings rooted in JWN sponsorships, e.g. female sporting events, in celebrative dates like the international women's day, or in external networks gatherings like the Women of the Channel Leadership Summits (My.GN, 2018). It is estimated that, of those who attend the webinars and events, around 15% consists of males in Jabra (Interviewee 2a, 2020). As these initiatives happen, a summary of those that took place and invitations for future ones are collected together with article reading recommendations and brief advising contents in a monthly sent electronic newsletter (JWN, 2020).

Lined up on GN Audio's list of departments on the Intranet, JWN appears as if formally included in GN Audio's structure, since it is listed next to departments such as Marketing, Global R&D, Global Operations (My.GN, 2020b).

Several aspects of JWN caught the researchers' interest, making it more than just a suitable selection for this thesis' case study. The initial and most obvious cause for attention came from how a group of 17 employees from varied locations, functions and levels of Jabra came together in a somewhat structured manner to attempt at and realize change in the company through an initiative that did not start by executive management. Particularly how the movement seemed to have been formed in an attempt at addressing themes in a volunteer, sideline manner, which GN had previously communicated to already be ensuring through diversity and talent management (GN Store Nord, 2018).

As a current theme of concern in the business world (Galinsky et al., 2015; United Nations Department of Economic and Social Affairs, 2020), diversity itself was also a point which instigated the researchers and ignited their motivation even further. They felt a need to understand ways in which employees' actions towards a diversity reform can lead to companywide change desired by those very same actors. In that sense, the case seemed to show at first glance some of what several theorists defined as continuous change (Weick & Quinn, 1999; Hernes, 2014), of which nature, development and features the researchers looked eagerly forward to

investigate and understand through the case's context. This was especially a point of concern given the attention JWN had recently gotten in GN, as it saw its existence announced companywide roughly 2 years after its foundation via a GN Group weekly e-newsletter (GN Group Communication, 2019).

Last but not least, JWN's very own global nature makes its demand for virtual interactions clear, be it among the advisory board members or the audience they are trying to reach. This other element of the context in which the Network finds itself in was a point of intrigue in the construction of this thesis, where researchers felt urged to understand the developments of change supported by the Internet and its various tools for online communication.

Therefore the researchers pursued research through this case to address this thesis' research questions (see Problem Formulation). Following the described methodological scheme and a theoretical framework derived from reviewing literature, this resulted in the findings, analyses and discussion points in the chapters to follow.

Literature Review

To engage with research in the social sciences is to open up a plethora of discourse and one can very easily get lost amidst conflicting, contradicting or conforming theories. This literature review was made with the purpose of filtering through research on change in organizations to present an overview of similar research and their approaches. The concepts of ‘strategy’, ‘identity’ and ‘organizing’ were key discoveries from this thesis’ unstructured interviews and their coding, three concepts tightly related to change, as will be exposed in the sections that are to follow. Therefore they were also the departing point to this literature review, which disentangled more concepts of engagement like ‘sensemaking’ and ‘narratives’ as the process moved along.

While the unstructured interviews served as a preliminary round that helped shaping the theoretical areas to review to move on with the research, the literature review that they helped establish were key to define a theoretical framework and to move on with primary data collection. The reviewed literature served as the backbone for this thesis’ semi-structured interview guide, because relevant literature helped researchers understand and set a scope to the many topics that occupy scholars in the field of organizational studies. This made it possible to formulate relevant questions that could be directly linked to theory and create a fundament for thorough analysis.

Moreover, this literature review served the purpose of consolidating knowledge on what had been hitherto researched and for framing the analytical and theoretical perspectives to be used on the semi-structured and observations findings that were to come. It did so by gathering the many discourses among scholars in organizational and change theory and by developing critical and reflective thinking on the existing perspectives on sensemaking, organizational change, strategy and identity.

Different Views on Strategy

The concept of strategy exhibited close ties to organizational change, a consequence to its implementation. Therefore deemed relevant to review.

Reviewing classical business and corporate strategies, it was evident that strategies were often credited and linked to decisions made by managers and CEOs, a view of strategy as planned and implemented from the top down (Andrews, 1980; Change, 2002). However, regarding strategy in organizations as an intended and structured change process at the apex of the hierarchical company chart was often argued to be a flawed misconception (Mintzberg 1987a).

As Mintzberg (1987a, p. 68) wrote: *“The notion that strategy is something that should happen way up there, far removed from the details of running an organization on a daily basis, is one of the great fallacies of*

conventional strategic management". Mintzberg (1987a) argued that strategy is often crafted through a process of actions and not as pure deliberate or emergent strategies. When Mintzberg (1987a) talked strategy he thought of it as a continuous process that grows and makes sense with actions and initiatives that in turn affects outcomes. Furthermore, Mintzberg's (1987b) five P's suggest that he was very hesitant to give strategy a generic definition, rather saw strategy differently given the situation and emphasized the importance of collective actions and of perception of environments.

This process oriented approach to organization is a popular mindset among researchers, be it in regard to strategy, identity or change. Schneider (1997) argued that organizational actors perceive change through strategies very differently, depending on their knowledge structure and world view, which can have huge implications for managers when new initiatives are communicated across cultures, regions and social levels. This suggests similarity to Mintzberg's (1987b) research on how actors play an important role in not only conforming with change but also in shaping and influencing it. The very concept that long-term planning and strategic initiatives are static should be questioned, because it is evident from research that such directions or changes are more likely to emerge from unstable conditions within the organization. Strategy as change was also seen as often a result of the dynamic organizations' problem solving and learning from current issues that brings new actions and meaning (Stacey, 1993). The whole concept of order in response to chaos is the idea behind the process oriented approach to organizing (Stacey, 1993) and this view is similar to the emergent strategies discussed by Mintzberg (1987a).

The concept that strategy emerges from chaos or uncertainty is furthermore something that Mintzberg (1990) recognized by criticizing the theories defended in the Business Policy group at the Harvard Business School, on strategy formation (Learned et al., 1965). The model prescribed how opportunities and threats should be combined to strategy through control of senior management. Mintzberg (1990) argued that this model simplifies strategy, which in reality is too incomprehensible to formulate and understand for a few actors to articulate. Much in view with his former articles (Mintzberg, 1987a; Mintzberg 1987b), the interplay between learning and thinking was thought as an important process throughout the organization for good strategy implementation.

Porter (1996) also highlighted the importance of continuous rethinking and repositioning of strategy. However, he focused much of his discourse on managerial roles and responsibility. In his efforts to define strategy, Porter argued that it is the ability to make trade-offs and do things differently, rather than doing the same things better than competitors, that defines strategy. A somewhat different approach of discussing strategy for what it is, rather than how it comes to be.

The contemporary literature on strategy formulation and implementation also explores how strategy can be instilled without formal guidelines, but through the use of narratives. The role of narratives or storytelling in

strategy implementation explores how subjective understanding and identities can guide organizational goals, tasks or even roles as a powerful tool to align overall strategy (Fenton & Langley, 2011). Another researcher, who was also concerned with narratives, is Bodhanya (2009). Similar to many of the aforementioned researchers, Bodhanya (2009) emphasized a theory of strategic enactment, where organizational actions, processes and history are central to the choice or emergence of strategy. Strategic enactment, according to Bodhanya (2009), explains how strategy emerges through processes of micro-actions throughout the organization instead of being planned from the top-down. This was in line with Mintzberg & Waters' (1985) theory about different types of strategy origin and their relatedness to the organizational structure, which explained that realized strategies are rarely planned, but emergent to some extent.

When looking at literature, there is an increasing field of research bound to this idea of emergent, almost fluid forms of strategy through inter-subjective meaning creation. There is an abundance of discourse and importance put on the individual actors and their ability to influence strategy. Some researchers even argued that strategists are the creators of believable fictitious stories that guide organizational actors to certain understandings and actions - cause and effect (Barry & Elmes, 1997). Barry & Elmes (1997) argued that all of Mintzberg's (1987b) five P's are fictive stories with the aim of getting to a certain understanding of the future and past that best fits the intended strategy. Narratives and strategy should be seen as a social construct and strategic tool as a means to create meaning (Barry & Elmes, 1997).

The Identity Variable

Literature showed that strategy on its own has limits and showed a strong interplay between strategy and identity, especially on long-term time horizons. This interplay suggests that identity is another important variable in defining change.

A study of Carlsberg by Schultz & Hernes (2018) suggested that long-term identity visions for the company helped in creating both long- and short-term decision making and strategies. This interplay emphasizes the importance of organizational identity and its ability to link the past and desired future prospects into a narrative that creates meaning that can guide both short and long term strategy. It culminates in the idea that identity narratives can function as a powerful mechanism to give meaning to strategies, i.e. sense giving (Schultz & Hernes, 2018).

Similarly put by Gioia & Thomas (1996), *"(...) formulating a compelling future image that people can associate with and commit to eases the launching and eventual institutionalizing of strategic change"* (Gioia & Thomas, 1996, p. 398). Actors best interpret issues based on identity and desired future image and act or strategize accordingly. In this regard strategy should be seen as an input to the sensemaking process to the extent that strategy creates meaning and not vice versa (Gioia & Thomas, 1996). Another identity study by

Gioia & Hamilton (2016), viewed how identity is differently constructed and perceived as either a social construct, institutional construct or social actor. The study argued for an identity-as-progress view, similar to that of Schultz & Hernes (2018), where identity as a narrative to change can help organizations cope better with change. This view is much related to identity as a social construction.

Whetten (2006) took a different view on identity with the social actor perspective and argued that identity can be viewed differently depending on the context or department but that the overall identity is more or less a guideline stipulating how organizational actors must behave and do. They argued that attributes of an organization's identity is based on what is central, enduring and distinctive (CED) about the organization: identity is constructed from the top and communicated down. However, instead of using the term narrative, Whetten (2006) argued that identity can be used to instill meaning about change. This view is in sharp contrast to Gioia & Hamilton (2016), and challenged the concepts of how to understand and cope with identity construction in organizations.

The discourse on identity as enduring (Whetten, 2006) or as ongoing change (Schultz, 2016) is highly debated in organizational literature. In terms of identity construction, it is furthermore debated how different levels of analysis on organizational identity should be approached. In a review by Cornelissen, Haslam & Balmer (2007), it was stressed that the three identity constructs, i.e. social, organizational and corporate, possess different characteristics and because of this also different levels of analysis. They argued that the three constructs are undeniably connected because they can influence each other but also that there are qualitative differences that combined can make identity difficult to define or produce misguided results.

According to Pratt (2016), the concept of a single organizational identity is also misleading, because of what he called hybrid or multiple organizational identities. The article argues that these two or more identities can be either oppositional or complementing. Pratt (2016) stressed the importance of researching how a united sense of identity still can offer different meanings throughout the organization. The same theme was also evident in Albert, Ashforth & Dutton's (2000) article, because it described at least nine different forms of organizational identity and identity constructs. They too argued that it is important in future research to continue to explore the many aspects of identity in organizations and their connections.

Creating Meaning in Identity, Strategy and Change

How are strategies and identities constructed to lead to change in organizations? Who is responsible? And how to ensure they give meaning and common purpose? Many of these, and similar questions, are worth taking into account with the case of JWN, when trying to investigate how these actors in the Network created change within Jabra from the bottom-up. These particular questions can be addressed and understood by using sensemaking theory (Weick, 1995).

Probably the most well-known and often mentioned researcher in the literature on process oriented organizational theory, Weick (1995) came with relevant contributions through his sensemaking framework. From his social constructivist point of view, Weick (1995) demonstrated the importance and interplay of almost all the themes covered so far in this literature review such as narrative, continuity, action, individuals, identity and change, as elements of organizing through sensemaking. Weick's (1995) seven elements of sensemaking explained how actors create meaning to change, issues or problems in organizations, and are extremely relevant to understand, explain or form organizational life and behavior.

Ashforth & Schinoff (2016) used the sensemaking framework to explain how identities are constructed in organizations and how individuals come to define themselves. They developed a model arguing how identities are constructed through individual identity motives, organizational sensegiving, sensemaking and social validation. According to them, this process constructs a validated identity and a form of workplace adjustment that are coherent with the values and identities of the individual and the organization. Similar to this view, Walsh & Gordon (2008) argued how individual work identities are shaped based on self-concepts and how actors perceive their roles in their job. It is important for organizations to understand how to influence the way people identify with the organization and construct work identities because it determines how individuals act and what roles they undertake. This view is somewhat similar to Ashforth & Schinoff's (2016) model based on sensemaking and is just one way of many to use sensemaking in the efforts to understand the complexity of identities.

There are many ways to use sensemaking, and Weick (1993) not only applied sensemaking processes in organizations, but also to individual and group behavior, especially through analyzing behavior when faced with discrepancies or unexpected problems. In his analysis on the infamous Mann Gulch disaster of 1949, Weick (1993) used the sensemaking process to understand why a routine fire escalated and caused the death of 13 experienced firemen. He argued that when a situation does not match one's expectations, this starts the process of sensemaking - or as per Meryl Louis, giving meaning to a discrepancy is a process of sensemaking. Thus, *"to understand sensemaking is also to understand how people cope with interruptions"* (Weick, 1995, p. 5).

Several researches have embraced or elaborated the sensemaking framework. Maitlis (2005) developed four forms of organizational sensemaking in the attempt to see that outcomes vary depending on the degree to which leaders try to involve others and their perception of issues in the organization. This research pointed out that different attempts of sensegiving from leaders could result in different levels of understanding and of consistency in actions, depending on the amount of control from leaders and inclusiveness of the organization as a whole.

This was also evident in a sensemaking study by Werkman (2010) about the reorganization of a police force, where resistance to change was caused, in part, by different understandings of an issue due to lack of communication and information. The research highlighted how sensegiving and sensemaking can foster resistance between organizational groups when top-down change fails to enact meaning and direction. Furthermore, how groups play an equal role in the mutual reinforcing actions of each other (Werkman, 2010). In light of Werkman (2010), Kezar (2013) argued for the importance of sensegiving for bottom-up changes too, with results suggesting that new initiatives were more likely to ignite change if a broad array of groups and people within the organization were involved, and if the initiatives connected sensegiving with organizational strategies or barriers.

Degn (2015), in turn, argued that sensegiving and sensemaking are important for goal setting and the study found that organizational goals are communicated differently based on the audience. In Degn's (2015) study, the different goals were shared to give sense to different organizational actors. This is what Weick (1995) also referred to as social construction of meaning, in the sense that social meaning is not a common shared understanding, but an understanding based on the individual or group towards the common. This importance was also highlighted by Hernes et al. (2015), who argued that narrative as a tool to construct meaning can foster commitment to change. Narratives can justify change and accelerate a change process, just as well as it can create conflicts. The conflicts do not necessarily mean resistance to change, but towards the narrative or the understanding of it, which in turn could look like resistance to change. Narratives play a huge role in organizations and how they are communicated down the organizational structure. In Balogun and Johnson (2004), this suggests that middle managers can have a significant impact on sense-giving and make the difference between collective or segregated sensemaking.

In another contribution, studying how an individual's cultural capital affects the sensemaking process during organizational change, Lockett et al. (2014) argued that it is important to look beyond group memberships to understand individuals' sensemaking processes. The results suggested that even within specific groups or job functions (doctors in this study), individuals created meaning of change differently. Cultural capital was found to be one of the most influential factors for sensemaking in the terms that it shaped individuals' perception of how they could gain opportunities, influence or cope with new initiatives. In regards to coping with change it was also argued that individuals were more open to change when they had the possibility to influence the outcome (Lockett et al., 2014).

In contrast to traditional sensemaking as proposed by Weick (1995), where the focus is retrospective, Gephardt, Topal & Zhang (2010) proposed a future-oriented, prospecting approach to sensemaking. This perspective differs because it looks at the possible future consequences of actions in attempts to legitimize and make sense of the present. This indicates how sensemaking can engage in multiple levels of analysis. The study's findings

were based on many of the same constructions and elements, but highlighted the importance of temporalities when studying organizations.

It's All About Change and Networks

The change, strategy and identity literature reviewed so far, have used the term 'process' on multiple occasions. Organizations were seen as ever changing, dynamic entities, constantly in flux and this was an important element in the contemporary organization literature reviewed above. This is also a point worth noticing when looking at JWN and how its members' actions constantly change agendas and new paths for the Jabra organization.

According to Weick & Quinn (1999) "*change never starts because it never stops*" (p. 381). Change is seen by them as constantly interconnected micro-variations and actions that influence the larger organization and become innovations and strategies etc. Small changes do not stay small in the macro complexity of organizations and their diversities. This is the continuous change process, in contrast to the episodic change process, driven by inertia and complacency (Weick & Quinn, 1999). Like Weick & Quinn (1999), Hernes (2014), also a proponent of process theory, contrasted entitative assumptions about the world with process assumptions. The argument was that entitative assumptions see change as episodic, as from A to B. Hernes (2014) argued that such changes do not exist, since it would imply that there would be an entity just as significant between A and B. Process theory sees change as the gradual becoming of events, from one thing to another, and everything in between. Constant change and not stability should be regarded as the natural state of organizations (Tsoukas & Chia, 2002). Change is, according to Tsoukas & Chia (2002), the constant interaction of actors and the creation of meaning through sensemaking intrinsic to human behavior. In other words, according to them, organizations generate change and organizations are generated by change.

Entities were argued to be creating their own environments by the actions they take and there cannot be an effect without a cause, they are mutually defined (Gergen, 2010), somewhat related with what Hernes (2014) argued to be the shortcoming of episodic change. Furthermore Gergen (2010) argues that a challenge for a process view of change is the difficulty for researchers to apprehend and conceptualize approaches to process theory because of its complexity.

Czarniawska (2013) agreed that organizations should be seen as social processes, but made the distinction between 'organizing' and 'organizations'. Organizations, she argued, can obscure elements of organizing and therefore looking at organizing is relevant to the explanation of how actors achieve such state. Furthermore, she argued that if researchers only look at the formal structures of organizing, they will only be able to see it from a macro-level.

Studying actors requires us to look at the technologies and objects that allow for structure and performance. The very perspective Czarniawska (2013) took in regards to objects and actors' role in organizing, led to various theories on actors' roles and networks as an alternative way to study meaning, through the interconnection between actors and their networks.

In an effort to analyse how knowledge production and the construction of networks between social and natural entities develop, Callon (1984) studied the process taking place during an effort of domestication of scallops in a French bay by using four moments: problematization, interessement, enrolment and mobilisation in a process he called translation. The translation process proved to be an alternative way to explain how actors mobilize and take form. Hernes (2010) compared Callon's (1984) study with the process of sensemaking, in an attempt to assess the potential of such actor-network theory as a process theory for the study of organizations. Hernes (2010) found that actor-network theory is ill suited for organizational process studies because of its focus on failure rather than continuity. He further argued that actor-network studies should embrace wholeness and broader meaning structures and not base meaning creation on the connection between actors themselves. In regards to JWN, actor-network theory would take a point of view in the tools and technologies that enable the JWN, with less emphasis on the actors themselves.

However, networks within organizational hierarchies can be important to create change and foster communication. Networks are important for reshaping organizations and creating professional trust, and they can become a crucial element for teamwork, trust and empowerment (Charan, 1991). Cross, Parise & Weiss (2007) also highlighted the importance of utilizing networks to gain expertise and information that could otherwise be overlooked when only communicating within close and similar networks.

The world of organizing and organizational studies is a broad and contested field of study, as this literature review hopefully has indicated. The last note on network theories was to expand the reader's perception of how meaning can be analyzed through different theories, rather than providing an exhaustive review of these.

Conclusive Remarks

This literature review was based on three main concepts discovered through preliminary interviews with JWN board members, i.e. strategy, identity & organizing. As it was conducted, the review increasingly added concepts to its relevance in a snowball-like effect, including, for example, the concept of sensemaking. Throughout the review, several sub categories were explored as relevant and dependent variables to the aforementioned four concepts. Some of these held emphasis on e.g. continuous change, commitment, narratives, networks, etc.

Furthermore, this literature review made evident the strong interplay between the different concepts in a multitude of ways. For instance, it was widely accepted that both strategy and identities are under constant change and can be influenced by sensemaking processes and narratives. Especially in regards to sensemaking, there was a big emphasis on the interactions and actions of actors and these effects on the creation of meaning, both in relation to identity and strategies. It was noticeable that there were many different ways to engage with the concepts and many variables that need to be considered before anything could become conclusive.

The model depicted in Figure 7, adapted from Hernes, Hendrup & Schäffner (2015, p. 124), is one of the main takeaways from this literature review. This framework gathers many of the concepts and ideas from organizational theories found in this review into a comprehensive analytical tool. In short, this framework is based on the sensemaking process during change and includes features such as narratives, actions and social processes. Hernes et al.'s (2015) framework is consequently used in this thesis as a framework for analysis of the collected data (see Theoretical and Analytical Frameworks). The researchers aimed to use the elements as they best saw fit, but regarded the need to expand and elaborate further on the model based on the findings (see Findings and Analysis). The theory is elaborated and explained in more detail in the Theoretical and Analytical Frameworks chapter of this thesis.

Theoretical and Analytical Frameworks

This chapter is dedicated to provide an overview and explanation of the *Theoretical Framework* guiding this thesis' primary data analyses. Furthermore, it serves to explain why and how such proposed theoretical framework contributed to the analysis of the collected primary data, and how it led this thesis closer to an answer of the proposed research questions. It was important to give an in-depth and thorough understanding of the most crucial concepts and theories through a coherent framework to analyze the data that have been collected from JWN.

Moreover, this chapter also exposes the *Analytical Building Blocks* through which the primary data findings and their analyses go through, so as to give structure to the process where unstructured interviews, semi-structured interviews and Internet-mediated observations came together to inform the researchers to answer the proposed research questions (see Findings and Analysis).

Theoretical Models

The theoretical framework herein presented helped analyze the data through a comprehensive understanding of the complex phenomena of organizational change and sensemaking. This thesis' framework was discovered through the abductive and iterative approach of reviewing theory, getting new knowledge from the collected data, and reflecting it in theoretical decisions for analysis.

It became evident from both the literature review and the coding of unstructured interviews that many themes, concepts and theories connected well with the analytical framework for sensemaking and change proposed by Hernes et al. (2015, p. 124). As previously touched upon, this framework also incorporates many of the theories relevant to studies of change, organizing, strategy, identity and sensemaking (see chapter Literature Review). The model by Hernes et al. (2015) depicted in Figure 7 was developed with the intent to study how two intended and completely different change processes in a multinational corporation achieved two very different outcomes based on their momentum and commitment (Hernes et al., 2015). It is important to notice that this very framework was also used in this thesis to analyze (sensemaking during) change, but under different circumstances, e.g. the actors, the amount of change processes, the nature of these processes and the size of the organization. However, despite being used for a somewhat different intent, the use of this framework was still deemed pertinent because it demonstrated analogous traits in the connection between data and theory for this thesis. This thesis thus applied the authors' framework to study *how micro-actors can initiate change within a larger organizational setting*.

In that regard, it utilizes this model for a theoretically charged contemplation in the analysis of the process and actions taken by JWN and its board members to promote change towards gender diversity equality in Jabra,

resorting to it as a tool to discover how such a process has taken place, formed and functioned. Despite the two different scenarios studied by Hernes et al. (2015) and by this thesis, the theoretical concepts used are the same. This thesis' researchers acknowledged these differences and consequently made themselves alert for any potential inefficiency of the model during the analyses.

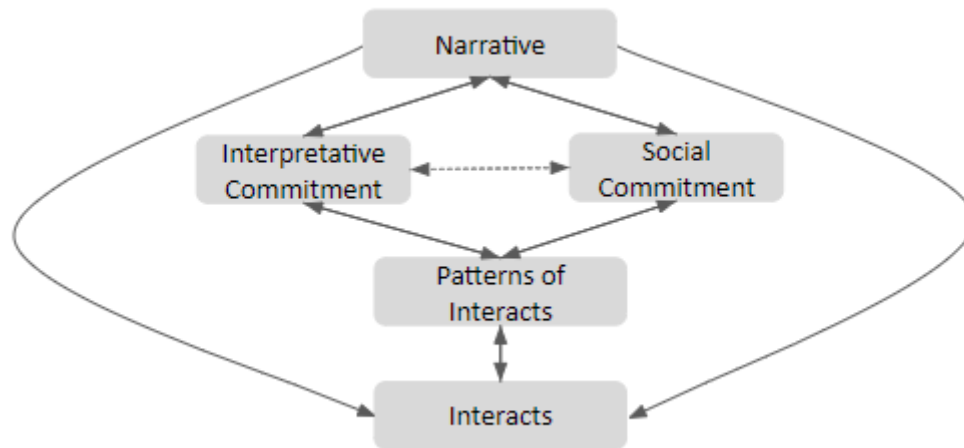


Figure 7: Analytical Framework for Sensemaking During Change. Adapted from “Sensing the Momentum: A Process View of Change in a Multinational Corporation” by Hernes, Hendrup & Schäffner, 2015, Journal of Change Management, 15:2, p. 124. Copyright 2020 by Informa UK Limited

The Analytical Framework for Sensemaking During Change in Figure 7 (adapted from Hernes, Hendrup & Schäffner, 2015, p. 124) is based on an action-driven approach to sensemaking, in the sense that action drives understanding. This was identified in the literature review to be a widely popular understanding in sensemaking, identity, change and strategy literature (Mintzberg, 1987a; Mintzberg, 1987b; Weick, 1995; Stacey, 1993; Bodhanya, 2009). Furthermore Hernes et al. presented this framework as an extension of Weick’s (1995) sensemaking theory, especially with the addition of narrative. While Weick (1995) used sensemaking theory for explaining the meaning creating and organizing features of organizations, Hernes et al. (2015) saw in their study the need to explore how organizations created meaning during change, which reflected in their additions depicted in the framework.

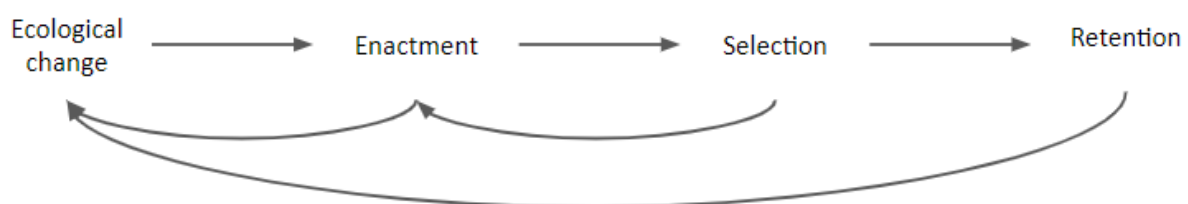


Figure 8: Organizing as natural selection. Adapted from “Meningsskabelse, organisering og ledelse - En introduktion til Weicks univers” by Hammer & Høpner, 2019, 2nd edition, p. 60. Copyright 2019 by Samfundslitteratur and authors

A close look at Hammer & Høpner's (2019) framework depicted in Figure 8 suggests that change is a loop of a continuous process (ongoing), driven by seven elements of sensemaking. Adapting from Weick's (1979) model, Hammer & Høpner (2019) showed how actions (enactment) drive the creation of meaning through the selection of natural cues (extracted cues) based on individuals' former experience (retrospect) and on the perception of their own self (identity), tied to social processes (social), to find a reasonable explanation (plausibility) that leads to further action (enactment) and change. It is this process that Hernes et al. (2015) adopted to base their elaborated framework on, and therefore a theory that is also referred to in this thesis' analyses, due to how it is closely connected with the thesis' main theoretical framework.

In their elaboration, Hernes et al. (2015) argued that interactions become patterns of interactions in which actors expect some form of interaction to take place in a certain way repeatedly. What they then propose is two different types of commitment, the social and the interpretative, which can be rooted in individual identity or group identity, respectively, and are both highly dependent on the actions of its members. The authors further connect these different types and levels of commitment and interactions as drivers of believable narratives, i.e. a story to create meaning to change processes. This is considered to be a reiterative process, reinforcing and constantly looping, evolving and progressing (Hernes et al., 2015).

Now that an interpretation and understanding between the two theories has been outlined, it should hopefully give a coherent picture of how the theories have shown themselves to this thesis (Hernes et al., 2015; Weick 1995; Hammer & Høpner, 2019). As for the intent of their use, as touched upon before, the main framework by Hernes et al. (2015) in Figure 7 came to highlight and map the JWN board members (actors) in their continuous and reiterative process of meaning creation and of bringing about change in Jabra. The theoretical framework was also useful for being a palatable model that is easy to digest and apply, helping give the reader a structure in an analysis that breaks down data into understandable bites from otherwise complex data sets.

Since the framework is an iterative process, it could potentially be approached from any point of start, whether the narrative, the interaction or the commitment. However for the sake of understanding how actors at JWN constitute change, the starting point of this thesis' analysis was the point of the narrative to then follow the remaining parts of the framework in their sequence; i.e. interactions, patterns of interactions and the two types of commitment. As the analysis progressed through the framework, it created an interplay between data and theory that contributed to understanding *how micro-actors ignite change within a large organization*.

Analytical Building Blocks

The two models described in the previous section served as theoretical foundations in the analysis of the three building blocks (see Findings and Analysis) that helped answering this thesis' research questions. In that sense, each of the data points and their analyses does exactly that: build up on the one that precedes it. In practice, this happened as unstructured interviews built a knowledge foundation for understanding and analyzing the semi-structured interviews, which built up on the unstructured interviews discoveries. The semi-structured interviews were equally informative to the ethnography and analyzing of the Internet-mediated observations, which in turn built on the semi-structured interviews discoveries. This process is summarized in Figure 9, and the details of how this happened are exposed as follows.

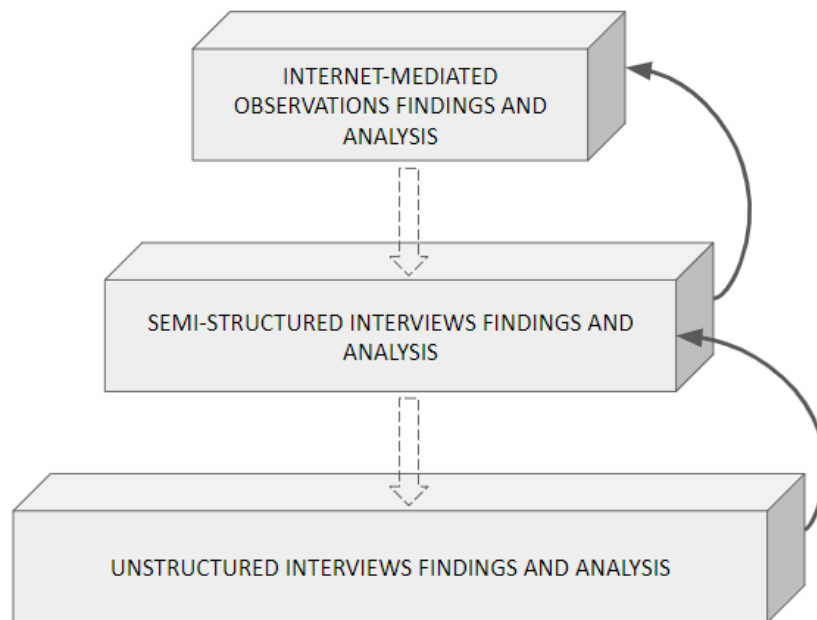


Figure 9: The Three Building Blocks

The Findings

To pave way for the analyses, this thesis first exposed the data Findings, which highlighted the positions and perspectives of the JWN board members as told through the unstructured and semi-structured interviews. Matching the very intentions in the collection of these two qualitative data, the assemblage of these findings layed out the information to be analyzed to answer this thesis' research questions. Specifically, the findings of unstructured interviews exposed *the context in and around JWN during the change implementation process*, while the findings of the semi-structured interviews were a collection of *ways in which JWN board members were making sense of the changes*.

In a writing order that matched the chronological order of data collection, the findings were exposed within two dedicated subsections in the Findings and Analysis chapter, *Unstructured Interviews Findings* and *Semi-structured Interviews Findings*, each of which contains quotes from their respective interviews. The researchers made sure that such quotes came from the various interviewees and from an extensive part of their answers, so as to secure transparency around the interviewees' statements. In a compare-and-contrast approach, the researchers grouped quotes from the unstructured and the semi-structured interviews with one another based on their similarities and clashes, with the intention to portray the idiosyncrasies and common points in the learned individual perspectives. In this process, they were clustered together into broader areas, labeled to the best of the researchers' abilities so as to indicate what these areas consist of.

While the *Unstructured Interviews Findings* amounted to contextual specifications of JWN as an organization and as a network within Jabra, the *Semi-structured Interviews Findings* showed hints and elements of sensemaking of interviewees during the changing process attempted and realized by them. This was a consequence to how the semi-structured interviews consisted of structured and theoretically founded questions (see Methodology), as opposed to broader and unplanned questions for unstructured interviews. Thus, its findings included aspects like the interviewees' view of their own and Jabra's role and involvement in JWN, and of the development, communication and realization of collaboration in JWN.

The last findings - and the last type of data collected - the *Internet-mediated Observations Findings* was where all observed points from the JWN board meeting converged into a narrative account. By doing so, the researchers carefully exhibited the social and collaborative aspects they had observed during this arranged occurrence of interaction between the participants of JWN. In that sense, this section unfolds the findings related to the pursuit of answers to ***how the sensemaking process by JWN board members impacts their collaboration towards change***. Thus, the Internet-mediated observations findings gathered discoveries around meeting attendees' behavior and their connection to one another, the topics of interest and how these came to be discussed, and the structure of the meeting.

The three types of findings were summarized in Tables 4, 5 and 6, respectively, where they were classified into areas based on their thematic similarities and discrepancies.

The Findings section and all the areas exposed within it in their entirety were an important introduction to details of the data accumulated throughout the investigation. Their exposure and structuring helped clarify the interconnections between the context that JWN lives in (unstructured interviews), the actions, conversations, tools, expectations, relationships, motivations and participation details that the interviewed board members experienced within JWN (semi-structured interviews), and the social impact on JWN board members' collaboration in practice (Internet-mediated observations). Moreover, the unfolding of this interplay was a necessary first step towards answering ***how micro-actors ignite change within a large organization***.

Branched Analysis

In the subsequent Analysis section, each of the three types of findings have their analysis separately exposed according to the chronological order in which they were analyzed. The individual analyses were done by implementing coding practices to the unstructured interviews and to the semi-structured interviews, as well as by assessing the registered observations in contrast with what was reported in the previous two data types, in accordance with the methodological establishments (see Methodology).

In a sequential process, the analysis of unstructured interviews were instructive to the establishment of the interview guide for the semi-structured interviews, of which analysis were subsequently instructive for the observations guide and analysis. Each analysis was then crucial to separately examine data and turn it into knowledge that answered each the research sub-questions, but combined served to address the main research question. In other words, the *Unstructured Interviews Analysis* gave answers to ***what the context in and around JWN during the change implementation process*** was, which in turn helped build the right interview guide to reach the *Semi-structured Interviews Analysis*, which gave answers to ***how JWN board members were making sense of the changes*** and informed the types of observations needed to provide for an *Internet-mediated Observations Analysis* that could guarantee answers to ***how the sensemaking process by JWN board members impacted their collaboration towards change***.

All of these analyses were summarized in Tables 7, 8 and 9, and in the Findings and Analysis chapter, where their respective coding and analytical assessment are presented. In the case of semi-structured and unstructured interviews, each their aggregated dimensions were used as subheadings in the analysis. In the case of the observations, the comparison and contrast of findings with those of the previous analyses created threads related to JWN group interaction that gave name to that analysis' subheadings.

Combined Analysis

The separate analyses served as foundation for a bundled analysis of all three types of findings together, analyzed in unity. In the *Combined Analysis*, the researchers go back to the theoretical framework by Hernes et al. (2015) to analyze the complementary and complex compositions of data to answer ***how micro-actors ignite change within a large organization***.

Findings and Analysis

This chapter consists of a combination of the findings and analysis that this thesis' three different types of collected data resulted in. As such, it is divided into three parts; the *Findings*, where findings corresponding to each data collection are described, the *Analysis*, in which the collected data is separately analyzed to address this thesis' research sub-questions, and the *Combined Analysis*, where the researchers analyze the data collectively to address this thesis' main research question.

Findings

Unstructured Interviews Findings

The data gathered through the three unstructured interviews led to findings classified into themes reflecting when interviewees' clarifications and comments matched or complemented one another. These were herein considered part of the broader area of *Contextual Specifications*, as per the left column of Table 4, where they are tied to their corresponding themes listed in bullet points in the right column (see Appendix 7 for a detailed table that expands on Table 4). These were the most important findings that will be analyzed in order to answer the *context in and around JWN during the change implementation process*, as they exposed the interviewees perception of the conditions within and beyond JWN. This data was critical to explore *how micro-actors ignited change within a large organization* because it provided useful background information and insights into the state of change at JWN current to the time of data collection.

Contextual Specifications

General Information about JWN

The researchers learned about the bigger picture of JWN and their "*almost two years now*" (Interviewee 2a, 2020) of existence through these three interviews. Interviewee 1a told the story about how two women passionate about women in tech and female leadership went to an inspiring event by Microsoft and heard an inspiring speech. This speech was enough to make them want to bring the elements of female leadership into Jabra in the form of JWN. At a time when Jabra's CEO was giving speeches about women and their importance, their request for approval of initiation was taken up top, and accordingly granted (Interviewee 1a, 2019).

Interviewee 1a also described the advisory board of JWN as an extra job. "*No one is employed for it (...). Because the Women's Network is only like a... what can you say... a spare time thing*", confirmed Interviewee 2a (2020). JWN board is a "*fairly flat*" organization that advises and guides a network where "*we don't go by*

a sort of a members count. (...) women (...) are automatically signed up for emails” (Interviewee 2a, 2020). They add, it is “based on some webinars and some people attending Network Groups (...) I think there’s around 150 people attending those around the globe” (Interviewee 2a, 2020).

Local and Global JWN

Due to the global scale of both Jabra and JWN, *“there are different views in terms of how the Network could support female employees with Jabra, depending on region” (Interviewee 3a, 2020).* Interviewee 1a pointed out that Jabra US is already pooling for more diverse groups of candidates, but the global scenario is different. Some *“topics (...) play across all of the regions and it’s just that, let’s say, North America, may talk about it a little bit more than other regions”,* exposed Interviewee 3a (2020).

This very aspect prompted Interviewee 3a to think of *“the whole kind of road map of supporting women within our organization, how it differs from region to region. I would like to use, understand and see that better” (Interviewee 3a, 2020).* This kind of global mindset, in consideration of that *“there’s so many nuances because culture brings such a big thing” (Interviewee 3a, 2020),* could help solidify success. *“I think that if we start maybe cross communicating - like what if a North American speaker goes into Asia understands their culture a little more and talks about those nuances. Could that perhaps help the Asian?”* Interviewee 3a (2020), explains.

Males in/with/for JWN

A common area of discussion in all three interviews was that of male participation in, with or for JWN. Interviewees 2a and 3a exposed how *“you need the men involved as well” (Interviewee 2a, 2020), “because change can’t happen without inclusion” (Interviewee 3a, 2020).* *“How much can you do alone as a woman? Probably not so much”,* Interviewee 2a clarified (2020). In agreement, Interviewee 1a (2019) also noticed men have been joining webinars and writing blog posts just as much as women, seeing it as the way they help raising women in their work and combatting unintended bias. Although Interviewee 3a also saw this increased participation through blog posts and recognized that *“we have males in our advisory board, which is great” (2020),* they go a step further when highlighting that *“having more of an active role would be nice. (...) maybe volunteer to be a webinar speaker, maybe ascertain webinar speakers like other males who feel the same way” (2020).*

What JWN Tries to Address

The interviewees explained the essence of JWN, each in their own way. Interviewee 1a (2019) said JWN has been about balancing family and work, discussing leadership topics, attracting employees by adjusting job posting, projecting outwards to the image of Jabra, and creating a family in the company.

Interviewee 2a saw *“Jabra Women’s Network is about empowering women and creating impact”* (2020), since *“many of the things that we see as challenges are just due to biases”* (2020). For Interviewee 3a, their attempt is *“to create environments where - I call them safe zones. (...) open conversation because I may learn from you and you may learn from me”* (2020) while assessing *“how do we overcome them [gender differences] as part of conversations or how we act, promote ourselves”* (2020).

What Being in JWN is for the Interviewees

The interviewees also put to words what being part of JWN means for them. A common ground existed in all three interviews around the feeling of passion for the topic of women in leadership and in tech, described as *“a very exciting topic”* (Interviewee 2a, 2020) of which they *“want to be part of the conversation”* (Interviewee 3a, 2020).

The Context within Jabra

“We need to share some data. We need to have more focus on diversity as well”, said Interviewee 2a (2020), a view which, according to Interviewee 1a (2019), was pointed out in one of Jabra’s CEO’s speeches discussing the diminishing number of women in the company as position escalates. In Interviewee 3a recognized this but saw a need to go further: *“I know our CEO is very supportive of this, which is wonderful, but I think we need to see more of our executive leadership team taking more of a stance”* (Interviewee 1a 2020). They further pondered around *“amalgamating the GN Audio with JWN (...). Does that make sense? (...) Does that mean we’ll then have more access to speakers and content like blogs? Or articles or events that we can all join? Have a more well-rounded conversation?”* (Interviewee 1a, 2020).

Current Obstacles for JWN

A few aspects emerged as sources of obstacles surrounding JWN. Findings from interviews 1a and 2a converged towards JWN lacking knowledge around things such as rate of leave and hires per gender, rate of pay equality, totality of females company wise and by hierarchical levels (2019). *“We don’t have any [data], but I’m really pushing HR to get this data”*, said Interviewee 2a (2020) in clarification. *“It’s possible to get some data, but (...) the levels are very difficult to sort of assess”*, Interviewee 2a (2020) continued, referring to the sorting of hierarchical data, declaring this step to be *“the next big thing HR is doing”* (Interviewee 2a, 2020). Interviewee 2a also exposed their struggle in understanding whether anything has changed, or whether there is *“more awareness, do women feel more empowered?”* (2020) due to JWN, as they defined this to be *“very difficult [to know] because you don’t have the historical data”* (2020). Furthermore, the estimation that *“some of these women around that business is not really feeling that there’s been a lot of impact”* (Interviewee 2a, 2020) in conjunction with doubts on *“what is it exactly that can create an impact? How do we make sure*

that this empowerment goes out to everyone?” (Interviewee 2a, 2020) were all deemed as difficult assessments, especially when knowing that *“some groups are not working well at all”* (Interviewee 2a, 2020).

Another point of concern, flagged by both Interviewees 2a and 3a, revolved around how in Jabra *“most people wear more than one hat, so they need to prioritize their time and what they need to focus it on”* (Interviewee 3a, 2020), creating a need for prioritization which for the most part leans towards work related to Jabra over JWN. This showed to be tied to a blurred understanding of *“how much pressure can I [put]?”* (Interviewee 3a, 2020) when one of JWN’s very own propositions involved respecting work-life balance.

Interviewee 2a added her concerns about how *“people don’t understand what is exactly the value”* (2020), while Interviewee 3a brought up that *“I don’t see a threaded strategy across the program”* (2020) and difficulties in *“finding a speaker who is open to speaking for free”* (2020) as a JWN guest speaker, linking this to the Network’s limited budget.

The External Context Around JWN (Outside Jabra)

Interviewee 1a (2019) pointed out JWN exists in an environment of the technology industry, in which women in the field and in leadership are dropping out through careers. In identification with this, Interviewee 2a exposed that *“I thought, okay, everything is equal, it’s just women’s own fault, they could just negotiate better or put their hands up (...). But then the real world - it’s not as easy”* (Interviewee 2a, 2020).

Interviewee 3a brought the input that *“North America is more advanced when it comes to talking about women in the IT or technology workforce in this region”* (Interviewee 3a, 2020), a place they consider to provide *“more support to help women elevate themselves within the organization”* (Interviewee 3a, 2020). According to them, *“this topic about supporting women (...) This whole trend, or transformation, it started quite some time ago”* (Interviewee 3a, 2020), however its realization is not globally aligned as of yet: *“regions might turn to specific aspects (...) while other regions might do something completely different, right? Because these ethics have been fulfilled in that region”* (Interviewee 3a, 2020). Lastly, they highlighted potential of development through contact with the external, for example through customers or partners. *“We can learn from these external parties, and they can support the group”*, said Interviewee 3a (2020).

Findings - Unstructured Interviews	
Contextual Specifications	<ul style="list-style-type: none"> • General information about JWN • Local and global JWN • Males in / with / for JWN • What JWN tries to address • What being in JWN is for interviewees • The context within Jabra

	<ul style="list-style-type: none"> ● Current obstacles for JWN ● The external context around JWN (outside Jabra)
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Table 4: Unstructured Interviews Findings

Through this round of interviews, it was possible to get to know JWN *Contextual Specifications* when it comes to how it started, what it means for the interviewees, how its existence got accepted within Jabra, the volunteer nature of the work done within it by its advisory board members, and to specifications on the automatic ‘subscription’ of Jabra women to the Network, as opposed to a membership-based enrollment. Moreover, the researchers learned that JWN is a global movement, both for having board members located in different regions and for the focus of impact on Jabra to be worldwide. Specifications around the current and desired participation of men in and for JWN were also uncovered, connected to the ways in which males could support JWN to address what it would like to do, another discovery point.

It was in these interviews that the researchers could see particulars through *Contextual Specifications* within Jabra, like the different diversity-related needs and support points and their levels. The several challenge points of JWN due to context were also exposed by the interviewees, e.g. the lack of input inflowing from Jabra to JWN on data that could serve as information to better decide on impacts and measure their achievements, or the lack of success in some JWN Network Groups. Expanding from there, the context external to Jabra was also learned here, as interviewees pointed out to, among other things, how different regions have different regulations for women in the workplace, and yet some of the trends towards such treatment are global.

Semi-structured Interviews Findings

The findings of semi-structured interviews converged with one another as interviewees exposed their views, experiences and feelings around themes related to *JWN Composition*, *Advisory Board Interactions*, *Relationship with the External: Jabra and Beyond* and *Looking Ahead*. These four areas, represented in the left column of Table 5, each exhibited a few topics as per the bullet points in the right column of that same table (see Appendix 8 for a detailed table that expands on Table 5). They were the most important findings, which served as the basis for an analysis that would inform the researchers on ***the ways in which JWN board members are making sense of the changes***. Specifically for how they carry information around the interviewees’ actions and their meaning around such actions, in a retrospective revisitation of their experiences relating to JWN. This data was critical to explore ***how micro-actors ignited change within a large organization*** because it told of the construction of meaning by JWN board members around the change, a crucial process to changing.

JWN Composition

Roles, Responsibilities and Participation

While the advisory board was learned to be a fairly flat organization (see Unstructured Interviews Findings), the semi-structured interviews explicited features of the roles within it. While some have what *“Really is meant to be sort of an advisory role (...) more a challenger or a listener and a supporter than a creator”* (Interviewee 2b, 2020), others are *“Kind of an executor”* (Interviewee 4, 2020). Roles might even be set to attend to locations: *“There’s an EMEA lead, there’s an APAC lead...”* (Interviewee 7, 2020). For these, *“The key things are just, you know, representing a certain part of the region”* (Interviewee 5, 2020).

Regardless of the function, *“Obviously, we’ve been able to choose whatever we wanted to do”*, said Interviewee 4 (2020). Interviewee 1b explained how roles were *“Not really predetermined (...). We just discussed internally on the board what sort of interests we had and what we would be willing to engage in on top of our normal work”* (Interviewee 1b, 2020). That being said, the opposite can also be true, *“Sometimes they also set some agendas that we were not aware of, and then some initiatives that is only communicated afterwards”*, reported Interviewee 4 (2020).

This area also included findings around the current initiatives in JWN and its plans for future ones, as well as ways in which JWN acts within its initiatives.

With regards to participation, some indicated their own involvement in JWN to be limited, because of lack of time (Interviewee 10, 2020), or to be *“Probably like maybe 10%”* involved in the creation of strategic initiatives (Interviewee 5, 2020), others to be *“Taking on 100% the responsibility for the initiatives that I’m running”* (Interviewee 4, 2020). In the former case, this could mean that *“Sometimes I don’t attend the calls”* (Interviewee 5, 2020). Although Interviewee 6 mentioned that for these cases *“We usually send up a follow up, we send out surveys... so we get everyone’s voices heard”* (Interviewee 6, 2020), the rest of the interviewees did not bring this specific approach up in their responses.

Board Member Personal Motivation to Participate in JWN

The interviewees listed some personal reasons for joining the JWN advisory board. Both male and female respondents talked about what they see happening with female workers in Jabra. *“I realized the further that I went up in leadership roles, the less women that I saw around the table. (...) Why aren’t there more women?”*, described and questioned Interviewee 6 (2020). This was not exclusive to leadership positions, as Interviewee 8 described how they have *“Been in GN for six years and when I started there were hardly any women and hardly any young women, and there were no role models to look up to”* (Interviewee 8, 2020).

The situation outside of Jabra also triggered their eagerness to take action. *“We have to do 120% to match a male who’s doing 100%. And that is a common feeling I’ve had all along that I had to justify myself all the*

way through my life”, Interviewee 4 described (2020). *“In the engineer area actually, the woman is fewer than men”*, told Interviewee 3b (2020). *“I’ve experienced my own biases throughout my career and I think it’s really important to create change”*, added Interviewee 11 (2020).

A few times family was brought up as part of the equation as well, like with Interviewees 1b, 7 and 2b: *“I have a daughter who is eight and it’s not lost on me that one day she’ll work and I’d like her to have a fair shot than perhaps many before her have had”* (Interviewee 2b, 2020).

For Interviewee 10, the motivation was tied to how JWN’s success will help business results (Interviewee 10, 2020). Interviewee 12 mentioned the want *“To have more contact with our colleagues worldwide for networking”* (Interviewee 12, 2020). These last two points were also mentioned by other interviewees, but in a more secondary-like manner.

Males in JWN

During the semi-structured interviews, a lot of comments regarding men in Jabra and their dynamics with JWN came up. It was clarified by some of the interviewees that they *“Just don’t want to leave behind the young men. I want their chances to be as good as ours”* (Interviewee 1b, 2020). Related to this is how, according to Interviewees 8 and 5, respectively, men are *“Such an important part of everything”*, and thus *“We want men to be part of the solution and part of the support structure”* (2020; 2020). However, Interviewee 9 recognized:

“We know there’s still people that hear ‘Jabra Women’s Network’ and they assume it’s just for women or just, you know, that the stigma carries. (...) I still sense that there’s still people out there that kind of raise their eye and go ‘well, so it’s just women that can join that?’” (Interviewee 9, 2020)

This is especially why JWN has been trying to convey their want of male participation: *“We’ve said a number of times we want other people to join”* (Interviewee 9, 2020). In that sense, interviewees have told of actively trying to get men to participate - and of how they *“Actually see some of the impact”* (Interviewee 11, 2020). Examples of this are when Interviewee 4 explained that *“I am considering to open up Network Groups for mixed genders”* (2020), or when Interviewee 7 pointed out that now *“All of our email communications go out to the men in the organization. (...) there’s men on the board too”* (2020), and Interviewee 6 told about how *“All of our events that we do, our webinars are open to men, women and men. (...) We have men writing blogs (...)”* (2020).

JWN Board Members Selection

It was learned throughout these interviews that the board members composing JWN's advisory board were specifically selected by JWN's president. Interviewee 6 told:

"We have a group of very different people from different roles (...). We want to make sure every voice has been heard. (...) We have other [Jabra senior leadership] members (...). We wanted to have men and women. (...) We reached out to the [Jabra senior leadership] members and asked for recommendations of people" (Interviewee 6, 2020).

All but one were selected at the time of the foundation of JWN: *"I take her position, she leaves our company"*, Interviewee 3b (2020) explained their joining, tied to a previous board member's leave. For Interviewee 3b, this interfered with their understanding of the nature of their joining, as they explain that *"That might be another reason I feel a little not clear about the duty or responsibility"* (2020). For Interviewee 4, the selection process had *"Kind of a little wrong approach to it, in my opinion, (...) Because going out and asking people to do something is not the same as if you enroll yourself in it"* (2020).

Advisory Board Interactions

Advisory Board Meetings and Encounters

One communication and collaboration point that appeared in all interviews was the *"Monthly advisory board meetings"* (Interviewee 11, 2020). Some describe this to be *"Where we talk about what our goals are"* (Interviewee 11, 2020), others point out to the absence of dedicated meetings to discuss JWN targets, describing it as an occasion *"Just to discuss what happened recently"* (Interviewee 3b, 2020). The meeting is done through *"A call (...) I wouldn't say that our board is totally video enabled today"* (Interviewee 2b, 2020). Interviewees also pointed to the exchange of emails and of Microsoft Teams (2020b) as available tools, although the latter is *"Not really used as a chat forum (...) It's not that active"* (Interviewee 1b, 2020), pointing out to the mostly online nature of conversations.

Other occasions in which board members meet included biannual or annual encounters with the board president and vice president to discuss individual yearly goals and achievements in JWN; encounters by the office's coffee machine, for those in the same location; and bumping into each other, also for colocated board members (Interviewee 11, 2020; Interviewee 8, 2020; Interviewee 1b, 2020). The JWN board dinner night in Ballerup mentioned by nearly all interviewees was the only mentioned occasion in which most members were physically present. Lastly, *"If we've got any individual projects that we're working together on, (...) We'll touch base in different little smaller, silo groups, to get tasks done"* (Interviewee 7, 2020).

Geography and JWN

“You must understand that the people that we have, they are spread across Asia, Africa, the US and Europe, so it’s not easy to see each other”, pointed out Interviewee 5 (2020), something which most other interviewees also agreed to. For this reason, the online world has been JWN’s world: *“We are a pretty virtual organization (...). It’s probably a little impractical to purposely arrange travel just for that”,* Interviewee 2b recognized when referring to JWN and its board member encounters (2020). To some interviewees, this was told to feel as normality, since they shared to be *“Pretty used to working virtually because unrelated to the [JWN] board our work is like this”* (Interviewee 2b, 2020). To others, it seemed to create challenges for participation, a case specifically happening to the APEC region. *“It’s in the evening for me, so I actually cannot successfully join many times because when I come back home the network [Internet] becomes not so good”,* said Interviewee 3b (2020). *“The cultural difference, the language difference and the time zone”* were summarized by Interviewee 3b as points of difficulties for not only communicating with other board members, but also to carry JWN initiatives themselves. Interviewee 12 gave the example that *“For some webinars I would say due to the timing difference (...) a webinar is sometimes very late. If we join from APEC, then we cannot join”*. For the latter, Interviewee 6 explained that they *“Try to have speakers in local language in China”* (2020), which only seems to be able to address the issue when this happens online. *“If I have a webinar on the internet, they can be shared between all the female colleagues here in China, but if I want to do some offline activity (...) I can only help fulfill the request here in local city”,* clarified Interviewee 3b (2020).

Furthermore, while for some casual dialogue is easy, facilitated by how *“This is already the people that we work with on a day to day basis”* in the Jabra context (Interviewee 5, 2020), for others *“We’ve not yet found like the glue that makes it easy to have these more like informal dialogues (...), informal ideations on the board”* (Interviewee 1b, 2020). The online setup made it so that *“I can maybe only meet them once, so we are not, we cannot be so familiar with each other”,* giving the feeling of loneliness (Interviewee 3b, 2020). *“There needs to be sort of a high level of trust for all to participate in and talk freely, and I think that is sometimes very hard to achieve when you are just meeting virtually”,* Interviewee 8 (2020) concluded.

Relationship with the External: Jabra and Beyond

Lacking and Present in Jabra

Despite the Jabra board homogeneity making it so that *“They think the same way and they probably applaud each other in the same way and agree and disagree in the same way”,* in a *“Very male skewed organization”* (Interviewee 1b, 2020), where *“We have not had that many social activities anymore”* (Interviewee 4, 2020), without *“Diversity officers and all that kind of stuff”,* Jabra was pointed out by many to be an empathic company that values and gives room for different viewpoints. Even if Jabra has never asked for JWN to exist, it had its doors opened to it (Interviewee 9, 2020).

Jabra View of JWN

There were three main ways in which JWN was reported to be seen as by Jabra. The first of these is a challenging view, where interviewees reported to *“Have heard a lot of (...) negatives around it”* (Interviewee 1b, 2020). Secondly, there’s the view that *“People are really happy that we have this (...). They feel it’s very good”* (Interviewee 12, 2020). Lastly is the view that *“People don’t even know we exist or they forget about us”*. While answers were split between the three ways, another interesting point was that *“We’re in a much different place of adoption and support throughout the entire company than we were when we first launched”* (Interviewee 6, 2020).

Top-down Approach in JWN

While Interviewees 1b and 2b described JWN to be *“In some way some sort of grassroots developing”* (Interviewee 1b, 2020), top-down aspects also showed across interviews. This came up in terms of support and approval, where Interviewee 6 told about how *“We sat in front of [Jabra CEO] in, I believe it was the fall of 2017, and he said ‘absolutely, go for it’”* (2020), or how JWN *“Was part of his [Jabra CEO] agenda, whether it’s because he was asked by the board or it’s his own”* (Interviewee 1b, 2020). Interviewee 10 recognized that JWN needs support, since even if it should be considered something natural, it is not the case right now (2020).

It also came up in terms of financing, as Interviewee 12 pointed out that *“I have a budget from the management team”* for JWN (2020). Likewise, Interviewee 2b considered it among the things JWN needs to be successful: *“Top-down level support and top-down level financing, bottom up participation empowerment and then an environment of trust for those two things to come together”* (2020).

There also seemed to be similarities to a reporting relationship: *“She looks at the data and says ‘okay, where are we behind?’ And that’s communicated up to [Jabra CEO] and then we’re said ‘okay, that is something we need to work on’, right?”*, as told by Interviewee 1b (2020). Interviewee 9 also commented something about this, as they said *“As long as we’re meeting the organizational goals, we can all do something different and instill some type of change in a lower level”* (2020).

(In)dependence from Jabra

It was furthermore possible to see the dynamics of the relationship between JWN and Jabra. On one side, Interviewees 4, 6 and 2b respectively saw the Network as *“Independent. We definitely operate on our own”* and for its *“Sort of standalone mindset within the group or participants in the impact and success of what can happen unrelated to what we do at Jabra”* (Interviewee 6 2020; Interviewee 2b, 2020). Related to this, Interviewee 10 described their desires for JWN to be more integrated into Jabra (2020). On the other side, the majority of interviewees saw JWN as *“Still an organization under Jabra”*, believing that *“We can’t detach*

Jabra from it and we can't detach it from Jabra because it is Jabra employees" (Interviewee 3b, 2020; Interviewee 5, 2020). Interviewee 8 showed to believe that *"You cannot just be JWN and say we don't want to work with anything or anyone else. We are part of Jabra (...) Because we are Jabra employees and we really like the company"*, a similar view to Interviewee 9, who thought that *"We're not independently managed"*, and Interviewee 12, as they felt that *"We naturally come from the Jabra company"* (2020; 2020; 2020).

Data also showed the latter described independence to be the root of holdbacks. For example, the HR department of Jabra, where Interviewee 6 recognized that *"We do have support, you know, a little bit of support from HR"* (2020), and Interviewees 1b and 4 discussed HR's support to be limited *"With looking at can we do some like bottom up mentoring - and even though it's not really supported by HR can we do some more unofficial initiatives and that way we're forming it a lot ourselves"* (Interviewee 1b, 2020).

JWN Data

Data showed to be a type of information accessible only to JWN board members who had senior enough positions in Jabra. In that sense, the others *"Are not allowed - we hardly can get any internal data. We can only get external"*, so that books and reports become their main data sources (Interviewee 8, 2020). For Interviewees 7 and 8, for example, data is key to *"Start reporting (...) And hopefully see that there are some progress"* (Interviewee 8, 2020).

While HR does not make data available company wide due to how they wanted to make sure they are only making available correct and accurate pieces of data (Interviewee 2b, 2020), JWN tries to create its own data. In the past, *"We did a survey with all the women of Jabra around what sort of initiatives they think would be interesting and valuable to them within this Jabra Women's Network"*; for the present *"We also said (...) Feed that back to the advisory board after every [Group] Network call"*; for the future, *"We are planning on a couple of weeks that [Anonymous] and I'll do a survey with all the networks"* (Interviewee 1b, 2020).

JWN Budget

Budget was mentioned by a third of the interviewees, who expressed mainly to not know of the budget and the impression of not having too much available, the latter linked to needs for relying on private networks to keep initiatives spinning. *"I don't know what the budget is around the Network, but my understanding is that it's a lot based on our internal networks and favors and yeah, do it on the sideline"*, said Interviewee 1b (2020).

The responsible for budget clarified that budget is *"Agreed from the management team, and I know this budget and I didn't share this periodically"*, and that the release of budget is in theirs and the president's hands: *"As long as [Anonymous] says it's okay and I also think it's reasonable, then we just let it go"* (Interviewee 12, 2020).

Voluntariness

Interviewee 5 reiterated during their interview that *“It is Jabra employees who are doing it voluntarily ‘cause we’re not getting a salary from doing this. It is on top of our workload. So it’s really the passion that you have”* (2020). While interviewees pointed out that they *“Don’t have it as part of my P2E for instance that I need to support this Network”* (Interviewee 1b, 2020), Interviewees 2b and 6 told the interviewers that for them *“It is. In matter of fact, for all the [Jabra senior leadership] members”* (Interviewee 6, 2020). Jabra senior leadership are minority in JWN’s advisory board.

Balancing the choices between Jabra and JWN has shown to be a clear task for some, like for Interviewees 8 and 5, *“At the end of the day, Jabra measures me on the job that they actually pay me for. (...) Sometimes, if I’m away or the meeting conflicts, I obviously have to put the customer first”* (Interviewee 5, 2020); or for Interviewee 7, who instead said to *“Definitely make it [JWN] a priority even if it’s 7:00 PM or 6:00 AM, since it is very important to all of us”* (2020). For others, choosing is not as easy: *“I find it has some difficulties and then there is not very strict requirements for me to say ‘okay, you have to meet this KPI’”* said Interviewee 3a about JWN (2020). Likewise, Interviewee 9 pointed out that *“There’s no one telling us we have to do this, but it’s the right thing and it’s going to help our organization along”* (2020).

Time and/or Resources Constraints

Several instances included time and labor constraints as linked to JWN. Interviewee 11, for example, pointed out that *“We are all so busy (...). And I think that if we dedicated... like a full time employee to the program, we will maybe see some progression”* (2020), in conflict with how HR have not been able to provide requested resources needed for JWN. *“We’ve just been met with a lot of ‘yeah, we don’t really have the resources, sorry’”,* explained Interviewee 1b (2020). Interviewee 3a *“Still feel now (...) Maybe we don’t have so many resources because people are doing this in part time”* (2020).

Interviewees 4 and 12 discuss how great ideas and new initiatives cannot be taken upon because *“People are really busy and sometimes you just cannot have time to fully involved in this”* (Interviewee 12, 2020). This relates to a common view that *“You are first and foremost at Jabra because you work there and the work that you do needs to be prioritized first, and then this second”* (Interviewee 8, 2020).

Why Creating JWN

These findings expose the interviewees’ view on why JWN needed to be created. While it could be seen as a top down approach, worried with what the investors will be looking into when they see the company and what it values in terms of equality (Interviewee 1b, 2020), this was not the only side. Several interviewees discussed the minority of women among those present in Jabra meetings. Interviewee 10 pointed out to female workers’

need for a network to ventilate different ideas and get support (2020). For Interviewee 12, JWN was a chance to “*Enlarge the capability to contact others*” in a workplace where worldwide colleagues were not considered by them to have a tool to contact each other (2020). In the eyes of Interviewee 9:

“We can wait until GN as a whole comes around to getting to a diverse inclusionary environment, or we can start initiating change and see who wants to be part of and really try to shape the culture a little bit differently” (Interviewee 9, 2020).

In sum, it was a combination of a need to address “*A few inequalities that are happening within Jabra*” and “*have that talent pipeline leading up*” in a context where “*Women aren’t raising their hand for advancement*” (Interviewee 5, 2020; Interviewee 8, 2020; Interviewee 6, 2020).

JWN and Other Networks for Women

Data showed similar movements to JWN to have had influence over it from the very beginning, specifically in summer 2017, when “*Microsoft was the founding partner that we were partnered up with, I guess I would call it. It was called WIT network*” (Interviewee 6, 2020). Influence remained so through the time when data was collected, when “*Some of our own members are part of other, similar movements so somebody could draw motivation or inspiration from maybe a topic that was discussed in a different forum (...). Then we can put it*” (Interviewee 5, 2020), as well as in future aspirations for attracting talent through them, as Interviewee 9 pointed out: “*Maybe there's a network of engineers out there that are really, really good in different industry that we can start attracting more sound or audio or video engineers to our organization*” (2020).

Looking Ahead

JWN Goals

When touching upon the goals of JWN, the interviewees associated several aspects to them. “*Everything we experience everyday in the company influences the goals that we have. (...) Everything that is going on in the world (...). Culture, both internally and externally*” (Interviewee 8, 2020) was one aspect. Another aspect was brought in by how “*Some of our members are part of other similar movements so somebody could draw motivation or inspiration from maybe a topic that was discussed in a different forum*” (Interviewee 5, 2020). Some interviewees told about how they create their own direction, like Interviewee 4: “*I also think it’s up to the individuals in the group to determine what the goals are. (...) I have my own agenda, right?*” (2020). Interviewee 9 and Interviewee 5, respectively, saw this through a group light instead, as they reported on “*How we kind of go after the goals as a group*” and on how “*The key thing is just for us as the board members to come up with solutions to whatever issues that we face in the workspace*” (2020; 2020).

Executive management agenda was deemed at the forefront by some: *“Our goals are really obviously driven by the organization from top down, and we appreciate the attention that we’re getting”*, told Interviewee 9 (2020). Interviewees 10, 1b and 4 also mentioned top management support as a goal definer.

Opposingly, were inputs from the lower levels of Jabra. Interviewee 7 reported that *“The needs of the employees of Jabra for sure, and that’s what we did very early on was we surveyed all women and men within Jabra of what they were looking for from this sort of a network”*, adding that *“A lot of the topics that came back from the survey we’ve implemented into the webinars as well”* (2020). In line with this, Interviewee 8 told that *“We’ve had a couple of people making suggestions and everyone listens to those”* (2020).

Interviewee 8 saw that *“We haven’t really set any targets because we don’t have any data”* (2020), something spotted also by Interviewee 2b, who saw this as not a problem *“We are two years into this and we have some heavy lifting to continue to do”* (2020).

While Interviewees 7 and 12 saw JWN goals as fluid, talking about how *“Goals will certainly change year over year”* and *“Maybe in different period you’ll have different focus on different aspects”*, respectively (2020; 2020), Interviewee 11’s perception was that *“We have a clear understanding of what our goals are and it’s not a separate goal, right? It’s consistent”*. Interviewee 1b did not see it that way: *“I don’t think we have like concrete goals or milestones that we want to achieve, and that kind of blurs the lines of ‘ok when have we actually achieved a certain goal?’”* (2020).

Specifications of the described goals included: *“The goal is still to help women”* (Interviewee 3a, 2020), *“To empower and make sure that we have more women in the right places”* (Interviewee 8, 2020), and *“To look at how do we attract those leaders (...), The talent of the future”* (Interviewee 9, 2020).

Expected Impacts

Interviewees’ expectations for JWN impacts ranged widely between several points. From *“Make sure that we have the women, the younger women wants to stay there as well and be part of the journey that GN is on”*, through *“Really drawing more talent from a leadership perspective”*, and from *“Making sure everyone stays involved and feels as passionate as the board members do”*, to *“I also really think that will also just increase bottom line in the end”*, these were wishes expressed by JWN board members for JWN, among other things (Interviewee 8, 2020; Interviewee 9, 2020; Interviewee 7, 2020; Interviewee 8, 2020). Recognizing that *“Even though it’s not really supported by HR, can we do some more unofficial initiatives and that way forming it a lot ourselves”* (Interviewee 1b, 2020) was an impact mentioned by two interviewees, as they showed to seek to make an impact by taking over what Jabra’s HR did not have bandwidth to.

Opportunities for JWN

When looking into future opportunities, Interviewee 1b talked about how *“It should just be out in the open that we of course pay people the same independent of their gender and that that is totally transparent”* (2020), in line with Interviewee 7, who mentioned that as *“Priority number one for us to understand where we stand”* (2020). Interviewee 11 discussed the opportunity to *“Open this up externally with opportunity for external parties to join in and share their views, their stories, male, female, young, old”* (2020). Interviewee 9 pointed out that *“There’s other groups that I know want to start something like this. (...) It could be a way for other people to kick off similar program in that what’s been in GN”* (2020). Similarly, Interviewee 2b saw an opportunity for JWN to *“Be part of a bigger diversity and inclusion program”* (2020).

Threats to JWN

In an assessment of threats, Interviewee 10 showed concern with potential lack of support to JWN from the board members due to the need to prioritize their real job (2020). This was a concern shared by Interviewee 4: *“How do we refresh ourselves and keep the momentum without getting tired”* (2020). Interviewees 11 and 2b also speak of this: *“They volunteer as an advisory board member, so the challenge here, the biggest challenge is time, right?”* (Interviewee 11, 2020). *“If we don’t continue to invest time and money, and I do mean both in this case, there the risk that life gets in the way”* (Interviewee 2b, 2020).

According to Interviewee 2b, this could be related to the perception around JWN: *“The biggest risk is, if the women who are participating don’t get any value, then they’ll stop”* (2020). *“We’ve put a lot of blood, sweat and tears into this organization, into this Network. And if we don’t see the results, that’s a threat”*, Interviewee 6 agreed (2020). Interviewee 5 brought this latter scenario to the extreme, affirming that *“Those people who have a negative perception about it, (...) if they start being very loud about their disapproval for it”* (2020) would be a threat.

Interviewee 4 talked about threats that *“The tings we agree on - disagree on could become more visible and that we would start to argue about those differences of view-points”* (2020) and that *“People could be tired by being the same people running with the same things over and over and no new blood to run the things”* (2020), suggesting their withdrawal from JWN. In that sense, Interviewee 8 saw that *“If you don’t have those people, then no one will arrange stuff”* (2020).

Findings - Semi-structured Interviews	
JWN Composition	<ul style="list-style-type: none"> • Roles, responsibilities and participation • Board member personal motivation to participate in JWN • Males in JWN • JWN board members selection

Advisory Board Interactions	<ul style="list-style-type: none"> ● Advisory board meetings and encounters ● Geography and JWN
Relationship with the External: Jabra and Beyond	<ul style="list-style-type: none"> ● Lacking and present in Jabra ● Jabra view of JWN ● Top-down approach for JWN ● (In)dependence from Jabra ● JWN data ● JWN budget ● Voluntariness ● Time and/or resources constraints ● Why creating JWN ● JWN and other networks for women
Looking Ahead	<ul style="list-style-type: none"> ● JWN goals ● Expected impacts ● Opportunities for JWN ● Threats to JWN

Table 5 - Semi-structured Interviews Findings

The 12 semi-structured interviews informed on the *JWN Composition* aspects, like how board members are more or less involved in the board, at times not attending meetings, with roles that are varied and not predefined, with responsibilities based on region and/or on board members' interests, following agendas that are not always clearly communicated and generating a list of present initiatives, desiring mentorship as future initiatives. Moreover, they shed light on the motivational factors that got board members to participate in JWN, among which their families, the inequalities in Jabra and the desire to be more in touch and learn from colleagues around the world. They elaborated on the views on male participation in JWN, both as a way to help hit objectives, but also as an objective to help in itself. Furthermore, they explained the process of board member selection for JWN, as the majority of them were picked by the founders through recommendations.

In terms of *Advisory Board Interactions*, this round of interviews exposed how meetings were majorly done in a scheduled fashion due to their also exposed online nature, but can also happen spontaneously. It showed how casual, informal communication via the available online channel is rarely happening in a group scale, with physical meetings rarely happening due to the geographic spread of the group - and that when they do, they are the consequence of a Jabra gathering. Both aspects seemed to be impacting the trust and relationship building among JWN board members, although some seemed to be able to already have that trust due to Jabra related work collaborations. The geography also showed to impact initiatives of JWN, both in how and where they happen.

Regarding *Relationship with the External: Jabra and Beyond*, interviewees commended Jabra for being an empathic company that is opened for different perspectives, but pointed to its lacking of heterogeneity, social

activities, global contact amongst colleagues and diversity promoting institutions. It was here that researchers learned more about the several considerations of interviewees about the reasons behind the need to create JWN, both in terms of their individual wants and around what Jabra seemed to be needing. They further exposed the several angles from which Jabra seemed to see JWN, from positive through neutral to negative, but in a perceived improving manner when compared from start to that present time.

Moreover, the interviewees mentioned their ambiguous relationship of dependence and independence from Jabra, in terms of employees, and in special the HR department. Especially how JWN can independently set up its initiatives, as long as they are aligned to Jabra organizational goals, the financial aspect or participative and informational support that they need to move forward to realize such initiatives. The interviewees pointed to a multivocal connection. In that sense, executive management was mentioned several times indicating a top-down influence on JWN, in terms of Jabra's CEO needing to and having JWN as part of his agenda and financing, continuously receiving reports on the performance of Jabra around the themes JWN aimed to address. Data also showed JWN data and JWN budget as tools through which they could establish, achieve and measure their objectives, although for the most part, when these were brought up they were considered as nuisances towards enabling that.

Interviewees elaborated on the voluntary nature of their work in JWN. They exposed struggles to prioritize it above their work in Jabra - and even the need to have to make that choice at all. In tight connection to this, they discussed time and resource constraints related to the unpaid positions of JWN board members. Furthermore, the hold by Jabra's HR in agreeing to requests for dedicated hires of student assistants or full time employees to devote solely to JWN was mentioned. Beyond Jabra itself, the interviewees compared and contrasted JWN to other similar movements, dedicated to gender equality, which were usually deemed of larger scale, longer establishment and public nature.

Looking Ahead, the 12 interviewees of this round discussed what they saw as influencing JWN goals, including stakeholders, top management, own experience and wider reality, data and trends. Goals were described to be consistent by some, unstable by others, by some as individually molded, by others as group decisions, but always leaning towards the empowerment and attraction of diverse talent in and to Jabra through gender equality. The interviews also exhibited some expected impacts around the image of Jabra, the performance of Jabra, the abilities of Jabra to carry certain initiatives, as well as the creation of value for stakeholders. Lastly, they discussed opportunities of JWN growing in size and scale, as well as threats of financial, time, support and resources, parallel to threats of increase in disapproval tied to low value perception and increased disagreement between board members.

Internet-mediated Observations Findings

The participation in one of JWN's monthly board meetings proved to be very informative and provided the observers with an impression of the topics, setting and necessity for these meetings. The researchers condensed its findings into 11 areas and subareas, summarized in Table 6. These are the most important findings of this data collection to be analyzed for answering *how the sensemaking process by JWN board members impacted their collaboration towards change*. Explained in detail in this subsection, they follow a similar approach to the narrative account proposed by Saunders, Lewis & Thornhill (2016, p. 362). This data was critical to explore *how micro-actors ignited change within a large organization* because it showed how the JWN board members were collaborating, enabling a real time observation of the impact of individual sensemaking on the collective.

Meeting Features

Throughout the entire meeting, only 9 different voices were heard speaking up and there were mainly five participants who guided the meeting and spoke the most. The topics of discussions for the meeting were very spontaneous and there was not presented an agenda to begin with. All the members were allowed time to speak and heard out when they did so, there were no inaudible discussions or interruptions. If no one had comments, specific individuals would sometimes be called out for their opinions of the matter.

Primary Observations

The meeting started out with mutual greetings to all the participants in the board meeting, that month of March. The worldwide COVID-19 outbreak was of huge international concern and all present in the meeting were working from home as an attempt to stop the spread. The first topic was therefore naturally introduced, about how board members were doing with the home office transition, and how they managed to balance private and work life during the health crisis. Several concerns and recommendations were discussed during these first minutes of the meeting, with different inputs from most of the board representatives who had joined the Microsoft Teams (2020b) call. A lot of focus was given to the representatives from China, who mentioned the importance of communicating with their managers to align expectations and priorities in these difficult times. Despite the board meetings always being held through the same online media as that day, there were expressed concerns of the obstacles to manage teams in the Jabra organization remotely. Much of the talk for this topic revolved around their roles in Jabra and how to address situations for these. The conversation about tasks and prioritization during the crisis ebbed out slowly and culminated sporadic mentionings that some JWN Network Groups were inactive and not functioning as hoped, but that there were plans for creating a survey for all the members for summer 2020, that would hopefully clarify some the issues with dysfunctional Groups.

There were also other effects of the COVID-19 outbreak, like an upcoming seminar by the CEO of GN Hearing that needed to be transferred to online settings. A participant in the meeting immediately addressed the concern that this webinar would get lost in all the other things that were going on and demanded priority. A little talk back and forth between the participants in the meeting ended with the conclusion that it should be postponed until April at least.

When no further comments needed to be addressed, the topic changed and brought up the need for doing something relevant through JWN for International Women's Day. In regards with this, the need for sharing relevant content through JWN was also emphasized. This got picked up by some of the participants with a lively discussion about what type of blog posts they should do next and who they could invite as a guest blogger. It was suggested that the posts could be of anything of relevance, whether personal or professional. It was also added how important it would be to get blog posts from men, where they could expose their perspective on topics such as working from home with kids or menopause. The conversation continued and began to evolve more about blog posts involving general diversity issues and how people would react if they experienced inequality at their workplace. It was mentioned that they needed to contact people in their immediate personal network and use them to get a good pipeline going with relevant posts. A comment from the Asian region briefly stated that many of the aspects of unfairness and inequality are dealt with differently in each region and that regulatory and cultural aspects have an influence.

The conversation sparked many ideas, concerns and recommendations before the next topic was introduced. A board member mentioned that there is no news on the data front, and that data about the organization of Jabra cannot be accessed before HR releases it. The president of the JWN offers her help to expedite the process. The meeting was near end and final remarks were made on different topics. One disappointedly pointed out to a very low female turnout in a previous Jabra meeting, even though many had received invitations. There was talk back and forth as to how JWN could help Jabra attract more women in the coming years and mentions on the engineering field being especially difficult for attracting a female workforce. At this point, two participants to the meeting had to leave for other meetings, notifying the others through the chat function. A couple minutes later, the meeting was wrapped up with remarks from different board members on how Jabra job descriptions and or advertisements had been changed to target a more diverse group of people. It was seen as an opportunity that JWN could potentially help Jabra with guidelines for how to reach a diverse workforce. The meeting ended and the president said her final thank you for this monthly meeting.

MEETING FEATURES	23 attendees in the list of Microsoft Teams participants, 6 of which do not appear in the org chart of JWN available in the GN Intranet.
	All who spoke had very assertive, steady voices; each taking their turn, without interruptions. The majority speaks without needing to be called, a couple spoke once their names were called for their input.

MEETING TOPICS		A board member is asked directly about their part/initiative/opinion, which becomes the topic of the time.
		"Leading" participants (those who led the call and/or spoke the most): 2 previously interviewees and 3 anonymous - out of which 2 have senior roles in the Jabra organization.
		Not all were speaking, heard voices included. These were from 9 individuals: 5 previously interviewees and 4 anonymous.
		The meeting was carried with audio only from all but one participant, who left turned on their camera - which was not showing themselves, but blurred areas of what looked like a table.
		2 people left the meeting 15 mins early because they needed to join another one
		Writing was only used by the 2 people that left early, as a way to notify the others they were about to leave
	BEING A MOM AND WORKING FROM HOME IN CORONA TIMES	Meeting started with small talk around the COVID-19 situation: postponing some initiatives due to the need to prioritize Jabra.
		Mentioning of a blog post that was on the way: "mom guilt"; talk to your manager; address the situation. Suggestion to exemplify from coronavirus for asking for flexibility
		Jabra CEO was brought into the picture when aligning for specifically the coronavirus situation of working from home, to get support from managers to support wfh efficiently with kids and corona
		"emphasize Jabra culture by communicating at right time"
		"how do you guys handle it from your region?" asked to China JWN lead, who exemplifies most women as having kids while working from home for corona.
		Another from China gives input: focus on priorities, agree between manager and team members so that people are committed to hours, and be reachable through Skype and Social media. This is not only a topic for women, it's for all.
		Emphasizing importance of creating opportunities for communication via tools like social media, skype, etc.
		"any other issues, with you or your team about this? this is a safe group, so anything is welcome"
	NETWORK GROUPS	Challenges for managing teams remotely & advising others on how to do this
		Lots of the comments include Jabra as well e.g. "how to promote our products in this scenario", "facilitating people around the concept of working from home rather than our product"
		Infusing groups that are inactive
		Get new survey going in summer for changes / setup

	JWN WEBINAR WITH GN HEARING CEO AS GUEST SPEAKER	Possibility to postpone it due to COVID-19
		It's already been moved from in person to virtual
		Given outside pressure teams are going through, this will be postponed to april to later
		Fear that it will get lost among everything else that is going on and needs to be prioritized
	JWN EVENTS / BLOGS	International women's day: discussion went around posting a piece of content on it
		Emphasizing need for sharing content in the JWN site
		Discussions about who to invite as a blog post guest. Anonymous from China suggested, but asked for help on how to go about it as well as correcting for English.
		What are the scope of things we need to put in the blog? anonymous? personal? individual? group? - whatever people feel comfortable with
		Emphasizing importance of male views through writing in the blog about topics i.e. menopause; staying at home working with kids -> at this point one of previously interviewees almost defensively said he's used to it, saying it could also be culture wise.
		How do you address things you see in the workplace that you feel are unfair & getting more accepted when pointing it out => to do with diversity and inclusion and being aware of how we cut people out, not only about men and women
		They are 'lacking' speakers so "let's reach out to those we know and get a good pipeline going"
	CULTURE	China anonymous & one of previous interviewees -> Lots of emphasis on cultural or regulations aspects and how it influences the way things are dealt with in regards to unfairness/'mistreating'
	DATA	One of previous interviewees says there's nothing new on data
		They say they don't think they can get data before HR releases it, and ask board president if she can
		Board president has an input due to her position in Jabra
	OTHER REMARKS	One of previous interviewees says in a 50 people Jabra meeting, 4 participated. 100+ received the invite, 22 out of which were women.
		The meeting participants were expecting Jabra departmental objectives early in the year, but not all were aware. 30% of new hires at new levels are mandated to be women.
		"can we give them any support on how to meet the quota/objective"?
		"reach out about success stories to teams that managed to do it"

		"ways to increase diversity in the org"
		"it's about talent pipeline" - "in engineering that's where we struggle the most, can we do something to improve the pipeline?"
	CHOICE OF WORDS & ADS ON JABRA JOB ANNOUNCEMENTS	Any progress?
		In APAC, job description advertisement adjusted wording: "build an employer brand, making our announcements attractive to make GN / Jabra stand out- we didn't think of addressing diversity yet, but it could be a hard part to incorporate"
		In US, job description changed, attracting more different backgrounds.
		Request / pointing out need for internal communication about how managers go about recruiting- managers go with experience, what they know and what they've done, not HR backed up. opportunity exists for JWN to guide them/help them by giving some guidelines, etc.
	END REMARKS	"that was a great call / feedback"

Table 6: Internet-mediated Observations Findings

Analysis

In the following sections, each of the three data collection methods; unstructured interviews, semi-structured interviews and participant observation were analyzed, first separately, then in unity, in accordance to the findings.

Unstructured Interviews Analysis

The analysis here presented is based on the coding process of the unstructured interviews 1a, 2a, and 3a (Table 7). This analytical process departed from the quotes identified in the *Unstructured Interviews Findings*, which were translated into 1st order concepts kept as true to the interviewees' words as possible (see Methodology). With the two researchers' theoretical backgrounds, these 1st order concepts were clustered into 2nd order themes based on their common denominators. These 2nd order themes were further clustered to generate three aggregated dimensions that showed ***the context in and around JWN during the change implementation process***.

Specifically, the aggregated dimension of *Socio-organizational Challenges* informed on challenges related to the social or organizational context of JWN by informing on broader *JWN collaborative aspects*, challenges and status on *JWN Male Participation* and the *Cultural / regional external effects* on JWN. The *Strategy and Identity* aggregated dimension showed the situation of *JWN's Strategy - or lack thereof* and of the *JWN Initiatives / Purposes* current to the time of data collection. The *Organizing* aggregated dimension showed how

JWN had been (attempting at) organizing up until that point by exposing *JWN motivation for existence*, the *JWN data gathering* and the *JWN support - or lack thereof* coming from Jabra (see Table 7).

Socio-organizational Challenges

From the *Unstructured Interviews Findings*, three groups of quotes showed tied together through *Socio-organizational challenges* once the researchers turned them into 1st order concepts. Namely, those quotes pertaining to findings of *General information about JWN*, *Males in / with / for JWN* and *Local and global JWN* (Table 4).

Nine of the established 1st order concepts that these quotes generated exhibited common points. Specifically, these concepts revolved around JWN board members working with one another, or with the Jabra employees that joined JWN Network Groups. All of these topics were established to have a common point on the social aspects of JWN and therefore ordered under a common, 2nd order theme, named *JWN collaborative aspects* (Table 7). These, evident from the findings, included volunteer aspects, limited budgets and impersonal communication between board members, among others.

The subsequent five 1st order concepts showed to have in common the weight given to men for JWN. Be it through males who currently participate in JWN or men who hoped to join and be more active, the importance of having men in the Network was certainly a highlight in the findings.

The conversations about men in JWN were ordered under the 2nd order theme *JWN male participation* as per their common grounds, to indicate that this was an important subject in all the interviews (Table 7).

Thereafter, eight 1st order concepts matched as they told of conversations about geographical differences in the Network. Specifically, they touched upon regional agendas in JWN, as well as national cultures and their impact on these agendas. These concepts led to the understanding that there were cultural and regional external effects in play for the organizing of JWN, denoting them under the common 2nd order theme *Cultural/regional external effects* (Table 7).

The three themes *JWN collaborative aspects*, *JWN male participation* and *Cultural/ regional external effects* were all deemed consistent and adequately connected to constitute the first common aggregated dimension *Socio-organizational challenges*. This dimension suggests that all three themes relate to aspects and concerns that are deeply rooted in the social and organizational features of JWN's life. It involves the way interviewees saw the state of affairs for these organizational and social spheres, including challenges and/or solutions to these. This dimension comprises these aspects within the established Network but also outside the organizational boundaries in the external environments of Jabra and beyond.

Strategy and Identity

Two groups of quotes fell together in *Strategy and Identity* once the researchers turned them into 1st order concepts. Findings of *Current obstacles for JWN* and of *What JWN tries to address* (Table 4) developed in this part of the analysis.

Fourteen 1st order concepts naturally fell together as they described conversations around concerns or questions of a blurred strategy and how exactly JWN should go about to create gender diversity awareness and empowerment throughout and beyond the Jabra organization. Concepts around concerns for having a strategy that could support all regions equally and create the intended value of the Network were also on the list. These topics of conversation were gathered under the common 2nd order theme of *JWN strategy - or lack thereof* (Table 7), and gave the researchers valuable information that the theme of strategy and difficulties around it filled a lot in JWN.

Despite the telling's of a (lacking) strategy, the fifteen 1st order concepts that followed exposed the purpose(s) JWN was trying to fulfill and the initiatives the Network had been following to try and realize these ambitions. Although the described purposes were many, they were deemed to need an environment like JWN to foster them, i.e. a safe zone place to share, learn and help others when it came to gender diversity issues. Through the main initiatives of newsletters, webinars, Network Groups, and networking with external and similar networks the interviewees told to be attempting at supporting the achievement of these goals. These 1st order concepts were gathered under the 2nd order theme *JWN initiatives / purposes* (Table 7). They did not show to be strategic per se, but more overall desires for and implementations by the Network current to that moment.

The two 2nd order themes *JWN strategy - or lack thereof* and *JWN initiatives / purposes* held several and common claims and were therefore aggregated into the dimension *Strategy and Identity*. Both strategy and identity were two theoretical subjects these conversations fell under, since the described concepts and themes indicated the strategic establishments and desires that had potential to shape the identity of JWN.

Organizing in JWN

Quotes arranged in the groups *The external context around JWN (outside of Jabra)*, *Current obstacles for JWN* and *The context within Jabra* (Table 4) presented important matching points in *Organizing in JWN* once the researchers turned them into 1st order concepts.

Six 1st order concepts related to the upstart and beginning of JWN. From indications of founding board members to the reasons that got them to start JWN, these concepts include situations internal and external to Jabra, as well as intrinsic to the interviewees, that acted as motivators for the existence of JWN. Therefore,

these 1st order concepts were clustered together under the 2nd order theme *JWN motivation for existence* (Table 7).

Thereafter, eight 1st order concepts exhibited common traits as they translated conversations about (lacking) metrics and measurement of progress and performance. In these concepts in specific, Jabra's HR's mentions were tied to a role of definer and creator of data. The researchers categorized these under the 2nd order theme *JWN data gathering*, because it stood out as a significant theme of impact to the Network and the way it went about generating and assessing impacts of change.

The last four 1st order concepts revolved around the level of support coming from executive leadership towards JWN. This included both descriptions of existing and of desired top-down support to JWN. Therefore, these conversations were labeled under the 2nd order theme *JWN support or lack thereof*.

The three 2nd order themes *JWN motivation for existence*, *JWN data gathering* and *JWN support or lack thereof* were then aggregated under the last dimension *Organizing* (Table 7). This was due to how all three themes seemed to fit an understanding of how JWN did or tried to organize between multiple stakeholders and actors both within JWN and the larger Jabra organization.

1st order concepts	2nd order themes	Aggregated dimensions
Extra work; no one is employed for it	JWN collaborative aspects	Socio-organizational challenges
From hesitancy about how open people in the Network would be in the conversation to feeling comfortable about it		
HR is looking into mentor / sponsor program		
Lack of focus on diversity		
Not all JWN Groups work well (some don't work well at all)		
Overcoming gender differences		
It could be women's own fault - but the real world is not as easy		
Diminishing number of women as position escalates		
Limited budget makes it difficult to get speakers		
Have male voices speak with and on behalf of women to create inclusive transformations	JWN male participation	
Involving men is important to get things done for the women		
The role of men in raising women in their work and combatting unintended bias		
Maybe men could volunteer to be a webinar speaker, ascertain other males who feel		

the same way about things of that nature for webinars		
Some males participate through blogs, but having a more active role would be nice		
Different regions have difference advancements when it comes to talking about women in the IT or technology workforce		
Culture as an influencing factor into the entire topic		
North America as more ahead with the topic than other regions		
In North America there is pooling for more candidate diverse groups		
North America is encouraging millennials to have conversations for a top down, bottom up change effect		
Some regions might turn to specific aspects while other regions might do something completely different because ethics have been fulfilled in that region		
Some topics are common to all regions, e.g. impostor syndrome		
Topics play across all regions but North America may talk a bit more than other regions		
No visible threaded strategy across the program		
Unsure about plans for doing different things in the board		
How do you create impact? What can create an impact?		
How do you create awareness?		
How do you create and spread empowerment?		
Lack of mentor / sponsor program and strategy		
Challenge of prioritization: people tend to prioritize work over the JWN		
People don't understand the value of JWN		
Different views on how the Network could support women in the organization depending on geographical region		
Understanding and seeing the lacking roadmap of regional support		
Lacking in cross communications between leaders of different regions		
Might make sense amalgamating JWN with GN Audio		
Projecting outwards to the image of Jabra: diversity, sustainability etc		
Attracting employees through better adjusted pictures in website and job posting		
Newsletters, webinars, Network Groups with monthly collaborative video calls	JWN initiatives /	

Cultural /
regional
external effects

JWN strategy -
or lack thereof

Strategy and
Identity

Need for a dedicated group of people to manage external communication	purposes	
Contact with external parties could provide learning and support to JWN		
JWN is about empowering women, creating an impact		
Impacting in Jabra and externally		
Considering what is important for employees and their reasons to stay		
Addressing challenges due to biases		
Finding a voice and sharing that with colleagues		
Work-life balance		
Safe zone environments		
Learning from one another		
Leadership topics		
Keeping the conversation opened, even when topics are very sensitive		
Self and sister promotion		
Inside and outside networking		
Microsoft inspiration for the beginning of JWN	JWN motivation for existence	Organizing
Women in the channel - tech, leadership - are dropping out through careers		
Females early in career to mid-career are still hesitant about conversations around what they feel needs change		
2 passionate women started JWN		
CEO speaking about women and their importance		
Board members have had contacts / experiences with other women's network groups outside of Jabra		
Only now is Jabra building employee data	JWN data gathering	
Data the JWN wants to get access to: rate of women leaving GN, rate of men leaving GN; amount of candidates coming in women vs men; pay (in)equality; number of women in the organization; number of female leaders in each level of the organization.		
HR is looking into creating data		
HR is looking into definers of data		
Has anything changed? Is there more awareness? Do women feel more empowered?		
Lack of data		

How to measure JWN causality on changes?	
Definers of data are currently lacking (e.g. a map of Jabra's organizational hierarchy)	
In North America there is absolutely more support from the leadership team down	JWN support - or lack thereof
Jabra's CEO is very supportive of this	
Need to see more executive leadership team taking a stand	
Escalating approval	

Table 7: Coded Unstructured Interviews

At this point, the coding and all three aggregated dimensions that it created came together to give input to the researchers, narrowing down the focus the research to be conducted for this thesis should have. At this point, the researchers merged the coding results in an analytical thinking process and established key guiding concepts to initiate the literature review. This further served the conduction and analysis of semi-structured interviews (see Methodology), which the subsequent section exposes.

This analysis of the unstructured interviews also helped this thesis in understanding *the context in and around JWN during the change implementation process*. It suggested that JWN was *Organizing* several individuals and their motivations for change, i.e. board members, who faced *Socio-organizational challenges* as they attempted to impact Jabra through women empowerment and other points related to male and female bias and career advancement. It was clear that JWN was very passionate about what it was trying to achieve, but lacked a concrete *Strategy and Identity* that could help it define and measure their impact through a roadmap that could help make JWN's value creation clearer.

Semi-structured Interviews Analysis

The semi-structured interviews 1b through 12, shaped by a literature-review-influenced interview guide, resulted in findings analyzed through coding (see Table 8). This consisted of the registration of important and relevant points in their purest form. In other words, the 1st order concepts that reflected quotes identified in the *Semi-structured Interviews Findings* were put against pre-established concepts of the Literature Review. They were then thematically combined into 2nd order themes, which further made up aggregated dimensions that told of the process where *JWN board members were making sense of the changes* attempted and realized by JWN.

The five aggregated dimensions, namely *Narrative*, *Interacts*, *Patterns of interacts*, *Interpretative commitment* and *Social commitment*, are elements that together form the Analytical framework for sensemaking during change (Hernes et. al, 2015, p. 124) an informative theoretical framework to answer the aforementioned

research question, since it was written to explain the sensemaking process in change (see Theoretical and Analytical Frameworks).

Before the analysis, a preamble is due. The pre-established Literature Review Concepts on the leftmost column in Table 8 were crucial to help see how this new set of data would respond to the literary backbone that the unstructured interviews helped establish. During the review of literature, it became clear that each of these concepts were strongly connected in multiple ways, and can thus be seen as fluid and overlapping (see Literature Review). This could by no means be ignored during this coding. Therefore, the researchers represented the differences in these concepts with colors (red, yellow, green and pink), but left evident their interplay by separating them with dotted lines in the coding Table 8.

Identity

Seven groups of quotes from *Semi-structured Interviews Findings* showed a common ground in the literature review concept of *Identity* once the researchers turned them into 1st order concepts. They were quotes that built findings around *Jabra view of JWN*, *JWN and other networks for women* and *Males in JWN*, *Board member personal motivation to participate in JWN*, *Lacking and present in Jabra*, *Why creating JWN*, *Voluntariness* and *Time and/or resources constraints* (Table 5).

Starting from the predefined Literature Review concept of *Identity*, highlighted in red in Table 8, several 1st order concepts were identified to match. In that sense, they are points that represent the interviewees' view of the organizational identity JWN has been constructing for itself through actions, in terms an image it has been building for itself. The image of JWN in the eyes of its board members, external environment and that of what JWN envisions to be.

The first five 1st order concepts relate to the image of JWN in the eyes of Jabra, as well as to how the company went about expressing their view back to the interviewees. Together, these comprise what interviewees' perception of *What Jabra thinks of JWN*, and as such were categorized into this 2nd order theme.

Two 1st order concepts showed a different type of image that helps constitute the identity of JWN; that which interviewees have of what JWN was at the time of data gathering, when compared to other movements that also aim at promoting diversity. The researchers thus found appropriate to converge these into the 2nd order theme *External influence*, which could indicate exactly that, i.e. signs of influence on JWN and its board members that come from organizations, movements or institutions outside of the Jabra and GN environment.

Moreover, six 1st order concepts related to an identity that the interviewees showed to envision for JWN's future. Specifically, they consisted of welcoming and praising the participation of men in the Network, be it in the way they saw men as part of the solution to the gender diversity issues they were trying to address, or in

the actions they had been taking to involve more men. It was precisely due to the strong focus in the male segment in all these identified concepts that the researchers coupled them within the *Male participation* 2nd order theme.

Seventeen 1st order concepts translated findings revolving around JWN's image in the eyes of its board members. Twelve of these represented what the interviewees understood to be the need for JWN to have come together, creating (and aiming for) the changes that it does. Through these concepts, this need showed related to organizational circumstances of support, to contextual diversity related issues, and to personal motivation. These 1st order concepts stood out to fall under the same 2nd order theme *Reason for JWN existence*, exactly because they consist of interviewees' perception of why JWN needed to come to life.

The last five 1st order concepts of the batch also related to how interviewees saw JWN, through a different angle. Through these concepts, the interviewees regarded the way they saw JWN as a network for which work and contribution was volunteer. This included both the way they described the unpaid nature of their work, but also the non-availability of Jabra to cede paid full time workers to join as board members. Therefore, these related 1st order concepts were grouped into the 2nd order theme *Volunteer aspect*, exposing the volunteer nature of the work done by the board members in JWN, which was always exposed in contrast to the salary-based functions in Jabra.

Because *What Jabra thinks of JWN*, *External influence*, *Male participation*, *Reason for JWN's existence* and *Volunteer aspect* are an agglomeration of 1st order concepts that refer to the current or targeted JWN Identity, they were connected to that literature review concept. They were thus colored in different shades of red.

Strategy

The quotes that constructed findings of *JWN goals*, *JWN data*, *Roles*, *responsibilities and participation*, *JWN board members selection*, *Expected impacts*, *Opportunities for JWN* and *Threats to JWN*, exposed in the *Semi-structured Interviews Findings* (Table 5) held a common denominator in the literature review concept of *Strategy*. This was evident once the researchers turned them into 1st order concepts.

The pre-established literature review concept *Strategy* (yellow) was matched to the majority of the 1st order concepts identified (Table 8). It specifically matched the concepts in which the planning and chaos of strategy in JWN were made evident in the interviews. From strategic initiatives, through strategy support, to strategic goals and their measurements.

Ten 1st order concepts related to one another in that they described what JWN had been doing and planning to do to realize its ambitions. This included a description of the initiatives, of the reasons behind their existence, of the process of their selection and the communication of it, of the involved decision makers for that process,

and clarifications on their frequency. These concepts were gathered into the 2nd order theme *JWN initiatives*, since they fell close in their description by the interviewees to being strategic initiatives taken by JWN.

The subsequent six 1st order concepts stood out as (ideal) support points to the aforementioned JWN initiatives. They gather the interviewees' described wants for collecting internal employee data and for generating JWN data around Network Groups to create a solid informational support around JWN initiatives, and just as well to be able to measure the progress generated by these initiatives, if any. 1st order concepts related to this point out to Jabra employees as generators of JWN internal data, and to Jabra's HR department as provider of company data. However, it was also noted that JWN had not been able to get close to the desired amount of data from any of the two sources. The researchers labeled these 1st order concepts as a *JWN data / feedback* 2nd order theme, because it consisted precisely of that - data and feedback gathering in JWN.

Ten 1st order concepts told of the board members and how their participation in JWN takes place to support, realize, define or change its initiatives. This included specifications of what each role type was and consisted of, as well as how board members got selected to fulfill those roles and how these came to be shaped and defined. This also consisted of information around the level of involvement of interviewees with the creation of JWN initiatives. As each these 1st order concepts describe features of the board members' responsibilities and participation, they were classified to be exactly that in the 2nd order theme *Board member responsibilities and participation*.

Up next, fifteen 1st order concepts appeared related to the expectation of an improved image in the eyes of Jabra employees, job applicants and investors of GN. These expectations included what interviewees saw both as opportunities and as threats to JWN along the continuation of its journey. These 1st order concepts gathered each of the interviewees' own interpretation of JWN's desired achievements, including the positive and negative paths JWN could take walking into its future. They were thus bundled into the 2nd order theme *Expected impacts*.

JWN initiatives, JWN data / feedback, Board member responsibilities and participation and *Expected impacts* were identified as 2nd order themes of which 1st order concepts showed important matches to the pre-established literature review concept of *Strategy*. They were therefore colored in different shades of yellow.

Narratives

Findings on *JWN budget, Top-down approach for JWN* and *(In)dependence from Jabra* exposed in the *Semi-structured Interviews Findings* (Table 5) had quotes exhibiting common points to the literature review concept of *Narratives*. This was evident once the researchers turned them into 1st order concepts.

As a tool to construct meaning in a change process, *Narratives* (green) can either act as an enzyme that engages actors by aligning them in a widely understood strategy (Fenton & Langley, 2011), or as a roadblock if not made credible, since some strategic stories are more well-received than others (Barry & Elmes, 1997). It is therefore the fourth pre-established concept from Literature Review in this analysis.

Five 1st order concepts came together as they seemed to construct a few obstructions to JWN's road to change. This is because they told of an unclear, non-communicated budget, tightly controlled budget, a perception that interviewees showed quite often in association with difficulties to keep JWN and its initiatives alive and well in the long-run. These 1st order concepts were therefore grouped into the 2nd order theme *JWN budget*.

The subsequent ten 1st order concepts also deal with obstructions to JWN in some ways, when touching upon the dependency features of JWN's relationship with Jabra's executive management. However, they also show a side of autonomy to this relationship, mostly connected to the support executive management had been providing, giving it some balance. This in(ter)dependence between JWN and Jabra created a situation where JWN goals were either created from support or from necessity. 1st order concepts related to this were thus collected into the 2nd order theme *JWN-Jabra ties*, surrounding the relationship between the Network and the company it exists within, as seen by the interviewees.

Both 2nd order themes *JWN budget* and *JWN-Jabra ties* had their 1st order concepts exhibit important matches to the pre-established literature review concept of *Narratives*. They were therefore colored in different shades of green.

Actions

Advisory board meetings and encounters and *Geography and JWN* were findings in the *Semi-structured Interviews Findings* (Table 5) that gathered quotes with common grounds to the literature review concept of *Actions*. This was evident once the researchers turned them into 1st order concepts.

Actions (pink), as previously showed in the literature review, is the summation of the social aspects of change in which actors interact and the meaning created through these, an important part of sensemaking. It thus is listed as the last pre-defined literature review concept of this coding.

It condensed the last eleven 1st order concepts, which together listed the interviewees' view on face-to-face and online, scheduled or improvised board meetings. In the totality of the advisory board group or in smaller, siloed initiative groups, these concepts consisted of the interviewees' telling's on the ways they have been communicating until that point, and the consequences of that communication to their relationship with one another. These 1st order concepts could be grouped into the 2nd order theme *Board member communication and the element of trust*. They reflect the spontaneous and routine *Actions*, formalized into monthly board

meetings or made casual through coincidental encounters; Internet-enabled or face-to-face. They were therefore colored in pink.

Aggregated Dimensions

With all findings coded into 1st order concepts, literature review concepts and 2nd order themes, the researchers proceeded to the last part of the coding as per Gioia et al. (2013), i.e. the final thematic analysis to create *Aggregated dimensions* (Table 8). At this stage, they had already understood from the literature review, the unstructured interviews, and the points analyzed in the semi-structured interviews, that the model of Hernes et al. (2015) was a good fit to lean on as a theoretical framework to understand the sensemaking process of actors in the face of change (see Theoretical and Analytical Frameworks). This model was relied on to complete this semi-structured interviews analysis during the definitions of aggregated dimensions. Therefore, 2nd order concepts were aggregated into *Interacts*, *Patterns of interacts*, *Social commitment*, *Interpretative commitment* and *Narrative*, elements that together describe the sensemaking process of the interviewees during their desired and accomplished change (Hernes et al., 2015).

Through the 2nd order themes *JWN data / feedback* and *JWN-Jabra ties*, the interviews gave details on actions and their reactions. The former consolidated information on conversations linked to JWN's initiatives, data and participant feedback and how these three (are needed to) support one another. The latter brought knowledge around the tight and loose dynamics between JWN and Jabra, where actions from one party precede more actions from another, in an ongoing, not always standard way. They were therefore aggregated into the dimension *Interacts*. For *JWN-Jabra ties* specifically, this was not the only aggregated dimension it fell within.

The *Board member communication and the element of trust* 2nd order theme brought about specifications revolving around interactions within the boundaries of JWN. As the interviewees described their means of communication and the type of relationship that was created with one another, the researchers felt a sense of prediction for how, when, where and with whom these interactions would take place. Almost as if each interaction was strictly bonded to the existing arrangements around them, each board member knowing exactly what to expect from the other and from the group. This was therefore aggregated into the dimension *Patterns of interacts*, where the researchers recognized these expectations and how individualized these expectations could be.

The 2nd order themes *Reasons for JWN existence*, *Volunteer aspect* and *JWN Initiatives* relate to the interviewees' engagement to the change that they wanted to ignite through JWN. Many times, in these three 2nd order themes, this appeared in the shape of personal motivation, combined with the perception of the environment and the elements within it as urging for such change. They therefore were aggregated into the dimension of *Interpretative commitment*, since they gather aspects of commitment to the desired change itself.

Aggregated into the dimension of *Social commitment* are the 2nd order themes of *What Jabra thinks of JWN*, *External influence* and *Board member responsibilities and participation*. While social commitment describes socially binding interacts that bond the group to the narrative (Hernes et al., 2015), these three themes indicated the interactions within the JWN's board that had potential to integrate a collective identity to the group and consequent commitment to it. Whether it was interactions among themselves that shaped the group dynamics and connections (*Board member responsibilities and participation*), or between them and other groups, shaping a definition of 'us and them' (*What Jabra thinks of JWN* and *External influence*). These were deemed to match and formed this aggregated dimension for their potential to create commitment related to the group that was aiming at creating the change, although findings have shown this type of commitment to not always be created, as discussed later (see Combined Analysis).

JWN-Jabra ties, *Male participation*, *Expected impacts* and *JWN Budget* were considered together since they, respectively, showed points through which the interviewees made sense of JWN as an organization directed at promoting change within Jabra, and of Jabra's role in enabling or slowing this process. In that sense, they were "Synthesizing a complex agenda (...) turning it into a basis for future acts" (Hernes et al., 2015, p. 128), as they created favorable or adverse views on each of the points, creating a narrative that gave understanding of the interviewees' collective actions in JWN. They were accordingly aggregated into the *Narrative* dimension.

Literature Review concepts	1st order concepts	2nd order themes	Aggregated Dimensions
Identity	JWN as a highly respected, attractive, loved program by Jabra, through self or family member identification	What Jabra thinks of JWN	Social commitment
	JWN as a challenged, disagreed upon, laughed at program by Jabra		
	JWN as a forgotten program, or not known to exist at all by Jabra		
	JWN being in a different place of adoption and support than that at launch		
	Jabra employees not active in JWN as not giving a lot of feedback on JWN		
	JWN as a smaller, less famous, internal, younger movement, with the same strategy and aim, compared to other gender related networks like Women in Technology	External influence	
	JWN working side-by-side with other external, public, similar movements like Women in Technology, used as inspiration for JWN discussion points		
	Men and women employees in Jabra needing support in whichever their professional phase	Male participation	Narrative
	JWN wanting to educate and keep the pressure and accountability on males collectively to do better		

	The "Women" wording in JWN as giving the negative idea of excluding men, who are just as wanted, welcomed, and present in the JWN board to help take this stigma		
	Jabra as experienced to be a very male skewed organization		
	Males as not knowing JWN and not having webinars to know about it, so they are now receiving email communications that go out to Jabra		
	JWN opening to men, part of the solution to the problem, to support, challenge, mentor and back up women in the company		
	JWN as a response to how a technology focused environment asks for support, encouragement, pushing and inspiring of women at work	Reason for JWN existence	Interpretative commitment
	Jabra as valuing and giving room for different viewpoints		
	Jabra as having homogeneous board of directors with same thoughts, same agreements and disagreements, in an unequal company for a lot of years, needing proactive reaction		
	Jabra with less and less social activities, without tools to contact colleagues worldwide outside of daily work		
	JWN as a way to initiate change by using own skills and abilities to shape the culture, instead of waiting for GN to come around		
	Jabra focusing on diverse representativity in North America first, a place where gender diversity topics and regulations came stronger, and then globally		
	Family as inspiration and motivation for JWN board members to support women through JWN		
	Goal as clear and consistent: empower and attract diverse talent, giving women equal chances to men		
	Starting dialogues and conversation about issues in Jabra as an eye opener and creator of awareness		
	JWN board member having a personal want to address inequality rooted limitations, encouraging women to join, stay and get to leadership positions		
	JWN board member having a personal want to be more in contact with, learn and get inspired by other JWN board members and worldwide colleagues		
	Jabra as an empathic company doing well in many areas, respecting work life balance, with a well running communication channel		
	The bigger the work amount in Jabra, the lesser the board member involvement in JWN, the harder to get new people into JWN	Volunteer aspect	

	Only Jabra Global Management Team members from the JWN board as being measured on JWN's performance		
	There is no salary gained for doing JWN, it is on top of the workload, passion about the topic or movement as what brings people to work for JWN		
	Difficulties to prioritize JWN, which is second to Jabra		
	JWN as definitely a priority, even when bright early in the morning		
Strategy	JWN creating local and language specific initiatives, shared afterwards online to worldwide JWN	JWN Initiatives	
	JWN initiatives as too big for the company's HR, who has no bandwidth to do more mentoring programs than those already there, and who support JWN a little bit		
	Goal as individual: vision, goals, targets, purposes, aspirations, strategy, direction, initiatives all differing from one board member's to another's, talking through everything in ad hoc discussions in board meetings		
	Goal as changing: targets differ year over year, periodically		
	Communication of initiatives, agendas and their status as unstructured, sometimes only shared with board members after their setup, with no regular meetings to discuss targets		
	Current initiatives: webinars, Network Groups, sponsoring of strictly women sports, charity projects related to education, donations to NGOs. Future initiative: mentorship		
	JWN as non-membership network, since Jabra employees are automatically signed up to receive JWN newsletters or get invitations to webinars		
	JWN board as guiding Network Groups by framing discussion areas and assigning a contact person per group to initiate and guide the calls		
	JWN Network Group members doing their own initiatives, like gathering for cake in headquarters		
	Great ideas and new initiatives as not always taken because people are doing different things already		
	Company data wanted to justify JWN actions and define its progress	JWN data / feedback	Interacts
	Company data not made available by HR to anyone but JWN board members who are in a Jabra management position		
	Sources of data as external, like books and reports as points of general intelligence		
	Feedback collection through templates available for JWN Network Groups and availability of informal feedback by webinar audience via email to JWN		

	Goal as unclear and unmeasurable: no concrete goals or milestones to achieve, no targets or KPIs, no sureness of what the goal is or how to fulfill it, blurring lines of when it is achieved		
	Data and resources requests by JWN board members to HR as not addressed		
	JWN board member role when Jabra senior as an advisor, listener, challenger, supporter; a voice to management	Board member responsibilities and participation	Social commitment
	JWN board member role when Jabra lower level as an idea giver, a creator and executor of specific initiatives		
	Board members as responsible for their regions		
	Board member as not too deeply involved in creating initiatives		
	Board members as advocates, with roles not predetermined, no clear definitions of responsibility, but interests and wishes of what to do discussed internally in the board		
	JWN as a global program focusing on understanding location, culture-based circumstance differences, and local requests, through regional split of board members		
	Board member as invited by JWN founders to join via Jabra Global Management Team recommendations, either at start or once the program was already instated		
	Board member as replacement to previous board member that left Jabra		
	Selection of board members as purposive diversified: different countries, genders and Jabra roles, so that every voice is heard		
	Goal as a group: JWN board together as a group decides goals		
	Expectation of more gender-balanced applicants, their consideration and retention in Jabra, from showing GN is a place where all are welcome and supported	Expected impacts	Narrative
	Expectation of being an organization that others strive to be like, a leader in gender equality		
	Expectation of all gender employees getting involved and passionate for JWN seeing it as something they can put their time in		
	Expectation of having more diverse representation, retention and recognition at all levels of management, career satisfaction and progression		
	Expectation of creating initiatives that were not there in Jabra, like mentoring for employees who are not in the graduate program or in a leadership level		

	Expectation of increasing bottom line for Jabra by having a more diverse talent pool that reflects equally diverse customers and competitors		
	JWN as a way for Jabra to give an image to investors of being a company that values equality and has no bias		
	JWN as a network for women to ventilate different ideas, get support and speak up of inequalities in Jabra when they do not feel comfortable to with their manager or HR		
	Potential for JWN to attract talent from other external, public, similar movements		
	Expectation of having other similar groups for diversity spawning off of JWN by having diverse people join JWN		
	Opportunity for JWN to bring transparency about the existing opportunities for males and females in Jabra		
	Opportunity for JWN to become a bigger, mixed genders, diversity and inclusion program, part of GN as a whole, with dedicated employees meeting a corporate social responsibility		
	Opportunity for JWN to be made public and external, available to partners, customers and industry peers to give a better impression of the Jabra brand		
	Threat that people do not think value comes from JWN, that disapproval becomes strong and loud		
	Threat that board members start to argue about differences of view-points, that JWN loses relevance and a clear purpose		
Narratives	Reliance on private networking for volunteer guest speakers	JWN Budget	
	Budget as tight, not clear, not shared periodically, given by agreement with management team and controlled by budget owner and JWN board president		
	Threat that time, money, support and resources from board members and management stop being invested in JWN, that momentum is lost		
	JWN progression as developing via a full time employee, but not enough resources in Jabra HR to hire dedicated staff for JWN		
	JWN should be natural, but it needs management support, and it is part of the CEO's agenda and financing		
	JWN as living its own life, needing to be infused and anchored to the formal GN family organization to really confirm they are behind it	JWN-Jabra ties	Narrative // Interacts
	JWN as within the Jabra family, born out of Jabra, from Jabra employees just for employees in Jabra, with actions that promotes Jabra the brand		

	Influence points of JWN goals: top management desires and support; Jabra women expectations and hopes for JWN in initial survey; board members' everyday experiences in Jabra; external global data and trends on common issues and interests in the workspace; approach of larger organizations		
	Jabra not having diversity officers, head of diversity and inclusion, or head of culture		
	Jabra giving the autonomy to do JWN but no one asked it to exist		
	JWN as a grassroots developed network		
	JWN as being just management getting a lot of volunteers to make their company better, without managerial participation or a bold, clear goal communicated from the CEO as to where Jabra wants to excel in via JWN		
	JWN board members as not being able to run on their own without senior approval and sponsorship		
	JWN as able to do something different and instill change in the lower level, as long as meeting the organizational goals		
	JWN as constantly communicating up to CEO and HR about where Jabra is behind		
Actions	Smaller group meetings outside board meetings of silos of initiative ownership and responsibility taking, except for those working alone on an initiative	Board member communication and the element of trust	Patterns of interacts
	JWN as a virtual organization due to people located in different continents, a familiar setup since some Jabra work also happens virtually		
	JWN has no dedicated physical meetings, but Jabra events sometimes bring JWN board members physically together		
	Virtual meetings and hierarchical differences keeping relationships distant, lacking familiarity, making informal dialogues not easy and trust hard to build		
	Some relationships exist among board members as they anyway speak to one another due to their Jabra role		
	Time zone differences, language differences and bad network sometimes creating difficulties to join online JWN (board) meetings, making APAC a little more distant		
	Annual one-to-one interview between the board president and each board member to see how they do in JWN		
	Microsoft Teams group available for JWN as virtual communication, but not so active		
	Offline JWN encounters happening coincidentally in the office for those		

	working in the same location, or through an arranged JWN board dinner in 2019 in Ballerup		
	When not all board members can join a board meeting, follow ups and surveys are sent so that everyone's voices are heard		
	Trust as needed for top and bottom to come together and making JWN successful		

Table 8: Coded Semi-structured Interviews

From this coding process, the researchers understood that the *JWN board members were making sense of the changes* through the *Interacts* within JWN and between JWN and Jabra, which built *Patterns of Interacts* for what board members expect of the features of communication with Jabra and of the levels of relationships and trust with one another. This in turn created more or less *Interpretative commitment* as they individually held on to reasons for JWN's existence and aimed changes, as well as *Social commitment* to their colleagues in Jabra and their peers in the JWN board, which in turn generated or adjusted the *Narrative* with regards to the impacts JWN wanted to make and how to realize them.

At the conclusion of the semi-structured interviews, with its findings and coding in the back of their mind, the researchers utilized them as a point of departure to approach the next data collection phase (see Methodology), i.e. Internet-mediated observations, to be analyzed in the following subsection.

Internet-mediated Observations Analysis

This subsection develops on the narrative account given to the Internet-mediated observations (see subsection Internet-Mediated Findings) and the group scale view that this enabled. This is thus an analysis that shifted focus from the individuals to the social context they coexist and co-act within. This analysis consists of two main areas reflective of the focal points established by the observations guide (Table 3): *Aspects of Attendees' Behavior* and *Aspects of Collaboration*. Here, *Features of Interactions* and the *Meeting Structure*, as well as aspects of *Collaborating for Jabra*, *Collaborating for JWN*, *Collaborating in JWN to Support Jabra* and *Exchanging Knowledge* (Table 9) are respectively developed on, as they show the collective level to answer *how the sensemaking process by JWN board members impacted their collaboration towards change*.

Aspects of Attendees' Behavior

Features of Interactions

The researchers had previously learned from the semi-structured interviews that the JWN board members were used to taking meetings online from their work with Jabra and this showed in the meeting. The attendees

presented no trouble in joining, contributing in, or leaving the meeting, following patterns of engagement: all who spoke used audio only. An exception was one attendee who had their video enabled, but even so they did not show their face during the meeting. Not enabling the video feature may be contributing to the familiarity and trust barriers described during the semi-structured interviews, since although not physical, the video could be an addition to bring the meeting closer to a face-to-face encounter atmosphere.

Further on communicative interactions, the fact that only two attendees made use of the chatting feature - and only at the very end - was an indication of the small frequency of use of the chatting feature, also previously described by some interviewees. The noticeable fact that only nine out of 23 attendees spoke up, and only five of these nine spoke throughout, also indicated they did not yet feel entirely comfortable among the rest of the group to engage in conversations.

Meeting Structure

The conversations happened respectfully as the attendees each took their turns uninterruptedly to express themselves through the audio feature of Microsoft Teams (2020). The structuredness of the meeting ended in the conversational behaviors, since the interactions were not guided by any agenda, something which matched descriptions by interviewees of a vague meeting. However, an implicit, informal thread seemed to guide all board members towards the next topic, and the next, and the next... Familiar voices of the most engaging attendees seemed to pick up when conversations faded, 'leading' the meeting through each discussion point. This showed a shape of leadership taken by those who showed to be more confident and comfortable with moving on with the forum, even as interviewees and the organizational chart in GN's Intranet had previously shown JWN to be a flat organization.

Aspects of Collaboration

Collaborating for JWN

As the conversations led to the exposure of JWN initiatives' current status and any new developments related to them, the meeting seemed to go in line with what some of the interviewees described, i.e. a place and time to catch up on what had happened in JWN until that point in time. At the same time, it indicated that the group also dedicated time to agree upon ways to approach current initiatives, exposing the collaborative side of the decision-making process between these individuals.

Specifically in the data area for JWN, the meeting brought to life once again problems the Network had been facing with getting data from Jabra's HR department. The data responsible person shared to still not have been granted access to any data. This is where the collectivity of the group showed itself once again as a supportive

feature to individuals in their attempts to achieve their own objectives, when the board president proposed and guaranteed that she would reach out to HR to get such data.

Collaborating for Jabra

The interdependence of JWN with Jabra became clear, and so did the attendees' prioritization of Jabra. During the meeting, conversations about Jabra's performance were as loud and given as much attention as topics related to JWN itself, for example through expressed concerns about Jabra's performance in the COVID-19 scenario. However, for most of the times Jabra was mentioned, the conversations were not exclusively around the company, but rather about how JWN points of interests had been happening within the company. For instance, attendees brought up occurrences of female gender minority, as well as thoughts around what had been Jabra's progress towards the changing of their job posts for attracting more women. While the first type of Jabra's appearance in the conversations indicate how rooted the JWN board members are to the company and its directions, the latter indicated that there is also a strong connection between JWN's interests and Jabra, since this is the company they want to realize such interests for.

Collaborating in JWN to Support Jabra

Discourses around how the COVID-19 had been impacting Jabra employees, how to help spread information and advice on how to get through it, as well as concerns around how to raise awareness on equality goals that were recently adopted by Jabra were also present. These themes showed the board members' eagerness in making use of the interconnectedness between JWN and Jabra to support it, as they collectively walked through ways of supporting Jabra with these issues.

Exchanging Knowledge

Perhaps the clearest form of collaboration in the meeting was the occasions of knowledge exchange, where board members asked one another for advice on their initiatives and advice based on regional experiences. Asking for input on best practices for how to go about getting a new blog post up, or for how other board members in China got through getting used to home-office practices imposed by COVID-19 are a few examples. Attendees showed to know which initiatives to take responsibility for, but asked peers' for their input anyway, as well as showed respect and desire for knowing their peers' previous experiences and getting their advice.

Aspects of Attendees' Behavior	Features of Interactions	Meeting Structure	
	Collaborating for JWN	Collaborating for Jabra	Aspects of Collaboration
	Collaborating in JWN to support Jabra	Exchanging Knowledge	

Table 9: Internet-mediated Observations Analysis

Analyzing the Internet-mediated observations, the researchers could see ***how the sensemaking process by JWN board members impacted their collaboration towards change*** by seeing how described *Features of Interactions* were really happening in the collective gathering. Furthermore, through the *Meeting Structure*, or lack thereof, it was possible to see certain board members taking a guiding position, which exhibited both how encounters were not dedicated specifically towards goals, and a tendency of creating leaders out of individuals based on their comfortableness and assurance in speech and topics. Collaboration was also widely observed during the meeting, as the attendees seemed to collectively work towards improvements for *JWN* as *JWN* members, for *Jabra* as *Jabra* employees, and *in JWN to support Jabra* as a network that wants to instill change. Throughout these three types of collaboration, there was a respect for and practices of *Knowledge Exchange*, as they considered each other's input when working within their own responsibility areas.

Combined Analysis

Here, a combination of the three data types will be analyzed in unity against the theoretical framework of Figure 7, the Analytical Framework for Sensemaking During Change (adapted from Hernes et al., 2015, p. 124). Specifically, the interviews analyzed in combination with the observations helped see how *JWN* and its board members have organized and collaborated to bring about change, to what scale this was done and the reasons behind. By aggregating all information revolving around (before) the beginning of *JWN* to the time of data collection, it was possible to analyze the change process from actors to organization within an appropriate timeframe and directly engage with the essence of this thesis' research question: ***How do micro-actors ignite change within a large organization?***

It is a little simplistic to regard each step in a process of sensemaking during change like the one in Figure 7 separately, because of the interdependence between all the elements (Hernes et al., 2015). However, taking it step by step means allowing for the analysis to put data and theory together more constructively to assess the features of each step and how the steps come together to influence the whole process. Therefore, this thesis will take a point of departure in the *Narrative* element, to then move along into *Interacts*, *Patterns of interacts*, *Interpretative commitment* and *Social commitment* (see Theoretical and Analytical Frameworks).

Narrative

JWN has developed an organizational narrative that gives them a direction and an idea of how they want to have influence over their environment. But the narrative was not always like this. The established narrative reflects long, naturally occurring and iterative sensemaking processes and changes that have led to how the JWN board members viewed it at the moment in time when data was collected.

The very formation of JWN and the idea behind it began with a narrative about addressing the issue of inequality between male and female (leadership) positions in tech companies and creating a positive impact on this. Since the founders of JWN themselves were female and employees of Jabra, a tech company, they saw an opportunity to address this issue within their immediate Jabra environment. This was especially evident from the findings of the semi-structured interviews. With the formation and organizing of JWN, the scope of operations quickly began to evolve and include more agendas, from JWN Network Groups for female Jabra employees to attracting diverse talent. JWN also began to rely on more stakeholders, such as Jabra HR, external guest speakers and males in Jabra, who board members described to consider as contributors towards achieving these goals. As the need for resources began to increase, JWN also began to depend on budgets and direct financial support from the Jabra organization. By tapping into the Jabra infrastructure, that is, the Intranet and work emails, JWN could invite Jabra employees to attend webinars and to join JWN Network Groups. Since these were the very same actors that JWN sought to help by addressing gender diversity issues, their participation was crucial to the achievement of goals, as pointed out in the semi-structured interviews findings.

As JWN evolved progressively towards more ambitious impacts, so did their reliance on these stakeholders. Through the observation of the JWN board meeting it became evident that many of these stakeholders filled a lot in the conversations. The observation of the board meeting gave clues that *Narrative* at JWN should be seen as what they want to achieve, or their scope of operations, and the desired impact, more than their motivations (which is more related to identity, as discussed later). Moreover, the narrative included the people or stakeholders who JWN needed to achieve their desired impact and who it could count on. The impact and the key stakeholders is therefore the essence of JWN's narrative.

The narrative has helped JWN to create an expectation and direction for their future, which was one of the main features of JWN's organizational level meaning creation. The semi-structured interviews and observations were key indicators that JWN had continuously developed a narrative of the future in what is called future-oriented sensemaking. Future-oriented sensemaking does not mean to make meaning based on future actions, but to create meaning in the future based on retrospective reconstruction of the past to fit the desired future (Gephart, Topal & Zhang, 2010).

This was evident through the observations, because JWN board members discussed their previous actions and experiences, to create meaning thereof, but also continuously reinvented their narratives to serve for a probable explanation of the future agenda. Some of these past experiences were how JWN had reached the current emphasis on financial and data support from top management and HR in Jabra, respectively. Furthermore this also explained that time's JWN dependence on volunteer members as the fuel to keep the Network running, together with the involvement of males in the Network as key stakeholders to get the impacts realized. The inclusion of these specific stakeholders could be seen as a necessary narrative for the JWN future oriented sensemaking process. Another example of this is the JWN focus observed during the meeting on getting males to participate by writing blog posts, since the semi-structured interviews collected mentions about men to be missing in JWN's past and thereby seen as a possible solution for the future impact of JWN.

The stakeholders, whether being male participants or executive management were all part of the future meaning which JWN, based on past experiences, have incorporated into their narrative, for being imperative to success based on their desired impacts. It is also this narrative that showed how big of an impact JWN had already had, and still can have on Jabra and the GN family in the future. Already at time of data collection, two years after the formation of JWN, the Network had gone from being absolutely unknown to or seen as irrelevant by the Jabra organization and its agendas, to having involved several stakeholder groups with the aim to push additional and more ambitious agendas. This was visible as interviewees told of their experience around Jabra's view of JWN, but also during the observed board meeting, where considerations for how to realize these new agendas were discussed. Starting as a grassroots movement to becoming more and more ingrained as an actual actor of change to Jabra's diversity and human resource structure, the Network showed its narrative to be the only limitation for how far JWN can reach. It could even be said that JWN narrated its own limits and created its own operational environment, based on their narrative and how they have acted in the past. This is because the Network and its board members are the ones to interpret their future and their limits as an organization. This showed how important and how big of an impact the narrative can have on the future of organizations and their ambitions. It also shows how the narrative is related to future interactions in Figure 7, by exposing how, in practice, narrative has been the product of interacts, commitment and the social in a continuous, iterative and self-reinforcing process (see also *Interacts, Patterns of interacts, Interpretative commitment and Social commitment*).

The data from the semi-structured interviews suggested that the overall organizational narrative holds different meaning to different people and regions, based on culture and other variables. This would suggest that depending on individual meaning to the overall narrative, JWN board members would in turn act idiosyncratically based on the needs of their regions and on their individual views of approach. This furthermore puts a layer of complexity into the change matrix and highlights the impact of micro-actors on JWN and how they shape the overall narrative.

The next sub-section will look at how the changing narratives of JWN have directed their interacts as an organization with the attempt to analyze how actions contributed to the overall process in creating the narrative in the first place.

Interacts

The changing narratives that were explored in the previous section have, throughout JWN's lifetime, guided different types of interacts, to be explored in this section of the process in Figure 7. Interacts (Hernes et al., 2015) are presumably what Weick (1995) would call enactment, one of the seven elements in the sensemaking process that theorize on how actors create meaning through their actions.

While this thesis has taken the narrative as a starting point to analyze change during sensemaking as according to Figure 7, the interacts can explain how JWN board members' accounts of the narrative have steered their actions. It was evident from the findings that JWN and its founders acted out the narrative even before JWN was officially put together. Take for instance how, before JWN, and as an employee in Jabra, Interviewee 1a as an individual actor carried out actions that in turn would follow the sensemaking processes to become new narratives up until today. It was clear that some of the very first narratives started to initiate casual and grapevine talk to eventually culminate into more formal patterns of interactions (as is analyzed in Patterns of Interacts). It is important to appreciate how much of an impact these individuals' encounters and conversations had on the establishment and future of JWN, and that the collective actions originated with the acts of one actor, or board member.

When Interviewee 1a mentioned that JWN started from inspiration from a seminar about gender diversity, at a time when Jabra's CEO was showing support to gender diversity, it was here that a narrative based on the sensemaking process changed and actions were taken within the Jabra organization by this individual. As the actions of Interviewee 1a started with interactions among peers in Jabra, a mechanism of organizing (JWN) started to form. This way, Interviewee 1a could be called 'patient zero', because the interactions originated here influenced the actions of others, like waves in an ocean, and initiated changing behaviours that would vibrate throughout Jabra to form JWN. The actions of one would become actions of many, in what could be coined interlocked behaviours (Hammer & Høpner, 2019).

According to Weick (1995) the actions, or expectations of others' actions, also influence the actions of the organization or of the individual. This is why it is clear that the development or actions of JWN throughout the years began to change the narrative as more and more stakeholders got involved and interlocked-behaviours got contingent on each other. This was evident in the observations when actions (JWN initiatives) taken by one board member were discussed, influencing how the other board members would react to it. It was also clearly evident how interlocked behaviours influenced JWN, when looking at the changing behaviour of the JWN organization based on feedback from their Network Group members, or at how Jabra management acted towards the JWN organization in terms of allocating budgets. Likewise, the JWN expectations for how stakeholders react would also in turn affect JWN actions. This was especially evident from the findings of semi-structured interviews in regards to how JWN would act in response to what some of the board members experienced as spiteful behaviour towards its agenda and name "Women's Network".

Such experiences and thoughts showed how the (expected) actions of others could initiate changes, which in the case of JWN have spread throughout all the hierarchical layers of the Jabra organization, regions and divisions. JWN has shown to have had enough impact to start a process of interlocked behaviours for the management of Jabra because they have to react in response to the actions of JWN. It might sound simple that interacts or enactment brought about changing behaviours in response to interlocked behaviours, but it suggests through interacts how big an influence micro-actors have on bottom up change. In this case, it was shown through how these 17 board members' sensemaking processes have called the attention of organizational agendas. The tendencies in JWN can also be somewhat related to Mintzberg & Waters' (1985) emergent strategies. The change initiated by JWN is emergent in the sense that it had led to unintended strategies in regards to how Jabra should tackle gender diversity and their female workforce - again a strategy emerged from interlocked behaviour.

All interacts are a part of the sensemaking process and generate interlocked behaviours that continuously and constantly are taking place with JWN in Jabra.

Patterns of Interacts

This section will engage with the patterns of interacts that had become more formal and expected forms of communication within JWN, and look at how these patterns influence the meaning structures and change process. The patterns of interacts constitute the setting in which future interacts are based. These patterns represent the expected or habitual settings for interactions, but do not necessarily have to be formalized (Hernes et al. 2015).

It was evident from the findings that many of the patterns of interacts in JWN were already present from the way they interacted in the Jabra infrastructure. The interviewees mentioned several times that they were used

to communicate and plan and hold Jabra meetings through online platforms. These tools and patterns of interacts have undoubtedly been a variable that have sped up the entire change process for JWN. For instance, the Jabra Intranet email exchanges were also mentioned several times as being an important medium of communication for the JWN board members among themselves and between them and the Jabra employees. This was both in terms of delivering new content through newsletters but also to be able to reach Jabra employees to invite them for webinars and events. These types of interacts had become patterns for future interacts within the Network, supported by the needed infrastructure to make interacts possible. This meant that the patterns of interacts, most of the time, happened online. Face-to-face interactions were almost entirely removed from the picture, except for when tied to Jabra events - if not for one Christmas dinner occasion, JWN had not organized dedicated physical encounters that were not conditioned by Jabra related travels.

How online vs. face-to-face encounters more specifically affect the sensemaking and change processes is out of scope in this thesis. However, as far as JWN were concerned it showed to lead to certain pitfalls. Some interviewees mentioned that it was difficult to gain familiarity and build up a bond with one another. This was told both in regards to other JWN board members but also towards the JWN Network Groups. When familiarity was difficult to achieve, it was even harder to build up trust and have unscheduled, informal dialogues. This showed to make it very difficult for board members of JWN and its Network Groups to have conversations about sensitive matters and brainstorm ideas. It might not be difficult to imagine why, since online meetings with practically strangers might not be an entirely fit forum to share deeply personal issues. It was even visible throughout some of the interviews between the researchers and JWN board members that they had concerns for what they were sharing. This was of course handled by making the interviews for this thesis anonymous - but in JWN the board and the Network Group meetings were not, and this might put strain on their ability to tackle sensitive problems or getting truthful feedback.

Because JWN is a global network, it is difficult to arrange face-to-face meetings, which is why online platforms are crucial. However, it seemed that the one dinner that JWN had managed to do was a great success and highly appreciated by the members who were able to attend. This would suggest that it can be very important for interactions to have a physical element in order to build up a strong collaboration or relationship, even if held with low frequency. Nonetheless, the lack of physical interacts did not show to entirely prevent the actors involved from collaborating to change, since, as observed during the board meeting, they still collectively communicated and made decisions, although some more actively than others. It might, however, have had an effect on many elements such as the initiatives, narratives, identity and so on in JWN. As Figure 7 also suggests, patterns of interacts do have a role to play in the shaping of the subsequent elements of the sensemaking process, and new patterns of interacts will most likely present themselves in the future, as JWN grows and changes.

All in all, the patterns as they were at time of data collection in JWN had not showed much change compared to those at time of its foundation and they have been a success factor for rapid and effective scheduled communication. However, the patterns, as explored based on the findings, suggested to have negative effects on casual interactions, building trust and creating the safe environments for discussions that shaped and were desired for the impacts JWN wanted to achieve.

Interpretative Commitment

While the theoretical framework represented by Figure 7 suggests that an imperative for a sensemaking process to be self-generating is for it to lead to commitment beyond itself (Hernes et al., 2015), committed sensemaking is *“a source of order and value”* (Weick, 1995, p. 159). This subsection thus analyzes the existence and features of one of the types of commitment consequent to patterns of interacts: interpretative commitment (Hernes et al., 2015). One comparable to Weick’s (1995) characteristic of sensemaking as grounded in identity construction, once JWN board members showed to project their values, passions, experience, beliefs - their identity - into the Network to not only observe but also to attempt to shape the consequences doing so. Just like one’s identity, one’s interpretative commitment and its generation is unique to others, but can exhibit similarities.

Data showed various angles of the existence and development of interpretative commitment for the board members of JWN, that is, their commitment to the movement’s cause, to its ambition for change. The personal motivation to participate in the movement itself was the most evident one. While the interviewees described their own experiences in Jabra around the lacking female empowerment as instigator of their wants for change, they pointed to a way in which patterns of interacts became interpretative commitment to make gender diversity adjustments to Jabra.

At the same time, interpretative commitment seemed to expand the boundaries of patterns of interacts beyond Jabra. Many of the interviewees described to have a passion for the topic, which they tied to their access to information around it, be it through being enrolled in similar movements - as was the case with e.g. Interviewees 1a and 11 - or through access to books and reports on the topic. External previous jobs within the tech industry, as well as love and respect for a female family member or granted by a family member to a female interviewee, were also aspects that made interpretative commitment grow.

Board members were able to gather all these together in the shape of JWN initiatives. This is a point in which they could invest their commitment generated through the previously described aspects, spawning more interpretative commitment as they created, grew and monitored such initiatives individually. In other cases, specifically when more than one board member was responsible for such initiative, it was also possible to see that these initiatives could turn into social commitment based on the engagement, interacts and patterns of

interacts that it established between the collaborators. For example, for two interviewees who were interviewed separately but worked in the same initiatives together, there were mentions of one another's name throughout their responses. More on that in the subsequent subchapter *Social commitment*.

As the Network got organized, each JWN board member's volunteer role was the illustration of such passion. However, it was also a barrier for the development of interpretative commitment. This was seen throughout the majority of the interviews, as they expressed that not receiving a salary for collaborating in JWN oftentimes meant having to prioritize the job in Jabra for which they did receive a salary. It also showed during the observed board member monthly meeting, where a couple of attendees left before the meeting could end, to attend to Jabra meetings. The amount of tasks and projects they juggled with in both organizations, and the limited amount of time they had to dedicate to them all, also contributed to the need to make a choice. This obligation-like scenario, in which the interviewees described they must put Jabra first, could indicate a diminished commitment to the creation of change, even if unintentional. The one potential exception to this would be to the small group of board members who were measured in their JWN contributions through Jabra's yearly bonus program.

The original theoretical model in Figure 7 was used by its authors to bring light to the sensemaking process of two processes of a program, one process assessed to have generated more of this type of commitment - as opposed to social commitment - than the other (Hernes et. al, 2015). This thesis recognizes this and furthermore, based on the appraisal of generated primary data, understands both types of commitments not to be mutually exclusive, although possibly independent. Therefore, the next subsection analyzes the social commitment, its development and features, as a response to patterns of interacts in parallel with interpretative commitment.

Social Commitment

This type of commitment is born out of attachment to the group converging towards change, rather than to change itself (Hernes et al., 2015). This could be comparable to Weick's (1995) social aspect of sensemaking, where "*conduct is contingent on the conduct of other, whether those others are imagined or physically present*" (Weick, 1995, p. 39). In that sense, it was a creation of individual *Identity* based on the social, but also of social *Identity* based on the dynamics of the collective interactoins. It was presented in data from a few aspects, some of which were related to the creation of this commitment, others in which this type of commitment showed to be lacking or divergent.

For instance, the volunteer interactions and the patterns of interacts they generated, closely linked to the volunteer nature of each JWN board member's participation in the Network, helped seal social commitment. This was evident as some interviewees commented that their leave would mean JWN could not go on, and

they demonstrated this by remaining engaged in JWN as board members. In that sense, their choice of remaining in the group to be part of the change was contingent on the participation of the other board members. Another way in which group commitment spurred was through the collaborative roles, which worked on same initiatives in the Network. This was found to generate the creation of smaller groups within which these board members collaborated. From another angle, this could be seen as decreasing social commitment, once these meetings were told to be done in silos and getting together in subgroups did not apply for all.

The global aspect of JWN, which demanded for online interactions, affected social commitment as a double-edged sword. On one side, worldwide patterns of interacts showed to help build social commitment, as the interviewees described to share the results of the initiatives of their responsibility with one another across the globe. This was also seen through the observations of the online monthly meeting, where attendees showed to correspondingly be asking for and providing one another with their perspectives and input on best approaches. The described eagerness to learn from and be in contact with colleagues worldwide and from multiple departments showed to be holding these board members together, in a reciprocity that made them committed to stay so.

On the other side, the online settings of these patterns were also described to be an obstacle to building trust and relationships with one another. This was something that was commented to negatively impact the creation of conversations between the members, be it around themes related to the initiatives of JWN or to the casualties of the daily life that could bring them closer together. Just as in described in Weick (1995), this thought was also very much dependent on the presence (in this case, absence) of others. This was an exception to board members that were already in contact due to their work life in Jabra, where projects related to their jobs put them together with one another and, amidst Jabra discussions, JWN talks also sporadically spurred. For these board members, this was described to help in their comfortableness with one another, which is analyzed here as a way of improving social commitment between them.

Further touching upon these patterns of interacts guided by the board members' functions in Jabra, together with that of voluntariness, they pointed towards a new, parallel type of social commitment; that towards another group: Jabra. The prioritization of the work that they were hired to do over that of JWN, is for instance an indication of this parallel social commitment, one which could impair both interpretative and social commitment creation and sustenance for these board members when it comes to JWN. In an opposite way, this commitment to Jabra, expressed as goals and expectations for JWN and tied to how it could impact Jabra, showed to give rise to the social commitment to the Network, once the gender-diversity-rooted success of the one organization was deemed to depend on the other, and vice versa.

The blurred lines of the social commitment to these two groups became even more evident during the observations, as a JWN board meeting included points around how to assist in making Jabra successful, and

how to get Jabra to empathize with its female workers in the home office situation that was current at that time. This example also exposes another way in which social commitment took place for JWN board members, namely through commitment to the women and men employed in Jabra that JWN wants to make a change for. Once again, through Weick's (1995) eyes, the individual commitment that JWN board members collectively showed to Jabra would be the tidal wave that would navigate these individuals further towards that committed behavior.

Although global, JWN was also found to be composed of regionalities. That was uncovered when roles were described to be based upon regional responsibilities, as well as when local initiatives were told to take place. In that sense, these patterns of isolations also affect the commitment of the board members to the group. It became evident as some interviewees described themselves as 'lonely wolves' due to the lack of interaction with other board members, and others explained their inability to join in for JWN meetings every now and again due to time differences or poor Internet connection. The language of communication for the initiatives was also a point that made some interviewees feel distant, as they reported that because English was not usually understood in their location, their region was causally excluded from those initiatives, which then needed to be remade with a language tailored to their region.

Another interesting aspect as described by the interviewees was that they are given space to choose which initiatives they wanted responsibility for, which some described as a broad enough space to allow for them to follow their own agenda. Although at first glance this could be deemed to decrease social commitment, once each could simply follow their own path to guide JWN through, the observations showed, in fact, otherwise. It was often that the board members attending the observed meeting brought up the initiatives they were working on at that time, as well as suggestions of initiatives development or implementations. The fact that conversations of this nature seemed to spawn by means of getting suggestions and inputs from one another makes it clear that the opinion and approval of the group mattered to the speakers. This was thus an indication of created social commitment.

Combined, the interpretative and social commitment more or less present for each of the JWN board members interviewed and observed have continuously served - or worked against - JWN. In an infinite loop manner, they uninterruptedly fed its narrative, which to a higher or lesser extent kept the Network's wheel moving forward - or likewise slowed down its rolling.

Making Sense of the Combined Analysis

The *Combined Analysis* above has put JWN and its sensemaking process in relation to the change they made or desired to make, step by step through the sensemaking during change framework (Hernes, et al., 2015). The original framework explained the sensemaking processes during change, in a case where change was

communicated from management to employees. This thesis has instead been looking at change instilled bottom-up, using the same framework.

What can be drawn from this analysis is that the sensemaking process of JWN actors both on an individual and collective level were very much an interplay between all the parts in the framework. It was clear that sensemaking and change were interchangeable and that the actors constituting the JWN board members continuously shaped and used the sensemaking processes to guide their organizational ambitions and desired impact. The more personal motivations for volunteering in the Network were visible in the commitment and identity of individuals on the board. It showed the phenomena that the organizational goals were driven by multiple and different personal motivations by the actors organizing and constituting JWN as board members (Hammer & Høpner, 2019). This was an interesting finding because it suggests how JWN's overall organizational agenda can be driven almost autonomously by regional board members all over the world without constant interference and guidelines from the other board members. It shows how JWN can organize change without having direct control over the individual motivation of achieving the main goal.

The analysis suggests that all elements in the framework have merits of their own when it comes to influencing change, but mainly it suggests that change, whether it being change in identity, strategy, narrative etc. is a process that by no means can be explained only by looking at the formal structures of Jabra. To understand change for all its complexities it is crucial to dig into the micro-actors' sensemaking process. The sensemaking during change is the only way to understand how change comes to be, since it will influence the way micro-actors collaborate and organize together, in this case as shown within JWN, to ignite change in Jabra. When this can be understood it will give a much deeper appreciation for how an organization has become what it is. This can be an important tool to create and initiate change with success.

The Circle of Change

To assess how the above analyzed process of change was being ignited by JWN board members, this section proposes an extension to Hernes et al.'s (2015) theoretical framework.

In a well-watered and fertile soil, plants find the perfect condition to exist and grow - but seeds do not become majestic trees overnight. Likewise, JWN was born not as a grown and grounded organization, but as a couple of individuals that acted upon their passions, continuously impacting more individuals with the same passions, all coming together as a group (JWN) to direct these passions into actions. Through the findings accumulated by the three data sets and their analyses, this thesis analyzed answers to the research question of *how micro-actors ignite change within a large organization*. In the process, it was possible to visualize the continuous feature of change.

The researchers bumped into what seemed to be an already established and organized group of people, i.e. JWN board members, working towards generating change in the company that revolved it, i.e. Jabra. However, it was evident from an individual and a collective level that the organizing was neither episodic, nor planned. It was possible to see JWN changing within and outwards, through a sequence of interconnected and interdependent factors.

Specifically, this was rooted in the way the *Changing Environment* impacted the process of *Sensemaking by Actors*, which impacted and was affected by the *Organizing in JWN*, as the group collectively attempted to push towards desired goals. This in turn was influenced by and impacted the *Changing Environment*, which further impacted the *Sensemaking by Actors* again... and so on. This thesis' researchers named this process *The Circle of Change*, where sensemaking and action are chained to one another, and in parallel contribute to organizing the collective in search for more change within the company they want to affect (Figure 10). A key takeaway from such a movement is that the meaning created by JWN board members as individuals during change created more change. From individuals coming together to create and be part of JWN, through the Network's increasing attraction of Jabra employees and executive management and their support, to the continuous reactive shaping of JWN's target audience.

Although the proposed model depicted in Figure 10 should be seen as a unified entirety, let us slice it open in order to understand what went on. This entails taking a point of departure in the *Changing Environment*, although it is important to highlight that this does not necessarily make it a starting point to change, since changing is continuously happening, a process this thesis considers parallel to sensemaking, equally presenting no start and no end (Hernes et al., 2015).

First Round Around the Circle

It is important to remember that the environment is nothing if not results of enactment of situations that generate opportunities and threats to the very same actors (Weick, 1995). As data showed, Jabra and the external environment to it had been increasingly instituting the welcoming of and the need for gender-diversity and inclusion actions even prior to JWN. This was visible as findings pointed out to a speech from the CEO that declared support for gender diversity values, to a work environment that fed bits of inequality here and there routinely to its employees, to an unjust tech industry towards women, and to public movements like Women in Technology (2020) that had started acting to address this.

As individuals, or JWN board members to-be, made sense of the *Changing Environment* and the changes they wanted to inflict on it, they were guided by fluid narratives as they constructed interacts, some of which formed patterns of interacts leading to intrinsic commitment and social commitment to a larger or lesser extent, further affecting the narratives guiding their movement. During this process of *Sensemaking by Actors*, individuals

were affected by a changing Jabra, tech industry and life experiences and joined a Network to act upon their desire for change through a process of *Organizing in JWN*.

In that sense, the individual sensemaking process also showed the to-be JWN as separate micro-actors, each making sense of all these adjustments and coming together in the process to become a seed into that soil. The seed, that is, an organized group of 17 people who now collectively and actively (attempted at) being part in the continuation of change towards their wishes of setting a fair scene for gender diversity and new-coming employees in Jabra. The actions of two actors in particular served as an initial magnetizer to gather the other 15 for the group formation, the two JWN co-founders. This showed to be the most apparent link between JWN and the *Changing Environment* as they responded to it, or what Weick would call enactment to ecological changes (Hammer & Høpner, 2019). With JWN formed, it went through a process of *Organizing in JWN* as it brought goals, initiatives and joining and targeting of stakeholders to the collective, as well as a collective definition of the needed support, while the members interacted and committed to the Network and to the desired change.

Second Round Around the Circle

As the Network went through the aforementioned process of *Organizing in JWN*, it contributed to a further *Changing Environment* through collaborations with other networks for women, found in the form of conversations between JWN and Women in Technology (2020). Just as well, it contributed through affecting Jabra with initiatives and conversations directed at executive management, the HR department, and employees in Jabra. This was seen, respectively, through the dependency relationships that evolved in the environment as financial and organizational support from Jabra's CEO showed to be essential to JWN. Moreover, through how resource and data support requested but often withheld by the HR department showed crucial for sensemaking of goals and their achievements. Lastly, through the interest and attendance of women of Jabra to webinars and/or JWN Network Groups, and their reading and contribution to blog posts.

As the board members went through the process of *Sensemaking by Actors* to make sense of this version of the updated environment, they brought to the *Organizing in JWN* their individual motivations and goals to keep on acting for change, molding the shape of the collective goals of JWN. While each individual made sense of what JWN's goal was in different ways - for enabling global communication with coworkers, improving Jabra's bottom line, following through the talent pipeline, working for a more gender-heterogeneous organization, improving the outwards image of Jabra, or attracting more diverse talent (see Semi-Structured Interviews Findings) -, the overall intention was still that of empowering women in Jabra.

At the same time, the *Changing Environment* also brought back reflections to the *Organizing in JWN*. A clear example of this was the way JWN has increasingly understood, defended and attempted at the inclusion of

males for the Network, both as board members and as target of and contributors to JWN's initiatives. This was a conclusion JWN showed to collectively hold as its board members, while implementing and experiencing JWN initiatives, made sense of Jabra males as essential to and in just as much need of realizing JWN's agenda as the women in Jabra. This was connected to how JWN had consequently been attempting at organizing to include and adapt to welcome more males in the future.

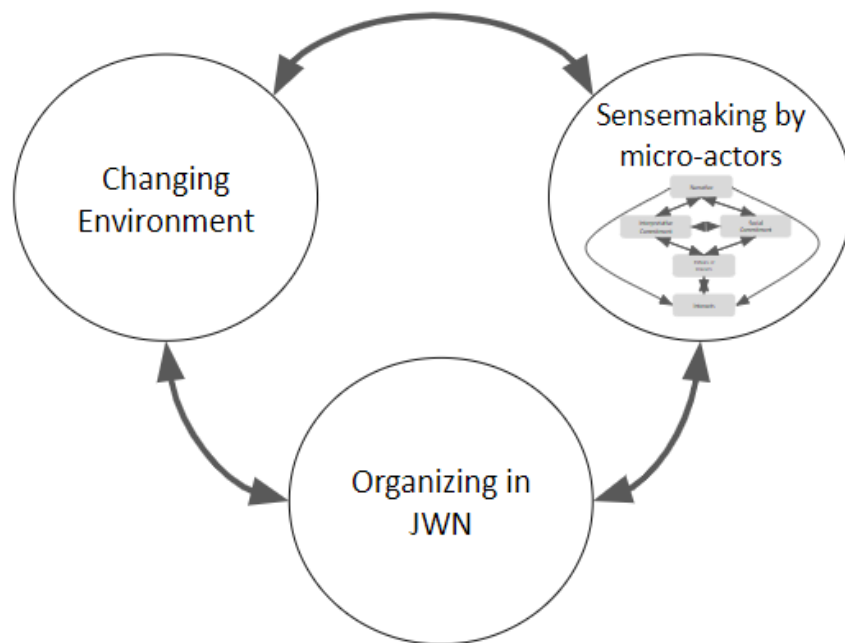


Figure 10: The Circle of Change. [This model includes in the 'sensemaking' cells the Analytical Framework for Sensemaking During Change. Adapted from "Sensing the Momentum: A Process View of Change in a Multinational Corporation" by Hernes, Hendrup & Schäffner, 2015, *Journal of Change Management*, 15:2, p. 124. Copyright 2020 by Informa UK Limited]

Making Sense of the Circle of Change

These exposed 'rounds' of chain impacts went on in a circular manner, where the impact cascaded from one aspect to the next while also affecting the previous. Once one starts making sense of changes, one impacts the collective organizing, which promotes more change in the environment, which likewise impacts the individuals and the group they belong to collectively, who further seek to make sense of such impact, provoking more impacts to the environment through (re)organizing and getting affected by it... and so it continuously goes.

Although this thesis was able to understand the development of this in JWN from its initial organizing times until the time of collected data, only covering two rounds around The Circle of Change, the circle will keep on moving around, inevitably holding mutually inflicted impacts from one element to the next. For JWN, this means that the sensemaking process of its board members will keep on impacting the Network in a way that

brings it closer or further together, more or less aligned as a group, organizing continuously or reinventedly, to either continue to bring about gender diversity change for Jabra, or to dismantle this setup and its organizing entirely. Even if the outcome is the latter, it is important to recognize the effect of JWN's changes to Jabra and beyond in accordance with Weick (1995), who saw the environment as tightly connected to the individuals within it. In other words, the awareness and continuous change that JWN has spread so far has certainly touched its environment, therefore igniting sensemaking by other actors within it and consequently fueling continuous change through them as well. It is only a matter of how their sensemaking process goes, whether the fuel will lead to enabling or preventing the continuation of change related to gender diversity improvements in Jabra.

Discussion

This discussion engages with a number of limitations to the thesis that were discovered during its process. Furthermore it includes theoretical implications that were based on the analysis and the findings in this thesis and, lastly, come with the researchers' suggestion for further research.

Limitations

The researchers for this thesis have gone lengths to ensure that no stone had gone unturned in the process of analysis and data collection. However, intrinsic aspects related to the theory, the data and the time frame have caused several limitations to the thesis that needed to be addressed.

Theoretical Limitations

The sensemaking theory (Weick, 1995; Hammer & Høpner, 2019) and the sensemaking during change framework (Hernes et al., 2015) that constituted the main theoretical perspectives throughout this thesis proved to make a solid foundation for analysis. It led to the understanding of changes by JWN, and the meaning creation by its board members during changing circumstances. Furthermore, how much influence micro-actors can have on large organizational settings when they start to organize in groups or networks. The theoretical limitations of these models relate to the theories' inherent complex reality when it comes to real life settings. In theory and on paper, it can be relatively easy to comprehend the different processes of the sensemaking during change framework (Hernes et al., 2015) or the enactment model about ecological change (Hammer & Høpner, 2019). However, the truth about these models as they are presented in articles and papers is that these processes often happen instantly and automatically in the real world, without much weight attached to the enactment process. This is what creates limitations for researchers when they have to account for longitudinal phenomena or otherwise complex organizational studies of sensemaking and change. Continuous change, micro-change or incremental change, are often not events that clearly stand out to the average person in their daily activities and interactions, which is why it can be very difficult to recreate a precise account for the meaning creation and change process in organizations. In JWN's case this is no different. Since meaning creation and change can most easily be noticed through radical changes, the theories are very difficult to duplicate as a precise picture of reality because they might only account for the larger events in JWN. Nonetheless, this might also be close enough to reality, since meaning creation in sensemaking does not have to be an accurate account for what happens but the most probable (Weick, 1995). Further limitations to theory involve the many levels of analysis that can be applied. Both of the main theories for this thesis can be applied on an organizational and individual level and this makes them even more complex. Since the two are interdependent, they should therefore simultaneously be taken into account, as shown in *The*

Circle of Change. For this thesis it was the organization JWN that was in focus, but it was almost impossible to stick to one level of analysis without implementing the other. The theoretical implications also go hand in hand with the data collection limitations, primarily because the qualitative recollections of the interviewees also are a construct of sensemaking themselves and therefore not totally accurate.

Data Collection Limitations

The qualitative data, and findings from the interviewees in both the unstructured and semi-structured interviews were all accounts of events that each interviewee have created meaning of retrospectively. This means that the data becomes victim to the same accounts of reality that theory stipulates with the sensemaking process. It is therefore pertinent to the limitations of the data collection and findings that they do not represent the actual precise reality of how or why events have occurred the way they were told. It would be relevant to suspect that the interviewees individual meaning creation could include bias such as cognitive dissonance that have skewed the meaning attached to events depending on how they turned out (Weick, 1995). Through the analysis of JWN in relation to the theory it was possible that it was mostly the radical changes and bigger episodes of meaning creation and change that were accounted for, with potential to leave out important smaller details that had become blurred amidst all things. Moreover, it has been stressed that the change and sensemaking theories all are based on processes and continuity (Weick & Quinn, 1999) which implies that the findings for this thesis only represent JWN and their impacts for the moment in time where the data were collected. If this thesis was to be reproduced at a later point in time the data could look somewhat different due to possible production of different meanings to certain events that have been discovered throughout the data collection process. This is not to say that the findings in this thesis do not contribute to theory and relevance for the understanding of change and sensemaking and that the thesis cannot be reproduced. It is more to say that the data could tell another story that has the possibility to change the way meaning creation and change occurred for JWN and Jabra if the thesis were reproduced in the future. This could in turn change how the entire story of change and meaning would be told, which is why there are certain time frame limitations to this thesis as well.

Limitations were also present in the Internet-mediated observations. As per Saunders et al., (2016), the initial observations should have led to subsequent focused observation of JWN board meetings. However, for this to happen, the observers would have needed access and time to observe more monthly board meetings. The impossibility of this meant that the observers had to skip this step, and thus were not able to make new observations with drawn attention to more specific aspects.

The arguably short amount of time spent observing and its single occurrence could be argued to be a source for lack of familiarity with the setting, leading to observer error. However, the researchers were able to circumvent this by getting acquainted through the unstructured and the semi-structured interviews prior to the

observations. Through and through, the previous interviews and their analyses were used to avoid observer drift caused by excessive familiarity, to avoid assumptions and to keep the observations and their interpretations consistent (Saunders et al., 2016).

Time Frame Limitations

For this thesis, interviews were conducted over a time period of 3 months. This meant that the understanding of the sensemaking process and change could only be viewed and analyzed based on this specific timeframe. This meant that the process from the foundation of JWN to its state at that current time and all the events prior to this study could not be studied while they happened, but only as an aggregate and retrospective account for the entire process up until the days of data collection. The limit here lies in the cross-sectional nature of this thesis and the openness of longitudinal data collection that could have been useful if the researchers had had the possibility to follow and observe change and meaning creation as it happened. Instead, the data has to be trusted to the accounts of the interviewees, as mentioned above.

Another time frame limitation is that which this thesis concerned itself with regarding data. The data collection and accounts for these events only go back a certain amount of time, from which the researchers departed as the beginning of visible changes and sensemaking processes. Like both theories prescribe, change and sensemaking are ongoing and it never starts because it never stops (Hernes et al., 2015; Weick, 1995). Therefore it was the time frame of acknowledged events, from the ‘beginning’ of JWN to when data was collected, that the researchers had to make do with. There is a certain limit for how long back in time the changes were recognizable to be tied to impacts related to JWN in Jabra, thus this thesis’ researchers had to use what data allowed them to by jumping into the events that were accounted for by the interviewees. It is possible that certain changes have happened earlier than interviewees accounted for, but with the focus on JWN as the key actor in this case, the thesis had to limit itself with the boundaries as such.

Theoretical Implications

During this thesis’ analysis, informed by Weick’s elements of sensemaking (Hammer & Høpner, 2019), and founded on the theoretical model by Hernes et al. (2015), some important aspects became evident. The first was the consideration of the foundational framework of Hernes et al. (2015) as an extremely appropriate *analytical framework for sensemaking during change*. This was confirmed as this thesis was able to see its five different elements of sensemaking during change take place in JWN as its board members made sense of the proposed and realized changes. Even as each element showed present in lower or higher levels, they appeared to interconnectedly be part of the sensemaking process for JWN.

This was established even though the framework was originally used by the authors to assess two parallel top-down change processes in the article's case company (Hernes et al., 2015). As a theoretical contribution, this thesis has shown how the same model could be successfully applied to a single, bottom-up change process. Related to this, this thesis has regarded Hernes et al.'s (2015) model as limited for being shaped to evaluate sensemaking in change processes communicated and closely followed down from management. For this reason, it missed features necessary to include scenarios of micro-actors-based change.

As this thesis kept this in mind and saw it happening in the collected data, it recognized change as a bottom-up process as micro-actors, JWN board members, developed a volunteer commitment and ability to expand reach without executive management. That was, despite the occasional need for more or less support and financial backup from executive management. This meant giving different weights to the hierarchical ladder in the process of change than that which the case studied by Hernes et al. (2015) did, since the model presented by Hernes et al. (2015) analyzed processual changes that departed from managerial decisions. Therefore, this thesis' researchers considered and developed the expansions deemed necessary to the original Analytical framework for sensemaking during change (Hernes et al., 2015). That is, they formed *The Circle of Change* to include the dynamics between such a sensemaking process, the collective organizing in JWN of the board-members that made sense of the change, and the changing environment they act in.

In line with this, the findings and analysis have understood and agreed with authors such as (Hernes et al., 2015; Weick, 1995) in that it saw *change as a continuous process*, showing this as JWN's very own existence and development come from prior alterations, and keep continuously changing within and outwards. This thesis could also see a parallel with the concept of *emergent strategies*, so close to authors like Mintzberg & Waters (1985). While JWN seemed committed to the goal of empowering women in Jabra, as the Network developed it got more knowledgeable about what was needed to achieve their ambitions through e.g. surveying, gathering feedback from women in Jabra, or through understanding the force of impact to be weaker without the involvement of males. JWN has therefore continuously revisited and added to its list of strategic initiatives and of key participants needed to be involved to realize change, as well as reshaped their narrative, as a response to and an embracing of the informative experience.

Apropos of narrative, the strategic story capable of increasing strategic acknowledgement, consent and enactment (Barry & Elmes, 1997), this thesis saw *narratives* play an important part to change related to JWN. Interestingly, narratives appeared not as a way for top management to secure the continuation of the voluntary actions of JWN, as Barry & Elmes' (1997) perspective would be expected. Quite the opposite, it reflected the bottom-up nature of the instilled and aimed changes, where narratives were created by the Network to itself, to guide itself through change. In fact, Jabra's top management was reported to give freedom of movement

and of choice to JWN for doing something different and instill change in a lower level, rather than a guiding narrative (see Top-down Approach in Semi-structured Interviews Findings).

Last but not least, the theoretical concept of *identity* played out in this thesis in two ways. Firstly, it was possible to see how one's identity, values and morals were intertwined to their choices of focus for change. Specifically, this was seen as many of JWN board members indicated their passion for securing a fair environment through gender diversity in Jabra as playing a large role in their joining and remaining as contributors to the Network. Secondly, and in line with the first point, an important agreement with Ashforth & Schinoff (2016) stood out. As Ashforth & Schinoff (2016) saw one's sensemaking as the foundation to understand who they are in the surrounding organizational context, they also recognized the importance of employees giving space to personal identity amidst an organizational identity. Looking through this angle, the JWN board members herein studied, likewise showed to be aiming for changing Jabra through JWN as a way to take it up to themselves to develop values not yet entirely instilled in Jabra so as to match their own personal identities.

Suggestions for Further Research

This thesis has brought to light many different findings about how JWN as a micro-actor has tried to infer more focus on gender diversity issues in the larger Jabra organization setting. However relevant, these findings also lead to further questions and this thesis' suggestions for further research on the topic of change and sensemaking.

In relation to the current case study and as an extended research, it would be relevant to conduct a study about *JWN's volunteer aspect*, versus how it would affect JWN if they were to become an actual sub-division of Jabra, with dedicated full time employees, or a part of the bonus program for all the board members. It was mentioned several times in the findings that JWN was run by volunteers as a side project to the board members' full-time jobs in Jabra. In the case of this thesis, this aspect gave JWN certain limitations in regards to prioritizing the Network and getting economic and organizational support from Jabra. Therefore, it would be interesting to research if and how JWN's meaning creation and sensemaking process would change if the Network became a full-time job. This would likely introduce new expectations for the Network and probably change the creation of meaning and introduce new conflicts.

It would therefore also be relevant to research if certain conflicts of interest would arise or new agendas would be pushed through if this were to happen. It could be assumed that certain (and maybe more important) agendas were put aside e.g. in favor of more easily achieved targets that could faster reach the objectives they would be measured by. Thereby the importance in assessing if JWN would indeed benefit from being run by paid members instead of volunteers. This could be done by looking and comparing other initiatives similar to JWN

in other organizations that have become formalized and comparing how they have made sense of and what they have achieved by this transformation.

Another relevant research would be to look at the change from the perspective of *Actor-network theory* (Hernes, 2010) and the tools needed to initiate and organize change. This thesis has touched upon certain technologies and stakeholders that were very important for JWN to organize and promote their agenda, but which have not been the main focus of study. The findings did however, highlight the importance of online communication and online meetings in JWN's organizing and it would therefore be relevant to investigate the relationship of these human and non-human actors further. In this regard, it could also be relevant to study further the *impact of long-distance communication* in regards to building up trust and good relationships, which were mentioned as a downside for JWN when collaborating between vast geographical distances for different reasons. It could be interesting to realize the effect of *face-to-face vs online communication on sensemaking processes*.

The framework for sensemaking during change by Hernes et al. (2015) were used in their original article to study sensemaking processes during change communicated from the top downwards. This thesis made use of the framework to study the sensemaking process during change communicated from the bottom upwards. It would therefore be relevant to conduct further studies that compare these two different kinds of change by looking at how and if the sensemaking process of change varies depending on whether it is communicated *from the apex of the organizational hierarchy or from the bottom*. This phenomena would be interesting to study because it raises several questions. What if JWN was created and structured by Jabra management instead? Would it be treated differently? Would it lose its meaning? And would such a network even exist on a volunteer basis if it were communicated from the top down? This research would also be highly relevant to cases beyond the Jabra-JWN setting and contribute with relevant information about meaning creation and change based on who communicates it.

Conclusion

This thesis investigated how Jabra Women's Network's advisory board members, as micro-actors, could ignite change within their current organizational structures of Jabra. This question was answered through the elaboration and analysis of three sub questions and three different data sets.

In order to answer each of these questions, the researchers followed an abductive approach as they went on in a cross-sectional time horizon to investigate this case study, an approach shaped by their pragmatic social constructivist paradigm. This also reflected on their choice of qualitative data collection.

First the researchers investigated the context in and around JWN during the change implementation process, through preliminary unstructured interviews of three board members. The findings showed that JWN was a group of motivated employees at Jabra, who through the Network sought to empower women and address male and female gender diversity issues in Jabra. Findings also suggested that their context, as a volunteer network in Jabra, made it difficult to get the necessary input to see and measure their impact, leading to inconsistencies in their strategies for moving forward and confirming their value creation.

From here, semi-structured interviews with 12 JWN board members, created the basis for further analysis of how JWN board members made sense of the change they ignited. Combined with a theoretical framework of sensemaking during change (Hernes et al., 2015), findings showed that JWN made sense of change through a developing narrative. The narrative resulted from a process of interacts, patterns of interacts, social and interpretive commitment, similar to Weick's (1995) sensemaking process and ecological changes (Hammer & Høpner, 2019).

Finally an Internet-mediated observation of a JWN board meeting, was made with the purpose of answering how the sensemaking process by JWN board members impacted their collaborations towards change. Through this observation it was possible to see features of interactions in the social environment. Findings suggested that there was a good dynamic during the board meeting and that the topics for the meeting were based on casual agendas. The board members seemed to collectively strive towards the common goals of JWN but also to address issues in their regular jobs at Jabra. Although not all attendees spoke during the meeting, the observation uncovered a high knowledge exchange that board members seemed to appreciate and respect.

These findings paved the way for a combined analysis by using all three data sets in conjunction with Hernes et al.'s (2015) framework for sensemaking during change. This analysis showed that JWN narratives were based on the desired impacts, in terms of empowering women in Jabra and beyond, and that the narratives had a huge influence on the scope of the Network's ambitions. Furthermore the narrative also included the relevant stakeholders, such as Jabra management, and male participation, who were key to reach their ambitions. It was

clear that the narrative also added complexity because it held different meanings to individual members of the JWN board depending on their regions and individual views.

It was furthermore possible to analyze the interacts in and around JWN, which showed how the actions of an individual board member managed to organize JWN. The interacts showed how interlocked-behaviours affect actions and lead to emergent strategies as the board members enacted their environment and continuously acted based on past experiences (Weick, 1995; Mintzberg, 1987a). JWN's patterns of interacts indicated that online communication played a large part in the internal interactions. Most noticeably the online patterns of interacts showed to have some negative effects on the JWN's interactions, since it became difficult to build up trust for both board members and the employees in the Jabra organization they were trying to impact. Since sensitive topics were encouraged, the lack of familiarity could influence the desired impacts JWN aimed to generate.

The interpretive commitment much reflected individual identity, personal motivation and a passion for the JWN agenda. This was evident through the various initiatives different regional board members engaged in based on the needs for each region. Furthermore it was evident that both interpretive commitment and social commitment were not necessarily mutually exclusive, but each had a role to play in JWN's sensemaking process separately. Both types of commitment were visible in JWN as the social and individual aspects of sensemaking bounded the board members together towards their goals, or created obstacles in the form of being a volunteer movement, sometimes less prioritized than the board members' actual job.

The combined analysis of all the elements in the Hernes et al.'s (2015) framework for sensemaking during change suggested all steps in the process had a role to play in creating change. It showed how micro-actors through a process of sensemaking were the key actors to ignite change and how change took place in JWN often developed through this process. The sensemaking process was critical for this thesis to understand how change came to be by including both organizational and individual levels of analysis. However, it remained insufficient on its own to address this thesis' research question.

With a focal point in Hernes et al.'s (2015) theoretical framework, this thesis developed a case-specific model of the iterative process involving sensemaking by micro-actors, which impacted the organizing in JWN to influence the changing environment. This model, named The Circle of Change, was key to see how micro-actors in JWN ignited change within the larger organizational settings of Jabra. Altogether, this thesis' findings and analyses included limitations and led to theoretical implications and suggestions for further research.

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Appendix

Appendix 1 - Literature Review Preparation

KEYWORD	ARTICLE, AUTHOR(S) & YEAR	POINTS OF INSPIRATION FOR INTERVIEWS
THE 13 ARTICLES DIRECTLY USED IN THE CONSTRUCTION OF THE SEMI-STRUCTURED INTERVIEW GUIDE		
Strategy	What is Strategy? (Porter, 1996)	Do they compare themselves to rival companies when they establish goals or values in JWN?
Identity	Great Debates in Organizational Identity Study (Gioia & Hamilton, 2016)	Does JWN see that they have an identity similar to Jabra or are they influencing each other? Or have they taken a new or remaining identity?
Strategy; Identity; Change	When strategy needs identity and vice versa: A temporal view of the strategy–identity interplay (Schultz & Hernes, 2018)	We could look at the identity of JWN and relate it to their strategy to see patterns of this interplay or if there is any. Also look at their time horizons for strategic change.
Identity; Change	Organizational identity change and temporality (Schultz, 2016)	Look at how the identity is formed and if the identity is based on past or future events.
Strategy; Narrative	Strategy as practice and the narrative turn (Fenton & Langley, 2011)	We could try to uncover some of the narratives if any are present in JWN
Sensemaking	Sensemaking in organizations (Weick, 1995)	We can use this to ask question for related to their sensemaking and see which of these 7 elements that is most visible at JWN
Strategy	Strategy as order emerging from chaos (Stacey, 1993)	-> How do they agree on their goal? -> How do they share ideas/knowledge/information and learn from each other? -> How much of the JWN knowledge is freshly created, how much comes from Jabra? = old practices vs new ones -> How flexible is JWN's agenda?
Strategy	The design school: Reconsidering the basic premises of strategic management (Mintzberg, 1990)	-> is the strategy articulated only at the top/by the board? -> is it only the goal determining the strategy or is it also the structure and the environment that surrounds JWN? -> is it due to the strategy still being under development, that it has not yet been officially communicated?

		-> is it a strategy to implement the strategy as it gets formulated?
Organizing	Co-constitution, causality, and confluence: Organizing in a world without entities (Gergen, 2010)	<p>-> <u>about "scientist as agent of cultural change"</u>: about the influence of discoveries about diversity in the firm and its importance on the interviewee's feel about goals of the JWN</p> <p>-> <u>about action-supplementation dynamics</u>: do they feel that their actions are supplemented by that of their JWN peers?</p> <p>-> <u>about "confluence" instead of cause and effect</u>: how do they feel that the dynamics of the JWN goal setting and changes in Jabra impact one another/coexist?</p>
Organizing	Going Back to Go Forward: On Studying Organizing in Action Nets (Czarniawska, 2013)	<p>-> <u>about organizing among organizations</u>: how they feel about the formalities that separate their organizing from Jabra as an organization? how do they feel formal permission or active cooperation/recognition from Jabra plays a part in organizing the JWN? (or something like this)</p> <p>-> <u>about action nets</u>: to where do they feel their collective actions are bringing the JWN / Jabra towards?</p> <p>-> <u>about organizations obstruct organizing</u>: how do they feel Jabra gets in their way of organizing through their JWN collective actions?</p>
Organizing	Actor-Network Theory, Callon's scallops, and Process-based Organization Studies (Hernes, 2010)	-> <u>about ANT and the participation of material actors in the network for broader meaning</u> : how do they feel the participation of material actors comes together to support the creation of JWN strategy?
Sensemaking	Future-oriented sensemaking: Temporalities and institutional legitimation (Gephart, Topal & Zhang, 2010)	<u>About sensemaking creating interpretive schemes and the production of one scheme as dominant in a given setting</u> : do they feel the strategic path they're pursuing for the JWN is shared among their peers?
Identity	Organizational Identity and Identification: Charting New Waters and Building New Bridges (Albert, Ashforth & Dutton, 2000)	<p>-> do the board members see the interest in fighting for gender equality / female empowerment as part of their individual/personal identity, and that therefore unites them to have the same identity? Are their personal identities too different to enable a single collective identity?</p> <p>-> do the members negotiate what is to be the identity of JWN? Do they build it together socially?</p> <p>-> is the JWN identity set in stone or a process in never ending development?</p> <p>-> is it planned or emergent?</p>

		-> is it differently perceived depending on the geographic location / age / gender of the members? -> is this point of identification (their interest) basis for group phenomena?
KEYWORD	ARTICLE, AUTHOR(S) & YEAR	
THE REMAINDER 26 ARTICLES, NOT DIRECTLY USED IN THE CONSTRUCTION OF THE SEMI-STRUCTURED INTERVIEW GUIDE		
Identity; Change; Sensemaking; Strategy	Identity, Image, and Issue Interpretation: Sensemaking During Strategic Change in Academia (Gioia & Thomas, 1996)	
Strategy	Strategic enactment: An interpretive approach to organisational strategy (Bodhanya, 2009)	
Sensemaking	The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster (Weick, 1993)	
Sensemaking	The Social Processes of Organizational Sensemaking (Maitlis, 2005)	
Sensemaking	Reinventing Organization Development: How a Sensemaking Perspective Can Enrich OD Theories and Interventions (Werkman, 2010)	
Sensemaking	Understanding sensemaking/sensegiving in transformational change processes from the bottom up (Kezar, 2013)	
Strategy	Sensemaking, sensegiving and strategic management in Danish higher education (Degn, 2015)	
Organizing	Organizational Restructuring and Middle Manager Sensemaking (Balogun & Johnson, 2004)	
Strategy	Of strategies, deliberate and emergent (Mintzberg & Waters, 1985)	
Organizing	A process theory of organization: Process Theory, organizational continuity, and Change (Hernes, 2014, Chapter 7)	
Change	Sensing the Momentum: A process view of Change in a multinational Corporation (Hernes, Hendrup & Schäffner, 2015)	
Sensemaking	The social psychology of organizing (Weick, 1979)	
Strategy	Strategy Retold: Toward a narrative view of strategic discourse (Barry & Elmes, 1997)	
Change	Organizational change and Development (Weick & Quinn, 1999)	

Strategy; Change	The Strategy Concept I: Five Ps for Strategy (Mintzberg, 1987b)
Strategy	Crafting Strategy (Mintzberg, 1987a)
Identity	Hybrid and multiple organizational identities (Pratt, 2016)
Change	The Influence of Social Position on Sensemaking About Organizational Change (Lockett, Currie, Finn, Martin & Waring, 2014)
Identity	Identity under construction: How Individuals Come to Define Themselves in Organizations (Ashforth & Schinoff, 2016)
Sensemaking; Strategy; Change	Interpretation in Organizations: Sensemaking and Strategy (Schneider, 1997)
Identity	Creating an individual work identity (Walsh & Gordon, 2008)
Change	On organizational becoming: Rethinking organizational change (Tsoukas & Chia, 2002)
Identity	Social identity, organizational identity and corporate identity: Towards an integrated understanding of processes, patternings and products (Cornelissen, Haslam & Balmer, 2007)
Organizing	How networks reshape organizations--for results (Charan, 1991)
Change	The role of networks in organizational change (Cross, Parise & Weiss, 2007)
Identity	Albert and Whetten revisited: Strengthening the concept of organizational identity (Whetten, 2006)

Appendix 2 - Semi-structured Interview Guide

1. What is your role in JWN?
2. What are your responsibilities as a JWN board member?
3. When did you join JWN?
4. What are your personal motivations for being involved with JWN?
5. Why do you think there was a need for the creation of JWN?
6. What concrete impacts are you expecting JWN to have?
7. What is most fair to describe JWN? As an independent network or an interdependent part of Jabra?
8. How does JWN compare to other organizations/movements/networks?
9. What influences JWN goals?
10. How often do you feel like you have a clear direction in the fulfillment of JWN's purpose/goal?
 - a. Why do you think that is?
 - b. When you do, how is this communicated to you?
11. How involved are you in the creation of JWN's strategic initiatives?
12. How much influence do the members of JWN have in shaping its direction?
13. How do you communicate with your JWN board peers?

- . How often are you in contact with them?
- a. How often, if ever do you meet in person with JWN board members?
- 14. How do you engage in decision-making with members of the board located in different geographical units than yours?
- . What is a story that best represents your perception of collaboration in JWN?
- 15. Besides the board meeting, what kind of group meetings do you have?
- . Why do each of these meetings happen?
- 16. How do you believe Jabra views JWN?
- 17. What are the biggest threats for JWN?
- 18. What are the biggest opportunities for JWN?
- 19. What is key for JWN's success?

Appendix 3 - Participant Observation: Freestyle Notes on JWN Board Meeting

GENERAL NOTES OF THE MEETING FEATURES:

14 participants in the list of Microsoft Teams participants, some of which do not appear in the org chart of JWN available in the GN Intranet.

All who spoke had very assertive, steady voices; each taking their turn, without interruptions. The majority speaks from their own initiative, a couple spoke once their names were called for their input.

A board member is asked directly about their part/initiative/opinion, which becomes the topic of the time.

"Leading" participants (those who led the call and/or spoke the most): 2 previously interviewees and 3 anonymous - out of which 2 have senior roles in the Jabra organization.

Not all were speaking, heard voices included. These were from 9 individuals: 5 previously interviewees and 4 anonymous.

The meeting was carried with audio only from all but one participant, who left turned on their camera - which was not showing themselves, but blurred areas of what looked like a table.

THE MEETING TOPICS:

BEING A MOM AND WORKING FROM HOME IN CORONA TIMES

- Meeting started with small talk around the COVID-19 situation: postponing some initiatives due to the need to prioritize Jabra.

- Mentioning of a blog post that was on the way: "mom guilt"; talk to your manager; address the situation. Suggestion to exemplify from coronavirus for asking for flexibility

- Jabra CEO was brought into the picture when aligning for specifically the coronavirus situation of working from home, to get support from managers to support wfh efficiently with kids and corona

"emphasize Jabra culture by communicating at right time"

"how do you guys handle it from your region?" asked to China JWN lead, who exemplifies most women as having kids while working from home for corona.

Another from China, input: focus on priorities, agree between manager and team members so that people are committed to hours, and be reachable through Skype and Social media. This is not only a topic for women, it's for all.

Emphasizing importance of creating opportunities for communication via tools like social media, skype, etc

"any other issues, with you or your team about this? this is a safe group, so anything is welcome"

Challenges for managing teams remotely & advising others on how to do this

Lot's of the comments include jabra as well e.g. "how to promote our products in this scenario", "facilitating people around the concept of working from home rather than our product"

UPDATE ON JWN NETWORK GROUPS

- infusing groups that are inactive

- get new survey going in summer for changes / setup

JWN WEBINAR WITH GN HEARING CEO AS GUEST SPEAKER

- possibility to move it
- it's already been moved from in person to virtual
- given outside pressure teams are going through, this will be postponed to april to later
- fear that it will get lost among everything else

JWN EVENTS / BLOGS

- international women's day: discussion went around posting a piece of content on it
- emphasizing need for sharing content in the JWN site
- discussions about who to invite as a blog post guest_ anonymous from China suggested, but asked for help on how to go about it as well as correcting for English.
- what are the scope of things we need to put in the blog? anonymous? personal? individual? group? - whatever people feel comfortable with
- emphasizing importance of male views on the blog topics i.e. menopause; staying at home working with kids
- > at this point one of previously interviewees almost defensively said he's used to it, saying it could also be culture wise.
- how do you address things you see in the workplace that you feel are unfair & getting more accepted when pointing it out => to do with diversity and inclusion and being aware of how we cut people out, not only about men and women
- they are 'lacking' speakers so "let's reach out to those we know and get a good pipeline going"

PATTERNS

China anonymous & one of previous interviewees -> Lots of emphasis on cultural or regulations aspects and how it influences the way things are dealt with in regards to unfairness/'mistreating'

DATA

- one of previous interviewees says there's nothing new on data
- she says she doesn't think they can get data before HR releases it, and asks board president if she can
- board president has an input due to her GMT position

OTHER REMARKS

- one of previous interviewees says in a 50 people Jabra meeting, 4 participated. 100+ received the invite, 22 out of which were women.
- the meeting participants were expecting jabra departmental objectives early in the year, but not all were aware. 30% of new hires at new levels are mandated to be women.
- "can we give them any support on how to meet the quota/objective"?
- "reach out about success stories to teams that managed to do it"
- "ways to increase diversity in the org"
- "it's about talent pipeline" - "in engineering that's where we struggle the most, can we do something to improve the pipeline?"
- 2 people left the meeting 15 mins early because they needed to join another one

CHOICE OF WORDS & ADS ON JABRA JOB ANNOUNCEMENTS

- any progress?
- in APAC, job description advertisement adjusted wording: "build an employer brand, making our announcements attractive to make GN / Jabra stand out- we didn't think of addressing diversity yet, but it could be a hard part to incorporate"
- in US, job description changed, attracting more different backgrounds.
- request / pointing out need for internal communication about how managers go about recruiting- managers go with experience, what they know and what they've done, not HR backed up. opportunity exists for JWN to guide them/help them by giving some guidelines, etc.

FINAL REMARKS

- "that was a great call / feedback"

Appendix 4 - Email Communications for Primary Data Collection

A. Asking board President for JWN to be this thesis' case study
<p data-bbox="164 533 1029 566"><u>Subject: Jabra Women Network as our possible Master Thesis case study</u></p> <p data-bbox="164 604 319 638">Dear <i>NAME</i>,</p> <p data-bbox="164 676 359 710">Good afternoon!</p> <p data-bbox="164 748 1353 815">It wasn't long ago that I came across the Jabra Women's Network, through Group Communication's GN News mailing.</p> <p data-bbox="164 853 1372 987">Intuitively, the Network caught my attention primarily based on my own gender. It was in fact an incredibly positive surprise to come across something like this inside GN, especially just a few days after concluding a course on Diversity Management and its importance in my Master's program.</p> <p data-bbox="164 1025 1380 1126">That was in fact the second thing that drew my attention to the Network: my studies. As I am currently taking the MSc in Strategy, Organization and Leadership at CBS, I am just 2 months away from starting my Master Thesis semester.</p> <p data-bbox="164 1126 1372 1305">With a huge interest in organizational studies and particularly in change in organizational settings, me and my thesis partner, Marc, were on the looks for a case study. My eyes lit up immensely by thinking of a chance to study this topic with JWN as center. I am extremely glad to work in GN Hearing to be able to have access to internal news that help me find initiatives like this 😊 Marc of course, was equally delighted at this possibility.</p> <p data-bbox="164 1344 1356 1444">We have a lot of interest in studying JWN, in a variety of ways, which we would still define – and be opened for other possibilities that you may see – in case you believe the JWN would be willing to be studied by us and collaborate through building data.</p> <p data-bbox="164 1482 1380 1684">Some of these investigation topics could be, for example: a. how a network for diversity gets space and support within an organization, b. how this network creates transparency about the organization for its members, c. how this network creates awareness and acceptance of diversity for non-member employees, d. how this network influences change in the organization through members, and e. the possible consequences tied to this network's existence. Although the exact topic is not defined yet, we plan on doing so within the next couple of months.</p> <p data-bbox="164 1722 1372 1856">All this being said, on behalf of my thesis partner and I, I kindly ask you – also on behalf of your members – whether the Jabra Women Network would do us the honor of being our Master Thesis case study, and as such, have availability to donate your time and brilliant minds to aid in building our data for it.</p> <p data-bbox="164 1895 1348 1995">To give you a rough timeframe, the Thesis semester happens between February 1st and May 15th of 2020, which would mean that interviews and / or surveys would take place around late February to early March.</p>

I appreciate your time in advance, and look forward to hearing from you on the matter.
If you believe there is someone else in JWN that I should contact with this request instead, I kindly ask you for this person's contact information.

Kind regards,

Bárbara

Best regards / Med venlig hilsen,
Bárbara Duarte | Digital Transformation Student Assistant | [email address]
GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

B. Inviting more individuals for initial talk (unstructured interview)

Subject: Jabra Women's Network as our Master Thesis case study

Dear *NAME*,

It wasn't long ago that I came across the Jabra Women's Network, through Group Communication's GN News emailing.

Intuitively, the Network caught my attention primarily based on my own gender, but that was not the only reason.

It was in fact an incredibly positive surprise to come across something like this inside GN, especially just a few days after concluding a course on Diversity Management and its importance, during my Master's program.

As a student of MSc in Strategy, Organization and Leadership at Copenhagen Business School, I see a lot of aspects of my studies in the JWN, and a lot of research potential in the organization, too.

While I am currently on the journey to start writing my Master Thesis with my thesis partner, Marc, we have both been keeping our eyes out in the look for a case study that could match our interests.

With a huge interest in organizational studies, particularly in change in organizational settings, both Marc and I saw a huge opportunity for this in JWN.

We were even more certain of this after speaking to *INTERVIEWEE 1a* and getting further insight from an inside perspective of the network.

Right now, we are at the early stages of defining the thesis, thus we are still molding our research question - we have a lot of ideas already. To give you some examples, some of these topics could be: a. how a network for diversity gets space and support within an organization, b. how this network creates transparency about the organization for its members, c. how this network creates awareness and acceptance of diversity for non-member employees, d. how this network influences change in the organization through members, and e. the possible consequences tied to this network's existence. Although the exact topic is not defined yet, we plan on doing so within the next couple of months. And we are of course also opened for possibilities you may see as existent and relevant.

This being said, *INTERVIEWEE 1a* recommended us to reach out to you, seeing you have a lot of insight and data, as a member of the JWN, and could help us build our empirical research both through provision of secondary data through research and documents, but also primary data through your

participation in e.g. an interview. We are also in touch with your Network comembers, and we believe your insights to be of great value for our project, adding up to the collective perspectives. Therefore, on behalf of Marc and myself, I would like to kindly ask you, as a member of the Jabra Women Network, would do us the honor of participating in our Master Thesis case study. This participation would mainly include the availability of time, willingness to share your experiences, strategies and plans, and sharing of materials and research, to aid in building our data for it.

To give you a rough timeframe, the Thesis project officially happens between February 1st and May 15th of 2020, which would mean that interviews and materials gathering would take place around late February to early March.

Since this is still some weeks away, we wanted to reach out already this early in the process so as to give you a first glimpse to the project, and to get acquainted with it and ourselves.

Given the holidays are starting soon, Marc and I are both opened for an initial talk in January, before we actually start with the data collection, if you feel it would help clarify things. We found that doing this with *INTERVIEWEE 1a* was useful for all 3 of us.

I appreciate your time in advance, and look forward to hearing your thoughts on collaborating to our Master Thesis.

Until then, happy holidays!

Kind regards,

Bárbara

Best regards / Med venlig hilsen,

Bárbara Duarte | Digital Transformation Student Assistant | [email address]

GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

C. Scheduling initial talk (unstructured interviews)

Subject: JWN as our possible Master Thesis case study - Initial talk

Hi *NAME*,

As per previous message, I am setting up this meeting online, for us to discuss a bit more about mine and Marc's Master thesis and the possibility of having JWN as our case study.

I hope this day and time work for you, but in case you have other preferences, please feel free suggest others of your convenience.

Best regards / Med venlig hilsen,

Bárbara Duarte | Digital Transformation Student Assistant | [email address]

GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

D. Inviting interviewees from unstructured interviews for semi-structured interviews

Subject: JWN as our thesis case study - update

Hi *NAMES*!

Hope you're all doing well.

Marc and I have been on a process of analysis of the preliminary talks you three kindly spared time to have with us about the JWN. We were able to formulate a problem and a question to base our thesis upon. As previously promised, we would like to share this with you.

The main factors that came to light include the socio-organizational challenges faced by the Network, male participation or lack thereof, cultural/regional external effects on the Network, and strategizing towards goals. Given the importance of sensemaking, strategy and identity to all and any organization, as well as the previous aspects, we formulated the following research question:

"How does sensemaking in JWN impact the organization's process of strategy and identity creation?"

We hope you find this interesting and relevant to the JWN and its current situation. If you have any input/feedback, please let us know.

On another note, we would like to take up your offer for a second meeting, in which we will be conducting a more in depth interview with each of you, which will constitute our research's primary data.

We are planning on setting up these interviews between the 9th and the 17th of March (both days included). We hope it's okay that we book you directly in your calendar in the available timeslots?

Thank you!

Kind regards,

Best regards / Med venlig hilsen,

Bárbara Duarte | Digital Transformation Student Assistant | *[email address]*

GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

E. Inviting new subjects for semi-structured interviews

Subject: JWN Case Study

Dear *NAME*,

We are two students from Copenhagen Business School writing about organizational studies for our Master thesis.

We took strong interest in the Jabra Women's Network as a case study, and in that regard, we've talked to *INTERVIEWEE 1a*, *INTERVIEWEE 2a* and *INTERVIEWEE 3a*, who have supported this collaboration.

It is crucial then, for our thesis' success, that we have your input. Therefore, we would like to kindly invite you for an approximately 45 minutes talk.

We will be available to do so between March 9th and 17th at your convenience.

If you are willing to join your colleagues in the collaboration, please write back to us with a preferred date and time, and we will send back a calendar invitation.

We appreciate your time and help in advance, and look forward to hearing from you!

Kind regards,
Bárbara and Marc

Best regards / Med venlig hilsen,
Bárbara Duarte | Digital Transformation Student Assistant | [email address]
GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

F. Clarifying thesis for semi-structured interviews upon request

Subject: Re: JWN case study

Hi *NAME*,

Thank you so much for your quick reply and interest in collaborating!

We are writing a paper on the concepts of strategy and sensemaking in organizations, and how the two may come together to form identity and ignite change.

Our aim is to get an understanding of how people in an organization can make change through socially interacting in loosely coupled systems.

I hope this clarifies it a little, we will give you more details as we speak.

Thank you!

Best regards / Med venlig hilsen,
Bárbara Duarte | Digital Transformation Student Assistant | [email address]
GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

G. Scheduling semi-structured interviews

Subject: JWN interview

Hi *NAME*,

Thank you so much for your quick reply and interest in collaborating!

As per your preference, we'd like to invite you for this interview about the JWN during this hour. You'll notice we're booking you for the whole hour, but it might not take all that.

We look forward to talking to you!

Kind regards,
Bárbara and Marc

Best regards / Med venlig hilsen,
Bárbara Duarte | Digital Transformation Student Assistant | [email address]
GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

H. Requesting observations

Subject: JWN as our thesis case study - requests

Hi NAME,

As a reference to the previous email I just sent to you, *INTERVIEWEE 2a* and *INTERVIEWEE 3a*, you will notice that Marc and I will start collecting primary data for our thesis.

We will be reaching out to the other 15 members of the JWN board to request for their participation in an interview throughout this week. It is very important for us to have as many interviews as possible, and we were wondering if it is possible that you would encourage your fellow board members to participate in our research.

Last but not least, we were hoping we could supplement our interviews with observations as well, by joining one of the JWN Groups' meetings as listeners only.

We know this might be a more private environment, so we wanted to confirm that you (and of course, the group members who will of course remain anonymous in our paper) would be okay with us doing that?

Looking forward to your reply.
Thank you for your help - have a great time in Denmark! :)

Kind regards,

Best regards / Med venlig hilsen,
Bárbara Duarte | Digital Transformation Student Assistant | [email address]
GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

I. Adapted form - Registration of Consent + Request for consent for non-confidentiality of the thesis material

Subject: JWN thesis study - registration of consent

Dear NAME,

We hope you are doing well and healthy!

As you may remember, in this past quarter me and my classmate Marc have reached out to you requesting your input and collaboration to our Master thesis study, about how actors within larger organizations instill / ignite change from within, for Copenhagen Business School.

We would like to thank you once more for sharing your valuable time and input with us!

As we go on with our writing process, we'd like to reiterate that your **voluntary participation** and **authorized audio recording** will remain **anonymous** throughout our thesis. This will be guaranteed as we **remove your name** throughout the paper, using only **anonymized quotes** (when any), and **making your board role title as generalized as possible**.

Your role in JWN will appear in the paper as: _____

We would also like to remind you of your **right to withdraw without giving reason**.

*[Last but not least, we would like to ask you for **consent to deliver this thesis as non-confidential material**.*

As JWN's board President, we understand that you would be able to speak on the organization's behalf for this last consent.

If, however, you find there to be someone else more appropriate to ask about this, we kindly ask that you send us their way.]

Please reply to this email to confirm or deny your agreement with our approach on the above described details, or if you have any comments or concerns about our approach to registration of your collaboration.

Kind regards,
Bárbara and Marc

Best regards / Med venlig hilsen,
Bárbara Duarte | Digital Transformation Student Assistant | [email address]
GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

Appendix 5 - Consent Registration

A. Authorization and invitation to JWN board meeting observation

RE: JWN as our thesis case study - requests



To Bárbara Duarte

Cc [redacted]



25-Feb-20

You replied to this message on 26-Feb-20 09:35.
We removed extra line breaks from this message.

Hello again,

You are more than welcome to join our next JWN board meeting in March and attend our first live and recorded event on March 23rd where our own hearing CEO, [redacted] will speak about unconscious bias. I will forward you the invite.

Best regards/ Med venlig hilsen

[redacted] | [redacted] | [redacted] | [redacted] GN Audio | [redacted]
[redacted] | [redacted] | jabra.com

B. Confirmation of consent - replies to consent request email message

Consent Registration		
<u>Subject</u>	<u>Consent request sent</u>	<u>Consent confirmed</u>
Interviewee 1a	yes	yes
Interviewee 2a	yes	yes
Interviewee 3a	yes	yes
Interviewee 1b	yes	yes
Interviewee 2b	yes	yes
Interviewee 3b	yes	yes
Interviewee 4	yes	yes
Interviewee 5	yes	yes
Interviewee 6	yes	yes
Interviewee 7	yes	yes
Interviewee 8	yes	yes
Interviewee 9	yes	yes
Interviewee 10	yes	yes
Interviewee 11	yes	yes
Interviewee 12	yes	yes


RE: JWN thesis study - registration of consent



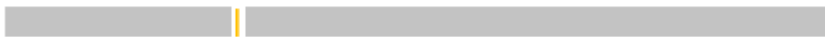
To Bárbara Duarte



22:13

 You replied to this message on 16-Apr-20 22:16.

This is approved; thank you Barbara & Marc.



Re: JWN thesis study - registration of consent



To Bárbara Duarte



22:50

Hi Barbara,

Good to and hereby confirming that you Can use and keep what ever I Said!

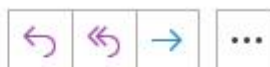
BR



RE: JWN thesis study - registration of consent



To Bárbara Duarte



03:20

Hi Barbara

It's confirmed. It's OK for me.

Best regards/ Med venlig hilsen

[Redacted]
GN Audio [Redacted] | jabra.com
[Redacted]
[Redacted]



GN Making Life Sound Better
FOR 150 YEARS

150

As we celebrate GN's 150-year legacy of telegraph cables, radio waves and intelligent audio engineering, our modern and innovative solutions, marketed by the brands Jabra, BlueParrott and ReSound, continue to make life sound better.

RE: JWN thesis study - registration of consent



To ✓ Bárbara Duarte



07:39

You replied to this message on 17-Apr-20 12:02.


Hi,

You have my approval 😊/

Thanks, [Redacted]


RE: JWN thesis study - registration of consent



To  Bárbara Duarte



08:16

 You replied to this message on 17-Apr-20 12:04.

Hi Bárbara and Marc,

Thank you for reaching out. I hope you are both well and the thesis writing is moving along.

You hereby have my consent to use the approach described below.


Have a great weekend when you get to it!

Best regards,




RE: JWN thesis study - registration of consent



To  Bárbara Duarte



08:03

 You replied to this message on 17-Apr-20 12:15.

Hi Barbara,

I am fine and I hope you are too!

Basically we are only 2 or 3 supporting GMT members in the JWN so in order to make it anonymous I would call it "Supporting Senior Leadership" because it's a bit more generalised. On the other hand I am not so concerned for my sake but it might be better.

Besides that I have no objections but hope you can share something with me at some point 😊

Rgds

[Redacted signature]

Best regards/ Med venlig hilsen

[Redacted line]

[Redacted line]

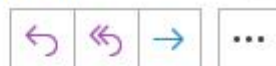
GN Audio A/S | [Redacted] | [Redacted] | [Redacted] | jabra.com



RE: JWN thesis study - registration of consent



To  Bárbara Duarte



13:03

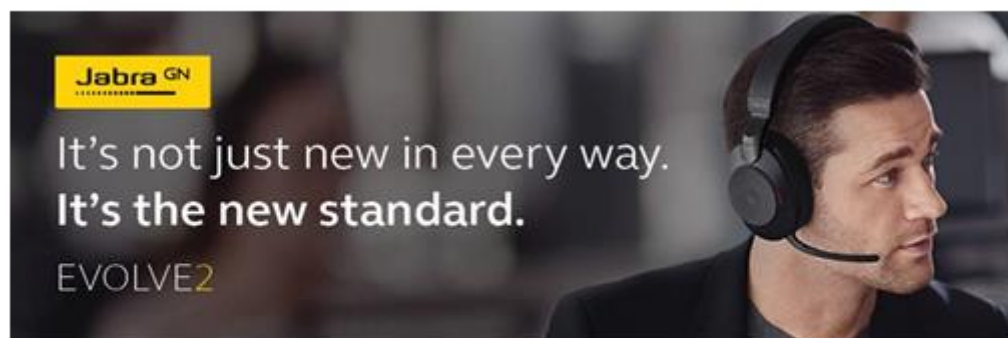
Agree with this, good luck!

Best regards/ Med venlig hilsen



GN Audio |  | 

 | jabra.com



RE: JWN thesis study - registration of consent



To Bárbara Duarte



Tue 20:26

Hi Barbara,

Likewise, wishing you and your family good health.

It was a pleasure to be a part of the conversation for your thesis. I have no issues with being referenced through my role as part of the Advisory Board.

Stay safe!

Best,

[Redacted signature line]

[Redacted signature line]

[Redacted signature line]

[Redacted signature line]



RE: JWN thesis study - registration of consent



To Bárbara Duarte



02:51

Hi Barbara,

Thanks for your email, I'm fine, and Hope you are all well.

It's a nice interview and I hereby confirm I am OK to the following alignment on how the interview doc's will be used as the following. And I wish your master paper preparation is running smoothly.

“As we go on with our writing process, we'd like to reiterate that your **voluntary participation** and **authorized audio recording** will remain **anonymous** throughout our thesis. This will be guaranteed as we **remove your name** throughout the paper, using only **anonymized quotes** (when any), and **making your board role title as generalized as possible**.

Your role in JWN will appear in the paper as: [Redacted]

We would also like to remind you of your **right to withdraw without giving reason.**”

BR,

[Redacted signature line]

Re: JWN thesis study - registration of consent



To Bárbara Duarte



06:35

Hi Bárbara,

You have my consent to share my input - as long as - as you also underpin, anonymize the input I have given.

Good luck with finishing your project - I look forward to seeing it.

BR,

[Redacted signature]

RE: JWN thesis study - registration of consent



To Bárbara Duarte



11:20

Hi Barbara


You have my consent to utilize the information as you require

BR

[Redacted signature]

RE: JWN thesis study - registration of consent



To  Bárbara Duarte



15:41

Confirm. Thanks -

[Redacted signature]

Best regards/ Med venlig hilsen

[Redacted signature line]

[Redacted signature line]

GN Audio [Redacted] | Jabra | [Redacted]

[Redacted signature line]



C. Consent to thesis submission as non-confidential material

RE: JWN thesis study - registration of consent



Hi [redacted]

Thank you so much for confirming your approval, and so promptly!
We've now registered that you have agreed with:

- Your own participation details
- The non-confidential nature of this thesis

Have a great weekend, when you get to it!

Best regards / Med venlig hilsen,

Bárbara Duarte | Digital Transformation Student Assistant | [redacted]
GN Hearing A/S | Global Marketing | Lautrupbjerg 7 | Ballerup 2750, Denmark | gn.com

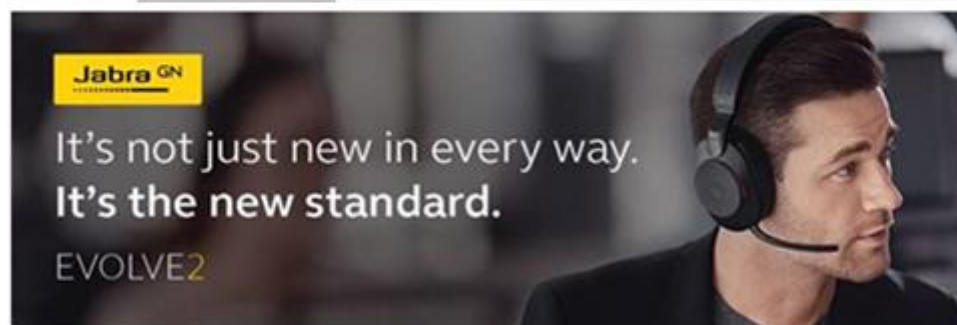


From: [redacted]
Sent: 17 April, 2020 13:03
To: Bárbara Duarte [redacted]
Subject: RE: JWN thesis study - registration of consent

Agree with this, good luck!

Best regards/ Med venlig hilsen

[redacted] | [redacted] | [redacted] | [redacted]
GN Audio | [redacted] | [redacted] | jabra.com



Appendix 6 - Interview Transcripts and Notes

APPENDIX 6A - INTERVIEWEE 1A

2017 - Interviewee 1a went to a Microsoft inspiring event with women and inspiring speech.
women in the channel - women in tech, women in leadership, women dropping out through careers
2 women passionate about this - bringing it to the company
escalating approval. kick off in 2018: 140 women in the event.
Jabra CEO - speech about women and their importance. and diminishing numbers of women as position escalates.
board of directors with people
extra work, extra job for everyone
Webinar in June 2018 and ever since: balancing family & work, building own board of directors, leadership topics, men have been joining the webinars as well and writing blog posts just as much - how these men help raising women in their work, how to combat unintended bias
Attracting employees through better adjusted pictures in website and job posting.
numbers differ from US to global: pooling for more candidates, diverse groups
Projecting outwards to the image of Jabra as well: diversity, sustainability, etc.
Similar work is being done for GN Hearing (women, millennials, LGBTQ+) in North America
What's important for your employees? What's their reason to stay? I wanna have a family in the company.

Anonymous + Anonymous + Anonymous + Anonymous + Anonymous + Anonymous + Anonymous are people who have a lot of knowledge on JWN that we should talk to.

How many women are leaving gn? rate of men leaving? amount of candidates coming in women vs men? pay equality?

Talk to others in the group - is there something specific they think we can cooperate with?

APPENDIX 6B - INTERVIEWEE 2A

Barbara (00:05):

All right. So just to give you a brief, uh, catch-up, we spoke to [Anonymous] a little bit a few couple of weeks ago where she introduced a little bit of the women network to us and we, we are in the very early stages of our thesis, right. So just introduce her, the idea we've been studying a strategy organization and leadership in which a lot of our courses are related to organizational change and sensemaking and yeah, individual and relational leadership and a lot of these organizational types of studies. So our objective is to write a thesis based on that. And we saw an opportunity in Jabra women's network in that it seems like there's a lot of sense making going on from the network side in terms of, uh, where to lead to the organization as a whole from this departure point as well as relational leadership from the bottom up. And yeah, it seems like there's a lot that really resonates with the theories that we've been reading as well as with some diversity management lectures that we had as electives and so on. So there's a lot that matches our theoretical background basically. Um, yeah, and that being said, we, we were, we're still defining, um, what the research question is going to be about and getting exactly which theories to match to what, but we also thought that it, I mean, we want to write a thesis for ourselves in our own learning, but we would also love to help the Jabra women's network in any way as it would be possible. So we are also definitely open to see if there's perhaps a pressing issue that already exists that you guys are considering and would find relevant for us to research or otherwise we can also try and see from what the situation is to try and find that ourselves.

Interviewee 2a (02:04):

Yup. Yup. That sounds good. I think there's a couple of the things that, uh, that I think could be really interesting to, to look into.

Marc (02:14):

All right.

Interviewee 2a (02:15):

So one of thing is that we have been live for, I can't remember almost two years now. Um, and, um, and that time. Has anything changed? Um, that's, that's interesting to look at. So I think that that would be very difficult because you don't have the historic data, but you could, you could talk to people and is there more awareness, do women feel more empowered? ehh things like that. And then it's also how do you create impact? So right now the Jabra women's network is, and based on some webinars and some people attending network groups, and I'm guessing some of these women around that business is not really feeling that this, there's been a lot of impact. It's like, eh, it's nice with webinars. Do you hear from different people on how to keep cope and different, uh, self reflecting things, Um, but what is it exactly that can create an impact? How do we, how do we make sure that this empowerment goes out to everyone?

Interviewee 2a (03:46):

I think that that would be really interesting myself. I think it's especially, we need to share some data. We need to have more focus on diversity as well. But I think it also in, in their personal relationships. So when you look at, um, when people move up into the organization, it's always everyone says it's about knowing the right people, either having a mentor or a sponsor or someone who can recommend you, especially as a woman, um, or within other groups. Um, in terms of diversity. And I think that could be true, how do we then create impact? How do we do that? So is the network groups enough and when you have a sponsor or a mentor and that mentor or a sponsor needs to be in the right places as well. And how do we make sure that person is there? How can that person recommend your role? Uh, yeah. Help me move forward in any way.

Marc (04:52):

So are the sponsors and mentors a part of the project you're working on?

Interviewee 2a (04:57):

No. They're not, Um, so right now in the Jabra women's network, um, we, we have the network group set up. Um, so I think there's around a hundred and 150 people attending those around the globe. And then it's a monthly call where you can call in. And I know some of the groups works very well. And some groups are not working well at all. I had one of the groups not working well at all, so I'm just, I'm moving into a new group or we have a first meeting on Thursday I think. So that'll be really interesting. But yeah, I think those, those are really interesting things because the Jabra women's network is about empowering women and creating impact.

Marc (05:48):

All right. Yeah. So its the sponsors that you talk about is that, they're not a part of the Jabra women's network?

Interviewee 2a (05:56):

No, no.

Interviewee 2a (05:58):

There is no sponsors, no mentors. But I think that's something HR is looking into.

Marc (06:04):

Okay. Okay. Okay. All right. Yeah, I think there actually some really good angles that you are definitely for going about, especially as far as I understand, it's about, you know, really looking into how you can create greater impact and actually see if you're actually doing any noticeable impact.

Interviewee 2a (06:25):

Exactly. Yeah, exactly.

Barbara (06:27):

And how to measure that impact as well.

Interviewee 2a (06:29):

Exactly. So of course one thing is you can measure it on data. You can see there's more female leaders, but that could also be due to many other different things. So it could be that if we have one female leader, you tend to maybe hire more females and then slowly decreasing. But then that has nothing to do with the Jabra women's network.

Speaker 2 (06:56):

Yeah, there's a lot of variables, but I think it, I think that there would be a lot of good approaches and direction. Maybe. I know hiring a lot of leaders that are women and stuff, maybe a little too longitudinal for our.. So I mean our study just going to be like, eh, I think we have three, four months and a half months to do it. So it might be a little short time to see if that has any real, you know, impact in that direction. But I think we could definitely try to look into to see how you could maybe engage more people and the impact and also see what the impact there truly is just by doing maybe some qualitative interviews.

Interviewee 2a (07:42):

Yeah. And if there is any impact at all? Yeah. What does it take to create the impact then?

Barbara (07:50):

Yeah. Yup, yup.

Marc (07:52):

I think, I think that that's a good approach at least. I don't know or Remember what, what, what are your position at Jabra?

Interviewee 2a (08:01):

Oh, sorry. In the Jabra women's network I'm handling all the data, but we don't have any.. (laughing) but I'm Really pushing HR to get this data.

Marc (08:16):

right. And, what kind of data is that?

Interviewee 2a (08:19):

just simple facts on, um, how many women are we in the organization? How many female leaders do we have in each level? Um, do we have equal pay? Things like that.

Barbara (08:32):

Okay. And how, may I ask, how long has it been since you started pushing for it? Is it since the sort of the network?

Interviewee 2a (08:39):

yeah since the start and so HR do have some of this data and we implemented a new HR system last year. And um, with that you can get more of this data because before it was very first within the business.

Barbara (08:56):

Is it a work today that you guys are using as well?

Interviewee 2a (08:59):

Yeah, exactly.

Barbara (09:00):

Okay.

Interviewee 2a (09:00):

Yeah. So it, it's possible to get some of the data but, for example, if you look at managerial level, you can go after a title and say, okay so next is how many managers you have within this and this. But the levels are very difficult to sort of assess. So that is the next big thing HR is doing. To sort of map everyone into where are you in sort of a organizational hierarchy. Cause right now you could maybe be a manager and all your peers would be directors. And then nets are interesting because shouldn't you be a director then as well? or it could be the other way around.

Barbara (09:47):

Yeah. Okay. Makes sense.

Marc (09:51):

But the, the, um, another question about the Jabra women's network is it, is it only, is it only a like internal in the Jabra, or?

Interviewee 2a (10:01):

it is, yeah, it's only GN audio.

Marc (10:04):

Yeah. Yeah. GN audio, Okay. Okay. All right. And how many, how many members do you think you have? Like approximately, you mentioned it before?

Interviewee 2a (10:13):

Oh yeah. I think that's around hundred and a hundred or 150 and sending the network groups. But we don't go by a sort of a members count. So are you a women? You're automatically signed up for emails. We've been honest. And then we also tried to push it to men and that could be a different angle to put into it as well. How much can you do alone as women, probably not so much. So you need the men involved as well.

Marc (10:48):

Oh, alright. Right. Cause right now like we, the next step we want to do right now. Um, yeah, basically to figure out a problem formulation or a research question that we can take on and then use it to like figure out how we gonna approach the whole thesis. Um, so I think it's really nice that you suggested these angles.

Interviewee 2a (11:18):

I hope it helps.

Barbara (11:21):

It definitely does.

Interviewee 2a (11:25):

Have you read, um, there's a McKinsey report that's called women in the workplace. Um, and they have published it for the past five years, every year. That's really interesting to read and I think it builds on some of the same challenges that we are facing. Um, GN audio.

Marc (11:51):

What did you call it?

Barbara (11:52):

I already wrote it down. It's women in the workplace, right?

Interviewee 2a (11:55):

Yep. Yep. And then there's also a book, which is a professor from CBS who has written it, I can't remember what it's called. I'll just see. I have it here. I don't know if it's in English, but its a Danish book. Called "ledelse af køn" Um, it's [Author], I can just write it to you.

Barbara (12:33):

Thank you.

Interviewee 2a (12:35):

That's a very interesting book as well, I hope you can get it in, in English it might be a bit difficult.

Marc (12:44):

We'll try, but Marc is a native!

Interviewee 2a (12:45):

No but that's really interesting because it has a very, a lot of good points on all the challenges that we are facing.

Barbara (13:03):

Fantastic. Can I ask, just out of curiosity, is there intentions or plans or whatnot to expand this also into GN hearing?

Interviewee 2a (13:16):

Right now I don't know if there is, I think everyone, I've heard from a couple of people from GN hearing that they would like to have something similar, but I think it also, someone needs to initiate it in a startup. Um, and I think because it's every woman is really busy. It is difficult. Even though a lot of people think this is a really good idea and then signing up for things like network meetings, so things like that. It's challenging because then you have another meeting and then what should you prioritize and then people tend to prioritize the work, very understandable and um, then I think it sort of drowns a bit.

Marc (14:04):

Yeah. Because the women's network is, is only like a.. what can you say.. a spare time thing?.

Interviewee 2a (14:13):

Yeah, yeah, yeah.

Marc (14:15):

There's no one like employed full full time on it?

Speaker 1 (14:18):

no, no one is employed for it.

Marc (14:20):

No. Okay.

Interviewee 2a (14:21):

And I think that's also maybe one of the problems with it. People don't understand what is exactly the value. Getting a really nice network out of it. And then yeah, having a group you can discuss your issues with.

Marc (14:39):

Yeah. Yeah. For sure. All right. But they would also be a good, a good point and a good angle. What is the actual value of yeah the network, cause I think it interesting based on the theories as well.

Barbara (14:55):

Yeah. A lot.

Interviewee 2a (14:57):

That sounds good.

Barbara (14:59):

Yes. This is exciting.

Interviewee 2a (15:03):

Yeah, no it is. It is, it's a very exciting topic. I said lots of things that you can do and I think just understanding fully what is it you see, I think the book I just recommended, gets to the bottom of that and it looks into biases a lot and I think many of the things that we see as challenges are just due to biases.

Barbara (15:30):

Yup. All right. I understand. I also read that in theory as well, so yeah. It's not, not fun to see it in the real world.

Interviewee 2a (15:41):

No, I I remember coming, I've also studied at CBS and then when I finished, um, I was employed here and I just, I remember being at CBS, I thought, okay, everything is equal. It's just the women's own fault. They could just negotiate better or put their hand up for promotions or things like that. But then the real world, it's not a, not as easy.

Marc (16:08):

Okay.

Barbara (16:10):

All right. So that's why we're going to work on this.

Interviewee 2a (16:12):

Yeah, definitely.

Marc (16:15):

Yeah. But I hope you wouldn't mind if we yeah. Contact you again?

Interviewee 2a (16:20):

Not at all. Just, um, yeah, you are welcome to, uh, to book me any time my calendar is updated.

Barbara (16:26):

Fantastic.

Marc (16:27):

Great. Cause I think this is plenty for now. I don't know.

Speaker 1 (16:30):

Yeah, this gives us a lot for sure. And yeah. So you should be hearing from us again once we have a more defined problem statement or maybe if options, more options of a research question so you can also see what would match better with our objective.

Marc (16:50):

And if it makes sense.

Interviewee 2a (16:50):

Yeah that sounds really good!

Barbara (16:50):

Fantastic!

Interviewee 2a (16:55):

Good luck with it.

Barbara (16:56):

Thank you. Thanks. Have a great day.

Interviewee 2a (17:01):

Thank you, you too. Bye bye.

APPENDIX 6C - INTERVIEWEE 3A

Barbara (00:04):

All right. So I've started recording right now. Um, so just as we mentioned in the email before, just to give you a general overview, we are, uh, studying, uh, organization strategy and leadership as our mastery program. And that means that we're doing a lot of different subjects with regards to organizational change and sense making in the organization. And there was also a couple of elective subjects that we've taken that have mentioned diversity in the workplace and its importance and how to manage it and so on and so forth. So all of that comes together as our interest to build a thesis project. And right now we are in the very early stages of it in which we're trying to understand how to use a case study and which series to combine and so on. But we saw a lot of potential in the network and yeah, we have previously reached out to [Anonymous], uh, and to, um, [Anonymous], um, who have both been very insightful in terms of what the Jabra women network is and also what current problems may be. And basically the stock has just to get a little bit of your view on how things are at the moment. And of course we have a lot of things in mind as to what problems, uh, what research question we would write, but we are open to listen to listening to your side and seeing if there's a pressing issue that you think already exists that of course it's not only going to help us learn but also help the, the network, um, improve,

Interviewee 3a (01:42):

right. Um, so I would say that I think there are different views in terms of how the network could support female employees with Jabra. Depending on region. From what I've heard from my colleagues is that it seems as though North America is more advanced in terms of creating change or transforming. And this is North America as a whole, not necessarily just Jabra or GN audio, but Northern America is more advanced when it comes to talking about, um, women in the it or technology workforce, uh, in this region. So, you know, the, the challenges are the same. However, we're further along the way to creating change and in North America, um, uh, what I would say is that in North America there is absolutely more support now when it comes from the leadership team down. And again, I'm talking across companies not necessarily JWN or Jabra there's more support to help women, um, elevate themselves within the organization.

Interviewee 3a (03:24):

And with that, what, um, North America is doing is also encouraging millennials to take those steps up and having voices, having conversations to help try to create that change. So it's kind of like, um, a top down, bottom up effect. And so that the middle layer can start seeing some fruition and transformation and encouragement. Um, I would say that females, um, early in career to middle career are still a little hesitant about conversations around what they feel needs to change. And I think that really interesting considering that I think this, the topic around supporting women has been around now, gosh, for over five years. Like this whole trend, you know, or transformation it started quite some time ago. Um, and the reason I say that is I have experience being part of women's network groups outside of Jabra. Hence when I started with this organization and found out there is a women's network program and like I want in, I want to be part of the conversation, you know, because I, I have started to find my voice, you know, and I want it to be able to share that with my colleagues. With that, what's also very important to me and what I like to try to inject in all of our advisory and uh, conversations and even outside of that is diversity and inclusion because change can't happen without inclusion. So it's really important that we have male voices speaking with us and on our behalf as we create these transformations.

Interviewee 3a (05:41):

Um, gosh, there's so much talk about,

Barbara (05:47):

I feel actually that these, uh, this needed male voice. Is that currently the case for the job or women's network or is there any work being done to make that the case? What is your point of view on that?

Interviewee 3a (05:57):

I think there needs to be more of that happening. I know our CEO is very supportive of this, which is wonderful. Um, but I think we need to see more of our executive leadership team taking more of a stance and I'm sure they are having this conversations like, um, you know, we have males on our advisory board, which is great. Um,

Interviewee 3a (06:34):

But I think you hear their voice more to be very honest. We have had blogs written by males, which is great. Their perspective, you know, in support of, uh, women, what they see in their households, how they bring that into, um, into the workforce. You know, how they would like that to influence their, their, you know, female children as they grow, as they get into their careers. But like having more of an active role, would be nice.

Marc (07:18):

Like putting words into action or something like that?

Interviewee 3a (07:19):

Yes. Um, maybe Hey, maybe volunteer to be a webinar speaker, maybe ascertain webinars, speakers, like other males who feel the same way as them kind of things of that nature.

Marc (07:38):

Kind of like, like right now we are pretty much like early in the year and now whatwith our thesis here we kind of have to figure out exactly what we need to write about. Like my question is kind of like to you if you had to like you say, uh, investigate something or do a research about Jabras women's network, uh, something

that you would find interesting yourself and maybe something you would like to figure out. Do you have a few topics you would to choose to go to?

Interviewee 3a (08:16):

Um, yeah, I mean the whole, the whole, um, kind of road map of

Interviewee 3a (08:27):

supporting women and within our organization, how it differs from region to region. I would like to use, understand and see that better. I've only heard snippets, but I would like to understand how does, you know, immediate differ from, from North America, you know? And what about Asia versus EMEA or South America? You know what I mean? I mean there's so many nuances because culture brings such a big thing and you this whole entire topic, right? .

Barbara (09:03):

And as of now there isn't, is there not the, or let's say a strategy or a globally aligned goal for the network of, or is this just my interpretation from what I hear?

Interviewee 3a (09:17):

I think we talk about it but I don't see a threaded strategy across the program. So we do, you know, there are nuances and you know, the leaders for each region might do things a little differently to support their regions. But I think that if we start, um, um, maybe cross communicating like what if a North American speaker goes into Asia, understands their culture a little more and, and talks about those nuances. Could that perhaps help the, you know, the Asian?

Marc (10:03):

Yeah, yeah. Fine. Yeah.

Interviewee 3a (10:05):

Right. Yeah. A little differently. Push a little harder, you know, with grace of course, you know? Yeah. Right. And within their limitations because they do things differently culturally, but that ideation starts to accommodate and the conversation starts to change a little bit. Right?

Marc (10:28):

Yeah. Yeah. We can, can you also can, could you say that there, there's perhaps different, um, maybe goals and different motivations for each region?

Interviewee 3a (10:42):

Absolutely, absolutely. Right? Because their needs are different.

Marc (10:47):

Yeah. The need for different like, yeah. So some divisions might turn or regions might turn to specific aspects of like women's rights or some specific aspects of, you know, creating support. What other regions might do something completely different. Right. Because these ethics have been fulfilled in that region. Yeah. Okay.

Interviewee 3a (11:10):

Exactly.

Interviewee 3a (11:13):

I think the topic of, uh, the imposter syndrome I think plays across all of the regions.

Marc (11:23):

Um, imposter syndrome?

Barbara (11:29):

I can explain to you this, uh, after this meeting, unless of course Interviewee 3a, you would like to?

Interviewee 3a (11:34):

Oh, sure. I mean really high level, the imposter syndrome being, Hey, um, you know, I never feel good enough or I don't feel like I have the skillset to, um, you know, let's say, uh, interview for a particular, because you know, males have can say, Hey, if there's 10, 10 things on that checklist that I need to meet, um, they'll, they'll disregard that. If they only think that they have five of those skill sets, women will make sure that they will check off all 10 of those items before they do that. And, and we do not have, as women, I think we always feel that lesser than and good enough. So it's just kind of changing the words and with that, um, we feel like, um, Barbara help me on this.

Barbara (12:37):

there's, it's basically some, something that's comes when, when you feel like you're in the wrong place, when you feel like you've gotten to where you are without deserving it, that you're just taking some, someone that's better than you is position. So you're, you're an impostor in that situation, you know, you're less than what you are. You actually are.

Marc (13:03):

Yup. Yup i get it

Interviewee 3a (13:07):

So those topics I'll, I think definitely, um, you know, play across all of the regions and it's just that, let's say North America may talk about it a little bit more, uh, than other regions.

Marc (13:24):

Right. Okay. Okay. Could you, could you like say that, you know, one of the main theories we kind of want to incorporate in this thesis is, um, it's based on this sense-making rhetoric, I don't know if you've heard about it. Um, but basically like in short, it's about organizing through sensemaking meaning that you want to make sense in what you do and all the people have like different goals or different impetuses for like doing what they do in an organization even though they might have a one common goal of yeah, changing women rights or what it can be creating profit or whatever it, they still have different kind of goals to like be in the organization. They are. Right. Um, so I mean, just hearing what you say now, it seems like, eh, Jabras women's networks might be trying to, I mean that the idea is to organize, change and organize sense-making to employees, right? I mean, organizing that they're trying to see and make sense of their situation in the company and trying to empower them in order to correct what can you say more, right?

Interviewee 3a (14:45):

Absolutely.

Marc (14:47):

Yeah. Sometimes trying to alter their perspective a little bit.

Interviewee 3a (14:51):

Absolutely. Absolutely.

Marc (14:53):

Okay. Okay. Yeah, that's interesting actually.

Speaker 2 (14:57):

And I think the more we are open about it and have that conversation, that, that alter, that change will happen. But if we continue to kind of Jim the voice, it's, it's never, well, it's always going to be kind of like that water cooler talk, but never nothing ever comes out of it. No action happens. And there's a comfort level, right, that needs, because some of these topics are very sensitive. Even with the networking groups that we've created, we have different topics that we talk about on a monthly basis, you know, um, you can see that it's, um, people like within my networking group, we, I think we've warmed up to each other. We have been able to get to know each other. And, um, even just through the first three meetings. And I think video really has helped that I come from like before joining Jabra come from a world where we had, we had to use collaborative video on our calls and we, we've used that for our networking groups. And I think that that, that really helps. And, um, what I was gonna say though is, um, in the beginning, like the first conversation, you could tell, it's like, Oh, okay, how open am I going to be? Like you could see the hesitancy, the body language of people

Marc (16:28):

yeah.

Interviewee 3a (16:30):

Depending on the topic. That's, you know, based on the topics that's up.

Marc (16:34):

Yeah, yeah, yeah, yeah, of course. And then they start to change

Interviewee 3a (16:37):

and then they change. Exactly. Because it's, um, you know, we try to create environments where it's like I call them safe zones. Say whatever you want open conversation because I may learn from you and you may learn from me. Right.

Barbara (16:57):

Yeah, definitely.

Marc (17:03):

All right. I think that's very interesting to see here. And what is a, sorry if it didn't, if Barbara told me, but I totally forgot. What, what are you doing in...

Marc (17:13):

Oh, what's my role here? Uh, Jabra. Um, I'm the North America channel, uh, marketing manager for communications for our two channel. So there's resellers. Um, and my role, actually I came out of some meetings this week, so my role is kind of changing a little bit as well. I going to take on channel marketing, um, for the SMB sector here in Canada. I'm based out of Canada, but I have a North American role

Barbara (17:50):

when it comes to to the Jabra women's network specifically, I see that you are sitting with the board as well. Is that right?

Interviewee 3a (17:56):

Oh yes. I'm part of the JWN advisory board. Uh, I was, um, happily invited to take part in the JWN, uh, advisory board. Currently my role is communications for the board, so I manage all of, um, all of the communications, whether it be our newsletter, seminars you know, projects, whatnot. Um, that might change for this year. I don't know if they're going to kind of, cause I've been doing it now for the last year and a half, two years. So I don't know if there's some thought around a lot, you know, giving people some opportunity to do different things on the board. I'm not sure.

Marc (18:36):

Yeah, I think, I think it was [Anonymous] who talked about a, I don't know if everyone is in connection with the Jabra women network directly, but she was talking a lot about trying to change your like external image, eh, in terms of diversity and the inclusion as well. And um, through, through your, uh, communication, right. Um, like also trying to target a broader group of people that could identify with your, with your company, right. Is that also something that you, you're doing in Jabra women's networks trying to do this and your communication or?

Interviewee 3a (19:17):

so that's something we definitely have been having a conversation about, you know, creating, potentially creating a LinkedIn group, JWN LinkedIn groups so that external parties, like our partners or customers are familiar with the fact that, um, you know, Jabra as a whole has a women's network program somehow start incorporating invitations for them to take part in the conversations, right. Because they're in IT as well. So we can learn from these external parties, um, and they can support the group. Um, but from my standpoint, I've been vocal about this is that I would love to do that, but we definitely need, um, uh, a dedicated group of people who would need to help manage an, an external group profile because it's all goodness, but you know, people need to be responsive to questions and, you know, any type of thing, you know, uh, and that type of, and also creating content because I mean, you can create a group, people become interested, but if you're not providing or offering any content and it's kind of a moot point, it's like, well, I'm really doing right. So it has to be highly interactive and engaging.

Marc (20:39):

Yeah, of course. All right.

Barbara (20:41):

And actually taking up on this point of, um, having someone to take, take up on the job, do you feel like in a broader meaning, uh, that the network has been able to fulfill each of its activities on a monthly basis? For example, I know that there are the webinars and the blogs and so on. Do you feel like there's consistency

with, um, the intended amount of, uh, the intended frequency of these posts and these webinars and so on? Or how does it feel like the, about the initial intent of it? Do you feel like it's still carrying on or?

Interviewee 3a (21:20):

I find that from a, from a newsletter and webinar perspective, definitely there's consistency there. Sometimes it's difficult to um, get speakers cause we are somewhat limited. We have a limited budget right. For speakers. So yeah, we're always challenged sometimes with finding a speaker who will, who is open to speaking for free or we give them product and kind. But if we want, you know, to broaden, broaden our topics, I think we're, we're going to need a budget to support external speakers and have to pay them. Right. Um, blogs, blogs in terms of blogs. We had a good run rate of blogs coming in. I think it's, um, there's, the intent is there, it's just that people are busy and here at Jabra, you know, most people wear more than one hat, so they need to prioritize their time and what they need to focus it on. Because one of the topics we talk about as part of the JWN group is work life balance. So I mean, we need to be in support of that. It's like, okay, they've got 10 things to do for their day job. You know, how much pressure can I as a communications, um, you know, lead say, Hey, can I get your, can I get your blog? I know it's been a couple of months, right? So you actually need to draw the line. I tried to draw that line.

Barbara (22:50):

Makes sense. Makes sense.

New Speaker (22:53):

I think that, I know there has been some conversation about, um, I dunno, amalgamating the GN audio, uh, women's network group with JWN. I'm not sure where that's going. Like I was part of a, an advisory board meeting. I missed the last one because I was on vacation. But um, you know, does that make sense? Making it more of a GN audio with subsets of our, our companies and kind of filtering that up. Does that mean that we'll then have more access to speakers and content like blogs? Right. Or articles or events that we can all join in on? Right. And have a more well rounded conversation.

Barbara (23:36):

Yeah. Yeah, that makes sense. So just to kind of round off, we don't want to take too much of your precious time.

Interviewee 3a (23:47):

Uh, no worries.

Barbara (23:49):

We, I believe we got a lot of great insights from you and I think that if you have any last remarks that you want to make that you would believe would be interesting for the, for the network to have us research as well, feel free to let us know and reach out. We'll be 24, seven available for reading any of your thoughts and yeah, we will definitely try and give a mix of all what you and [Anonymous] and [Anonymous] have been sharing with us and, and try to make a, a, an insightful research also for the sake of the, of the J N wait, sorry. Jabra women's. JWN yeah. Yeah. So we will, uh, we will definitely keep you posted about what the rhythm of the research is and once we come up with a research question or several research questions to see, um, if you believe that there is something that makes more sense researching than other things and yeah, and we'll also keep you in touch, keep in touch with you about uh, uh, concrete, uh, more concrete interview if you are willing to give us more, a little bit more of your time as well.

Interviewee 3a (24:57):

Absolutely. Um, I'm happy to do that. Like, you know, some topics that perhaps you might want to think about or look at. I'm just going to throw some topics that we talk about in our networking group would be, you know, besides work life balance, um, South promotion and what we call sister promotion, colleague promotion. Um, like [Anonymous] said, inside and outside networking, gender differences, right. And the strength and technology, what those gender, gender differences are and how do we overcome them as part of conversations or how we act, put her, promote ourselves. I think those are some, some key topics that perhaps you might want to think about

Marc (25:49):

Worth to look into. All right. I think, I think it's a, I think it's definitely something we can work on. Yeah. We've talked to you and the others and uh, so now our next step to pretty much make a, come up with some interesting research question and then it would be great if you, uh, we could email them to you and try to see what would make more sense also in relation to the, the timeline and the data that you can provide us and et cetera. So that'd be great.

Interviewee 3a (26:19):

Yeah. I'm, I'm happy to support you both.

Barbara (26:22):

Interviewee 3a, thank you so much. Thank you.

Interviewee 3a (26:24):

Hey, it's a pleasure meeting you and good luck. I'm, I'm, I'm really excited to see and hear more about what you'll be doing.

Barbara (26:32):

Great.

Interviewee 3a (26:34):

All right. Take care. Have a great day. Bye bye.

Marc (26:38):

Bye. All right, bye.

Barbara (26:44):

Let me stop the recording.

APPENDIX 6D - INTERVIEWEE 1B

Bárbara (00:00):

All right it started now. Yeah. Marc will start by telling a little bit about the project. Yes.

Bárbara (00:08):

So we're doing this project for our Master's thesis at CBS and we are writing about organizational change pretty much strategy and identity. Which is why we started to collaborate with JWN. Because we thought you had an interesting case we could look at in relation to the theory we also have worked with CBS. So pretty much these questions are revolved around how to make sense in an organization and how individuals actually can act together to incorporate change in a bigger setting. Yeah.

Bárbara (00:51):

So we'll start with a few questions. They might seem a little bit what do you call too detailed or repetitive or whatever it is but it's mostly to get to the bottom of things.

Interviewee 1b (01:03):

Hopefully. Now I didn't get them in advance so I'm not... but hopefully I can.

Bárbara (01:07):

No no no no it's nothing... No test you have to pass or anything so.

Interviewee 1b (01:13):

Good good good.

Bárbara (01:14):

Right. We wanted to start understanding what your role in JWN is, if you could tell us a bit about that please.

Interviewee 1b (01:20):

Well I am part of the advisory board and. Yeah. How many we're on that I think we're around 10 or so plus minus. And when we actually started on the board we just discussed it was not really predetermined what sort of role we should have when we're on the advisory board. That was more like OK, you've been in Jabra, I have been in Jabra for... Next year 10 years. And. And then they asked me to be part of it. And then we just discussed internally on the board what sort of interests we had. And and what would we be willing to engage in on top of our normal work (inaudible), right? So I thought that the mentoring initiative would be really interesting both from a personal angle. I don't think I've gotten that much mentoring in this company. Not not officially at all. And one of the silly things is I think a lot of the mentoring is often focused when you're actually first have achieved some sort of level in the company then you're then you're probably asked to get mentoring or if you're part of a graduate program perhaps. But but the normal employee that starts here from a master's degree somewhere and then slowly builds her or his way up we're not really exposed to that much mentoring advice so it relies much on your own engagement so based on that I thought okay that could be interesting. And then another one, [Anonymous] Wamsler from our board we were agreeing that that was important but but it was actually based on that we did a survey with all the women of Jabra around what sort of initiatives would they be - they think would be interesting and valuable to them within this Jabra Women's Network and so it was actually just a survey that should kind of figure out OK what what do people actually expect out of this network. And there was a lot around mentoring and there was also a lot about just like more informal networking. And then we kind of figured out with dialogue with H.R. that they didn't really have the bandwidth to do more mentoring programs than they are already engaging in, which wasn't really in my awareness because I haven't been presented to any mentoring before. So so [Anonymous] and I we just discussed the opportunity to start this more informal network. So yeah we we sent around again a mail to everyone in the initial survey we asked would you be willing to participate in the network, or would, would

that be of interest to you. And a lot of them replied and then we kind of mixed and matched and focused on doing it cross regional. So we kind of yeah share different perspectives based on where your location is and see if there are any different like circumstances and stuff like that based on location.

Bárbara (04:19):

Makes sense. All right. A lot of interesting things actually. Okay. So you also covered a little bit about what your responsibilities are in that role as well and when exactly did you join JWN? Was it from the start or..?

Interviewee 1b (04:32):

Yes, from the start, yeah. I don't know who kind of... I think they like picked out someones in the organization and asked them, and I was asked, so.

Bárbara (04:43):

Were you asked by [Anonymous] or someone else that was already joined in the network?.

Interviewee 1b (04:48):

No I think it was I think it was [Anonymous] and [Anonymous] that probably reached out, I can't remember that 100%.

Bárbara (04:57):

All right. What are your personal motivations for being involved with JWN?

Interviewee 1b (05:02):

I think it's an important initiative. It's a really... Yeah, just from my experience very male skewed organization. I'm an engineer from DTU, Master of Science. So I of course I was used to that mostly men were on my education as well. But again then I've just had a lot of situations where you're like OK you've blonde long hair and you like pretty clothes and stuff like that and people like "oh, this is too technical for you, Interviewee 1b, just forget about it" I'm like OK come on! I had electronics I've had (inaudible) dynamics..! And I've just been met with a lot of like what you call it bias towards if you're a woman and "OK you probably fit in that - are you part of H.R. or what?" No I'm actually an engineer. And that just like internally wise have annoyed me a lot. And actually I mean in many like technical discussions and sometimes like "hey, you don't need to focus on this" - well that is my job! I will focus on it! So and and then just that yeah I think also from a personal background I have two big sisters and a father and my father has always been very like pro women. And also in his own company and has always been supporting the young women and of course that's because he has three daughters, right? So also just from my own background he's always like "speak up! And don't let them (Danish) when you're talking, and just believing that you have some value to bring to the table and your word is just as valuable as anyone's else". So yeah. So I just thought "well, this is great!" I didn't really create it myself but I of course would like to support it as much as I can on the sideline of what else you're supposed to do.

Bárbara (07:10):

Great. And why do you think there was a need for the creation of the JWN?.

Interviewee 1b (07:20):

Yeah I think uh twofold. Three fold maybe I think of course it's something that also the investors probably look at towards like "Okay what sort of company is this? Is it something, a company that values equality and

uh no bias towards anything?" And that yeah we're a wholesome company that invites every viewpoint and belief and so forth. So I think it's also a top down. And I know [CEO], was part of his agenda whether it's because he was asked by the board or it's his own or Yeah I don't have that insight. And then I just think also that probably it would be something that H.R. also would know offset Yeah the common worker would come and say "Okay I know more of my female colleagues where we've often discussed this issue about it's difficult to be a part of a technical development discipline and be a woman" and stuff like that so I could imagine that there would be some insight that HR also would have that supporting women in a technology focused environment is really important. But it's it's not something factual I know. It's just an understanding.

Bárbara (08:32):

Based on your experience as well?

Interviewee 1b (08:36):

Yeah.

Bárbara (08:36):

What concrete impacts are you expecting JWN to have?

Interviewee 1b (08:42):

Well there are some concrete ones. I think that they need to look at are people paid equally? And the whole the job applications that they're not skewed towards like male. What kind of resonates best with males and also our marketing material, I know they've been a lot of a lot of focus on we represent also different nationalities and sex beliefs and yeah just men and women and stuff like that. I think they've had a round of like - and I think that's again I don't know this but maybe that's an indirect effect of that they know there's this female focus or women's focus on empowering women at GN, right? And and then I just think that hopefully it's everyone who joins also the network is open for men, right? So I also just wish that both men and women are more aware of bias and yeah unconscious bias and that and that we just need to both in our normal everyday dialogues be aware of how we engage with each other, right? That we avoid bias so yeah. So there's like these very official ones that are like probably very data focused also that we can say outwards that we have - probably not 50 50 percent male female workforce - but that we can range in the positive side with where other companies are ranging. So some indirect ones and some more direct.

Bárbara (10:18):

Yes that makes sense. What is most fair to describe JWN as? An independent network or an interdependent part of Jabara?

Interviewee 1b (10:32):

And what do you mean by interdependent?

Bárbara (10:35):

Would you think of it as a sub unit like a perhaps a department of Jabara or would you think of something that's being constructed on the side, for example?

Interviewee 1b (10:45):

The later I think because again I don't know it's always a discussion of "OK, how much budget we have and what can we really..." "Do somebody know somebody that can come and talk to webinar?" It's very much

relying on all our personal network and favors and stuff like that. And I think if it was just more obvious that we had a good portion of budget things would be easier. And also in relation to the whole networking aspect, [Anonymous] and I have run that and we've just like had so many mails about "oh, I want to be part of this group not this group, can we rearrange?" And we're just like... And we've been like to H.R. like "OK can somebody now - maybe you can get a student help to help with all these more tedious tasks?" And they're just like "no, we have like the graduate program, we have like the higher C level focus" and then... So we've just been met with a lot of "Yeah we don't really have the resources sorry". So I think yeah it's something that that GN wants to like state probably also outwards that we have this network and that we're focusing on it. But I don't think it's like the entire truth because if it was like very supported I think there would be more budget around it. I need to say I don't know what the budget is around the network but just my understanding is that it's a lot based on like our internal networks and favors and yeah, do it on the sideline, right? I don't have it as part of my P2E for instance that I need to support this network.

Bárbara (12:14):

Right. P2E meaning the goals and...

Interviewee 1b (12:22):

Yeah. Performance to Excellence. It's our objectives, annual objectives setting and what you're measured up against.

Bárbara (12:30):

And how does JWN compare to other organizations, movements or networks in your view?

Interviewee 1b (12:37):

I'm not the right one I want to ask. I think, because there are some on the board that are more involved with this WIT Women in Technology network as well. I think was driven out of Microsoft and I haven't really engaged that much in any other networks outside, so... Yeah but again I think it's more like an informal independent network that's more like a - I know it's like [CEO] signed it off and [Anonymous] is a [Senior leadership] team member but it's also more like a in some way some sort of grass root developing, right?

Bárbara (13:17):

Right, makes sense. What would you say influences JWN goals?

Interviewee 1b (13:22):

Mm hmm. Yeah. It's both what [CEO] probably is asked to be aware of and the right direction to take in relation to the workforce.

Marc (13:33):

So [CEO] is..?

Interviewee 1b (13:38):

CEO.

Marc (13:42):

So he. He will also set a lot of the goals for the network?

Interviewee 1b (13:46):

He has set some, I think I actually don't know the exact ones but I think then I think it's also part of us like [Anonymous] that she looks at the data and says "okay where are we behind?" And that's communicated up to [CEO] and then we're said "okay, that is something we need to work on", right? And also to H.R. if, for instance this whole thing about hiring they had this focus on it was more like male skewed the wording and stuff like that. So but you said - can you read the question again?

Bárbara (14:16):

Of course. What influences the goals of JWN?

Interviewee 1b (14:19):

Then I also think is part of the board that we just discussed. OK what part of what sort of input are we receiving from all sorts of or all angles of the organization and the input we're getting that both formal and informal wise kind of scopes where we are aiming at doing something, right? So it's also for instance we're talking about these network groups that we want to utilize them more to get input on what's top of their mind and whether they're what are they struggling with. And we feed that back to the Jabra Women's Network advisory board. So we actually when we made it when we made these network groups we also made this feedback template. [Anonymous] and I made some like 10 themes that we proposed they could - I don't know if you've seen them - that we proposed they should discuss and then it was just like oh you can use them if you want and it sounds as though like all of the network groups are using them as like default. But I think it's a good way to spread a discussion. But in that same thing we also said make a feedback template or feed that back to the advisory board after every network call. And then the meaning is that we should use these feedback templates to look at OK and new themes or new initiatives that should be supported. So that's more like an informal channel. Then there's the whole thing about "oh I'm still always a little bit nervous about this GDPR act and like how much can you feed in?" And what can you not. So, but the meaning is that they should indirectly feed in from subjects of interest to to the board via these templates.

Bárbara (15:59):

How often do you feel like you have a clear direction in the fulfillment of JWN purpose or goal?

Interviewee 1b (16:10):

Now [Anonymous] and I kind of like chose our direction, right? And she wants to expand and also with looking at can we do some like bottom up mentoring. And even though it's not really supported by H.R. can we do some more unofficial initiatives and and and that way we're forming it a lot ourselves, right? You need to repeat again the question sorry.

Bárbara (16:35):

No worries. How often do you feel like you have a clear direction in the fulfillment of JWN's goals?

Interviewee 1b (16:41):

Yeah. So back to I think a lot of it is what we're like we can just like take whatever direction we want we can discuss with the board but then our board members I think they're divided in different roles, right? So [Anonymous] and I are doing the mentoring. And we can like just discuss where we want to take it. That's good. And it's also bad because it's like OK how much is it actually rooted inside the organization? And we don't really know how much is we can get help with resources on carrying out a new initiative, right? So there are like these overall goals but set of how we what the purpose is of this network but we don't really have

like concrete "OK. So we have this amount of budget and this amount of help and resources to do this initiative and we have this" and that's really not existing.

Bárbara (17:27):

And why do you think that is?

Interviewee 1b (17:34):

I just don't think probably that the network has that much budget actually they are not granted that much money to do all these sorts of initiatives like I had my cousin come out here she's started her own company and come out here and talk about - she's also an engineer - about starting her own company and stuff like that. And again it's like all these my own networks we're relying on, right? So I think it just has a much a lot of to do with budget and I think then probably the goal is that we don't... Another thing reason is that we don't have like an goal from from [CEO] or like executive board or that "we want to be like the leader in in equality" or stuff like that is more like "oh okay where are we ranging in according to Facebook and according to" - like, it's not like "this is something where we should really excel in" I don't see that communication and maybe I'm not aware enough but I don't think we have like very bold goals in that matter.

Bárbara (18:42):

All right I guess this question then doesn't make that much sense because when you do when you do have a direction that is coming to you about how to fulfill these goals. How is this communicated to you - if that ever happens right?

Interviewee 1b (18:55):

Yeah...

Marc (18:55):

But as you said it's mostly yourself and [Anonymous] who comes up with directions, right?

Interviewee 1b (19:00):

Yeah. It is. Then we can discuss it on the board and get their view on it. It's really like an ad hoc discussion in my view. So it's not like... I know I think [Anonymous] and [Anonymous] they made this like year end interview with all of our board members. Like this how we were doing. And I thought that was really great, actually. They should have an applause for that. And I think that goal or the meaning with that was like OK is there something that we're missing out on or we're doing something wrong. It was just to like improve how we're working on the board. I don't really know what actually came out of these interviews. I don't know if that was communicated that clearly, but...

Bárbara (19:45):

How much influence do the members of JWN have on shaping its direction? In regards to the members themselves, right? So you've mentioned also a feedback that has been coming in from the members as a more informal way of setting these goals and how much do you feel that that weighs on the on influence to shape the direction of JWN?

Interviewee 1b (20:23):

I think right now it comes back to that we're actually missing to like sum up all of these we are planning on in a couple of weeks or so that [Anonymous] and I'll do a survey with all the networks and like "how are things

going? Is there something you want to change?" And also ask them to to again prioritize this feedback. And if they have any like "Aha!" Or positive stories successful stories to share with the rest of the board and then that way we can share it with the whole organization right? So again it's really like an informal setting of how would you set our direction and the goals. Yeah. So in that way I still feel like it's a network that is still growing and not really fully organizationally established yet.

Bárbara (21:13):

How do you usually communicate with your JWN board peers?

Interviewee 1b (21:19):

It depends much on if we are if you're here having face to face encounters right? I engage sometimes with [Anonymous] because we're sitting not very far away from each and [Anonymous] as well. But otherwise it's more these... Yeah I think it's every second week or so that we have these board online calls and yeah.

Marc (21:42):

All right so that's through... Skype?

Interviewee 1b (21:44):

Yeah. Online. And then we discuss that we should have some sort of year end more engagement like having like an online all day session but we discussed this before Christmas and it didn't really work out. So they did I think they did a local arrangement in the canteen, some of them, where we could join up and I couldn't actually participate that day, but yeah.

Bárbara (22:10):

And is this contact happening only in that formal setting of the board meeting or I mean for the people that are locally based it seems like it happens more often for those who are not is it any different?

Interviewee 1b (22:20):

Yeah I don't really. Yeah call the other board members just like to discuss some informal stuff.

Marc (22:28):

So that's mainly through the board meetings?

Interviewee 1b (22:32):

Yes it is. It's it's very formalized. We have we have a Teams channel Microsoft Teams channel actually. But I don't think we're using it really active. The network group channel - that's a sub channel that people are uploading the feedback templates and some are writing Oh we had a good call and here's a template and stuff like that but it's not really used as a chat forum to share and build on each other's idea within within the board or the network. It's not that active.

Bárbara (23:01):

All right. Yes. For those that you do meet in person with how often does that happen then?

Interviewee 1b (23:14):

That's like... I don't know... Once twice a month or so that we just bump into each other. So I'm not. Not that often.

Bárbara (23:18):

All right. So even more coincidently than anything or?

Interviewee 1b (23:22):

Yeah.

Bárbara (23:26):

Okay. How do you engage in decision making with members of the board located in different geographical units than yours?

Interviewee 1b (23:32):

It's just an online call right? Yeah. Yeah. And maybe writing an email or so but. Yeah. We actually had we had a dinner last year. The board members. And that was like. That was really nice actually. So you could have. Like face to face talk and also because people are positioned in really different layers in the organization right? [Anonymous]'s a [Senior leadership] member and yeah I'm more down the hierarchy. So you're probably also even though you're a network group you're still like "OK we don't really have any normal interactions work wise" so sometimes it's also more difficult to reach out. Right? So I don't I'm not sure that we've yet found like the glue that makes it easy to have these more like informal dialogues on like "hey could we do this? could we do..?" like informal ideations on the board. I think that would be great but I think sometimes it also requires that you have more face to face interaction so you can build your trust and.

Marc (24:29):

Get to know each other.

Interviewee 1b (24:30):

Yeah. Yeah I think that's really important.

Bárbara (24:31):

Makes sense. Yeah all right. Besides the board meeting - I guess you also touched upon that the kind of meetings that you have besides the board meeting... And why actually do each of these board meetings happen like what is happening in there? What is their What is their purpose?

Interviewee 1b (24:59):

Good question... Yeah. The purpose is mostly I think that that also [Anonymous] and [Anonymous] can like feedback if there are any like official requests or initiatives right? And then of course also like what are we hearing from the women of Jabra. Like more informal and yeah from the bottom and up insights that we get. We don't really have like an overall overview of what is it we want to achieve with these meetings every quarter or every year. I think maybe that could be beneficial because it's more like...

Marc (25:34):

So if I understand correctly it's more like getting like a view of the land like where are we now and where do we wanna go from here?

Interviewee 1b (25:41):

Yeah. We don't really I don't really think we have like "Okay this is our top priority and this is our second and how are we doing with progression on that" it's more it's a little bit distributed and a little bit difficult to like have like a "OK so we're here now. Looks like the end goal." We don't really in my view have that.

Bárbara (26:06):

OK. And how do you believe Jabara views JWN?

Interviewee 1b (26:11):

Hmm I've heard like a lot of sometimes I've heard like "oh this is a women's network, why is it only for women? That's excluding" and we're like OK it's actually also for men. And "why don't, why is there not a men's network?" So I've heard a lot of sometimes like some negatives around it, right? But but I think that I think that also is my own fault that sometimes I'm kind of missing like the like the key data point to say like OK we're actually behind this so it makes sense that we do something proactively around this, right? So we have some statements around like how we I think we're like 30 percent of the workforce of females here at Jabra, and what was it? The whole company? I think it was GN Audio. But again I sometimes like I'm missing like because I actually myself also have like "OK I don't want to exclude men. I don't want to give guys that come from an education more difficult grounds of creating their career than women. I just want it to be like equals" right? So... And that's the classic discussion of like should we have quota for female leaders and board members but yeah actually I think the more I know of it I actually think that it's a good thing that if you can just by fact see that something is unequal and it has been that for a lot of years then there needs to be like something really proactive that kind of like OK, now we just even it out with something proactively do some quota or whatever. And then we're like starting from a from a proper foundation right? Because it is like also the board and it's just like a 'old men's club', right? They think the same way and they probably applaud each other in the same way and agree and disagree in the same way and that's that's a problem. I think. So... But again it just needs to be like more communicated or everyone should believe that "OK if we are equal men and women like workforce wise how many we are and payment and stuff like that" that that makes us stronger as a company because we want to value that there's room for different viewpoints right? Beliefs and stuff like that. And also that that all women are not the same of course it also depends much on where you are in your life like. Yeah. Yes I myself I've been like when I didn't have children I was like always took another assignment and went late home from work and like doing the straight A student thing and then I I got two children and I'm like really aware of like doing the right balance and and still very aware that I want to do a career here or maybe in another company and want to continue my upward curve. But again you just have different perspectives and priorities depending on where you are. And I think that should also be something that the Jabra Women's Network could capture that you need to support women in whichever phase they are in and there's not just one equal right way to do it right? You need to be aware. And men are also say in different phases of their life right? And that way you need to be aware of that and do initiatives that support where you are best in your life. If you want to have employees that will stick to the company for 25+ years, right?

Bárbara (29:45):

As far as I understand you don't feel that this has been achieved for Jabra yet? The fact that they're aware of all this?

Interviewee 1b (29:53):

I think like on an official way there's maybe not always that much focus on for instance I don't understand why if they know like we have some young talents here and they're not maybe a part of a graduate program

but they're like really eager to climb the ladder then there should be some initiatives that could really push them that way. And then there will come into another part of their life where they get children and then there should be a lot of loads of flexibility and still feel that they are progressing in their career right? And then at some point they will have more bandwidth. But this is not really officially any official like arrangements they're doing not in my view right? But it's more like of course I need to say that I've never been like or very few times I've been challenged like "why are you leaving already? Why do you need to pick up your children three times this week and not two times?" So I haven't been met with negatives around that. I think overall I think Jabra is like a very what do you call it? An empathic company that they respect that people need to prioritize their time in order to be a happy human and a happy employee, right? So I think there's openness towards that but it's not really like officially stated like "this is how we support young people and this is our support people that are just growing a family, and this how..." Like it's much focused on like in my view like the ones that already have like a C level position or some people under them like how can we support their career development.

Bárbara (31:31):

All right. All right. What would you say are the biggest threats for JWN?

Interviewee 1b (31:42):

That people don't think that there comes some value out of it. Like that they can't maybe see what are the concrete outcomes of this. Right? And that also has to do with do we do we have like a clear path of where we want to take the Jabra Women's Network to? What are our aspirations and what are the standards that we want to aim towards? Right? I don't think that's like we have some like overall... More like fluffy "This is a goal of Jabra women's network" but I don't think we have like concrete goals or milestones that we want to achieve and that kind of blurs the lines of "OK, When have we actually achieved a certain goal?"

Interviewee 1b (32:27):

Are we moving somewhere?

Interviewee 1b (32:27):

Yeah. Yeah. So I my my fear is that people like "this just like a female chat club" or something like... And also the overall belief that if we do good for women here at the workplace would be good for the whole company right? So it's a strength for the company as well.

Bárbara (32:44):

Yeah. What are the biggest opportunities then for JWN?

Interviewee 1b (32:53):

It could go in many ways. I think it would be good that it could drive GN audio towards being a leader within like gender equality and also that we can say that we are really aware of that we support people and their different phases of their lives. And yeah so maybe it's like OK we need to with Jabra women's network get beyond and like reach a certain standard and then OK from there how can we what's what's our aspirations then, how far do you want to take this. And I would say that of course we need to reach a certain standard that is very important and then I would hope that we can like be a leader within. Again I can't even set the proper goals right? Because... But it would just be good that I would hope that from from young females that want to go into or are taking a STEM education that would see "OK, GN Audio is really a great place to work as a female" as well and if you want to work with technology or other aspects of technology right? Then yeah, that would be a great goal. And then again of course the whole factual stuff that it should just be out in the

open that we of course pay people the same independent of their gender and that that it's totally transparent that we have the same opportunities men or female here in the company - that we can show that. But I would like that we could like be front flag bearer and say okay we we we are really a female empowerment company right? But again I just don't want to leave behind the young men. I want that their chances be good as ours.

Bárbara (34:55):

And just a wrap up question. What is key for JWN's success for you?

Interviewee 1b (35:09):

Yeah we we need some budget and we need that the initiatives that we find would be necessary that they also can be infused into like the formal organization right. Because I think that is a good way that we kind of identify "OK. There's something missing here. We're behind here in this" and we can like - that was what [Anonymous] and I thought. We're like "OK we can build up a network and what we think would work around a network and then we like play ball and let H.R. drive it" and or who else would drive it right? Because I think it's very naive to think that we can do this on the side time of our job. And it's not even part of our P2Es. I don't know if it's part of [Anonymous]'s but it's not part of mine right? And it's - maybe that's my own fault but I just... Yeah.

Marc (35:59):

So you think it would be key to get the get the network into a formal structure in GN Audio or?

Interviewee 1b (36:06):

Yeah, or at least the initiatives that we we yeah that we see are missing that they can be like fed in and activated within like in a formal structure right? And it doesn't rely on our extra time of the day to to do this right? Because of course there's always like a startup phase with everything where you need to give a little extra sweat. Right? But I think there's also a limit to that. And I think it kind of is a little bit ... (Danish) that you kind of like okay we're working these initiatives and it relies on that I said like (typing with her hands) in the evening and write mails and do this and where I should rather like take time off. Look my husband in the eyes and do something and I have to like sit and do these networks and like that's not female empowerment in my eyes. That's just like what can we squeeze out of Interviewee 1b's extra hours in the day? And then [CEO] can say "we have a female network! they're doing really good!" Yeah, great! But Interviewee 1b also got divorced then (laughs). No I'm not. I'm not getting divorced, but... It just needs to be like "show me the money".

Marc (37:20):

So you don't see that the you know Jabra Women's network can be run indefinitely on the side.

Interviewee 1b (37:25):

No no no no no no.

Marc (37:26):

Yeah. All right. That makes sense.

Bárbara (37:31):

Just a small clarification for myself as well. There are no quotas in place currently for female hiring?

Interviewee 1b (37:37):

I don't know that. I don't know that, you need to talk to [Anonymous] with that and perhaps also [Anonymous]. But [Anonymous] is kind of the data queen here. Data king.

Marc (37:46):

Yeah, we have an interview with [Anonymous] as well at some point.

Bárbara (37:51):

All right. That was it from our side. If you have any final comments or anything?

Interviewee 1b (37:55):

No.

Marc (37:55):

Thank you very much for participating.

APPENDIX 6E - INTERVIEWEE 2B

Barbara (00:04):

I started, just to give you a heads up.

Interviewee 2b (00:10):

Perfect.

Marc (00:11):

All right.

Barbara (00:13):

All right so Mark.

Marc (00:14):

Yeah. So basically we are. We're writing our master's thesis. We write on organizational change.

Marc (00:21):

Pretty much within that topic. And that's why we through Barbara came in contact with Jabra Women's Network. Because we thought it would be an interesting case for us to work with. Also because we study how ,how individuals within organizational structures can lead to change by organizing in groups and that's exactly what do we thought that Jabras Women's Network were actually doing. So that's kind of what we want to look into.

Barbara (00:50):

Put against theory and see the phenomenon happening.

Interviewee 2b (00:53):

Of course of course. Yeah I mean I mean before you get into questions I think it's a terrific initiative that we're doing. Yeah. And I'm thrilled to be part of it as a board member. And we still have a lot of work to do.

Marc (01:04):

Yeah yeah of course.

Interviewee 2b (01:05):

So now of course you have gathered that from other discussion. Of course this is a journey that we've embarked on that we will probably never be finished. And certainly there's more we can do.

Barbara (01:16):

Of course it makes perfect sense.

Barbara (01:18):

Yeah. All right so I'll ask you a few questions. Some of them might be similar to each other or to your view and so on but it's also important for us to just get a deeper understanding of everything.

Interviewee 2b (01:30):

No problem.

Barbara (01:31):

We'll go through most of them or all of them as we see fit.

Barbara (01:34):

So we wanted to ask you what your role is in JWN and if you can explain to us a little bit of what you do exactly.

Interviewee 2b (01:42):

Yeah. So yeah as I mentioned I am on the board and then [Anonymous] who is the president and [Anonymous] the vice president have asked a few different people. I would say it's a collection of different roles a collections of different geographic backgrounds some male some female. And I've been lucky to be on the [Senior leadership] here so she's asked me to play a role on the board perhaps within the board specifics I can be perhaps a voice for management or a voice to management because I have worked in a global capacity with the regional leaders so that the board setup is not so specifically defined that you know one person does X. Other than. [Anonymous] and [Anonymous]. So basically I support them how they fit in and I guess if anything with that with [Anonymous] and I being on the [Senior leadership] then if there's any sort of a bigger picture stuff that we need to communicate or evangelize to our colleagues and then obviously I'll help organize accordingly but hopefully I'm just another sounding board and a voice in a group of very talented professional.

Marc (02:42):

Yeah. Okay.

Interviewee 2b (02:43):

There's a very small role I would say that I play.

Barbara (02:47):

And so I guess your responsibilities are they may be well-defined enough for you to talk a little bit about them with us?

Interviewee 2b (02:56):

Yeah I mean I don't think they're actually really specifically defined but I think it's intentional because it really is meant to be sort of an advisory role. So depending on the day or the topic or the contents you know I will have more or less involvement if it fits within my background. And I think we deliberately left it like that. So some people are more specifically involved and in some functions I think maybe you spoke to [Anonymous]? Did you speak to [Anonymous]?

Barbara (03:22):

We will yeah.

Interviewee 2b (03:23):

Yeah. So like she's driving a lot of the work groups for instance. That's really specific. Right and I don't I don't have that. So I'm much more of an advisory capacity.

Marc (03:32):

OK.

Barbara (03:33):

All right. And when did you join the board actually?

Interviewee 2b (03:38):

From the very beginning. When is that? Early 17 I guess it started.

Interviewee 2b (03:44):

So as soon as it was created and there was sort of the concept of a board I think there was some some grassroots work done beforehand but once it became like this is when there's was gonna be something that we're really going to sink your teeth into it. [Anonymous] and her predecessor at the time asked me to join in the board. So yeah so a couple years now.

Barbara (04:03):

Yeah, Alright. So what are your personal motivations for being involved in JWN?

Interviewee 2b (04:10):

I mean I think I have had sort of three things that I think about one I have a tremendous amount of respect for [Anonymous] and some of the members on the board and it's it's a great opportunity perhaps selfishly to learn from them and and to be inspired by them and two we just have to be better! I mean I think there's just so much benefit professionally and organizations are more diverse and and if the creation of this board can play a small role into changing our makeup and making us more diverse I think that's great. I want to be a part of that and perhaps I guess it's also selfish and personal I have a daughter who's eight and it's not lost

on me that one day she'll work and I'd like her to have a fair shot than perhaps many before her have had. So those are kind of things that I think about. But I mean certainly opinions aside of course. That's just proven fact that more diverse organizations traditionally yield a better return and a better performance. The gender diversity is not the only one but it's certainly at the forefront. Sure.

Barbara (05:16):

So in a broader perspective why do you think there was a need for the creation of JWN.

Interviewee 2b (05:22):

I think of course many have thought about this and have canvassed and passionately crusaded for for such initiatives whether it was gender or otherwise but but there was never a formal setting. Right. So I think the need is that this forces and creates a mechanism for everybody to have a conversation. And I think that's that's that's a really good first step that people are thinking about it. People are talking about it. People are learning about it. People might even be challenging it but all of these things are really really good. And I think the fact that there was no formal mechanism for this is probably why we needed to do that. Now I don't have all of the the gender and leadership data but I also know we can do a lot better there. So I think that's that's that too is a really big need.

Marc (06:13):

So it's kind of a group or network to make words into action?

Interviewee 2b (06:18):

Yeah I mean I think it's a way to support and encourage many of our of our female talents throughout the organization. It's a way to encourage support and educate the other half of course. And it's a way to again keep the keep the pressure and accountability on us collectively I think to do better. So there's probably lots of good reasons why we need to do this.

Barbara (06:41):

great, what are concrete impacts that you're expecting JWN to have?

Interviewee 2b (06:47):

I mean at the end of the day I think there'll be a balance of sort of soft impacts and concrete more specific ones and I don't want to downplay the soft one because I think if if all of our people feel empowered and feel like they have a chance and their satisfaction and progression in the careers and all of the women who join us feel like this is something they can really put their time in. It's a bit hard to measure all those things but I think that's really powerful. Concretely Of course we should have a more diverse representation at all levels of management. I think that's that's really more specific of course. But I think both are important. Yeah I really do.

Barbara (07:26):

Makes sense.

Barbara (07:29):

What is most fair to describe JWN, as an independent network or as an interdependent part of Jabra?

Interviewee 2b (07:38):

hmm thats a good question *long pause* I think it's actually a bit of both. It's probably a bit of a weak answer but I actually think it is a bit of both and so there is some independence. Sort of standalone mindset within the group or participate in the impact and success of that can happen unrelated to what we do at Jabra. Generally in terms of employee empowerment and not like corporate strategy. But then that will only go so far I think. And if we really want to take the next step we need to anchor ourselves and have not only dependencies but the ability to impact the bigger Jabra audio machine. So so there is a bit of both. To really really be what it should I think it just needs to be part of the GN family. I would say GN not even just Jabra. I mean I think more anchored in the GN family will be important.

Barbara (08:40):

How does JWN compared to other organizations or movements or networks?

Interviewee 2b (08:43):

in general or here or both or both?

Barbara (08:48):

Both

Interviewee 2b (08:50):

I think I don't know that we know yet because I don't think that we've accomplished all that we need to. It's it's still in a quite a startup phase but in a growth phase in term we're really start to see the impact. I mean you know talent development and leadership development are multi-year thing so I don't I don't think that we know. I think if I look at within here you know we don't have somewhat relevant benchmarks for comparisons. We have sort of clubs and associations but they're more social in nature I think. And so in that regards as this this has a potential and so far I think we're getting there to make a bigger impact and touch more people in much bigger groups I think that's good. And it's supported I think at the top level as well which I think is good. If I compare and step out of some of the other initiatives in the market like there's a very big it's called a weight network. Women in Tech.

Barbara (09:44):

Yeah yeah we have heard of it as well.

Interviewee 2b (09:45):

And that's pretty anchored. I mean that's well respected, it gets a lot of coverage. It's got a lot of keynotes to play a role and it was just an event in in Canada last - thats wher im from originally - but Canada last week that [Anonymous] attended as well and like you know if we want to do that that's multi company you know that that's a bigger thing. So I don't think we're there yet. We don't just really need to because this is for our company but of course if we want to take the next step or we'll need to just be more anchored to get more supported.

Barbara (10:16):

Right. Okay.

Barbara (10:19):

What influences JWN goals?

Interviewee 2b (10:28):

I mean I think um any not just JWN but of course there needs to be a link to our overall direction and of course we're a publicly traded company we want to perform better and at the end of the day our results are kind of make or break what we do. Of course that will play a role in anything that we do including JWN. And going back to the point I made earlier you know higher performing organizations having a more diverse pool so of course is a big lake towards that towards performance. But I do think this is more than that and this is a little softer it's more about our people. We have a lot of people who have perhaps not felt as supported as they used to. In the last couple of years I think we have made great progress to support, so employee satisfaction within the women pool specifically should be something that we would look at. Admittedly perhaps a better question for [Anonymous]. I don't know if we can measure that today but it's certainly one of those things that I think is also important.

Barbara (11:27):

Right and how often do you feel like you have a clear direction in the fulfillment of these goals.

Interviewee 2b (11:38):

Mm hmm. We probably have some work to do there I think I think we're quite good today. Of all the things soft about our people and creating a trusted environment in the community and the work group specifically that [Anonymous] has been driving is created even a more intimate setting. I'm not involved in those groups specifically so I can't really speak to it intelligently. But translating all this stuff into sort of a grid or a matrix with like scores and KPI. I don't feel we're quite there. We could of course measure you know progress on our statistics demographically but that's not really that big a deal. So I think we have we have some work to do there.

Barbara (12:28):

And why do you think that is right now?

Interviewee 2b (12:31):

I think it's a natural evolution of where we are. Personally I don't I don't I don't call it out as a problem. I don't think it's a problem I think it's a we just have, you know.. we are two years into this and we have some some heavy lifting to continue to do. And some of these things aren't just you know black and white measurable and I don't know that they ever ever will be. So I think we could of course start to go to more people and ask them how they feel about it. And there's probably some anonymous surveys and other things that you can do of course. But I talk it up to most of this sort of a progress of this of this group and this function.

Barbara (13:13):

Whenever there is a specific KPI or direction to go towards how is it communicated to you?

Interviewee 2b (13:20):

Yeah I mean right now we, in terms of real specific KPI's, we just look at gender diversity in leadership positions and total workforce. Those are, you know, pretty easy to measure of course. I'm lucky enough to be part of the management team so we get these kinds of data points almost monthly or at the very least quarterly. So it's really really easy. It's not probably cascaded or I don't know what level of it gets cascaded throughout the organization. So that's maybe something. But for me it's pretty easy to get the info.

Marc (13:51):

Yeah. OK. Yeah.

Barbara (13:52):

But also in terms of how to, what strategic initiatives to achieve these goals. Right as well so not only the actual KPI but also the path towards getting to them?

Interviewee 2b (14:04):

Yeah. So I think those are two a bit a bit two different things because they come from two different sources. So the first part where you know the real demographic info is sort of an HR function.

Marc (14:12):

Yeah yeah.

Interviewee 2b (14:13):

You know we can click in the system and get that or get it reported too. I think [Anonymous] and [Anonymous] you know drive the overall direction in the actions that will hopefully link to that but it's not a one to one you know correlation because they're two different data sources.

Barbara (14:28):

Right. Right.

Barbara (14:32):

All right. And then still in that ballpark how involved are you in the creation of these as strategic initiatives?

Interviewee 2b (14:40):

Yeah I mean I'm in the board and of course that's where most of these are discussed and conceived. I would say that I'm probably more a challenger or a listener and a supporter than a creator.

Marc (14:56):

All right.

Interviewee 2b (14:56):

I think that's sort of the function that I have. But, but most of these things are discussed in the board settings so I have the exposure and the awareness and the ability to influence but not usually the one first coming up with them. People smarter than me are doing that.

Barbara (15:16):

And how much influence do the members of the network, so outside of the board have on shaping its direction?

Interviewee 2b (15:23):

Yeah I think, I think there too we have more we can do. I think the more empowered people feel the more comfortable they are with the network and then the more proactive they are to raise issues or opportunities. We have sort of an email alias that people can email concerns or ideas and stuff like that and I think it, you

know, depending on the month or the quarter its used to different degrees. So there are there are certainly some good input that that come in. Is it like a mass broadcasted you know sets of ideas? No I don't think so but there's definitely people contributing ideas. I think the intent with some of these groups as well is actually in a more trusted smaller setting as to perhaps come up with something like these and the board members will bring them to as well. So it's quite possible that a lot of the great ideas that have come up from my team or team members or colleagues in the board, probably came from somebody else as well which I think is good.

Barbara (16:22):

Sure great.

Barbara (16:25):

How do you communicate with your board peers?

Interviewee 2b (16:29):

So we have a schedule, recurring schedule cadence, where we have an hour at least. A call. It's a it's every month or so depending on you know people's travels and so forth. And then there's also you know again an email alias for the members as well, but for me it is primarily the the cadence, a call that we have.

Marc (16:51):

all right.

Interviewee 2b (16:53):

Unrelated I mean [Anonymous] and I are peers, so we talk all the time and so you know not not perhaps in a formerly structured JWN setting but we obviously talk about lots of things including JWN in a more sort of [Anonymous] and I setting but maybe that's that's more an outcome of her and I being colleagues than perhaps the setting but certainly we talk a lot a lot about that as well.

Barbara (17:15):

So she's as I understand she's the only one in which this happens outside of the formalized board meeting?

Interviewee 2b (17:22):

Yeah I think in a consistently or repeated way Yeah I think that's true. You know [Anonymous] and I have had some some dialogue and you know we traveled together for an event for a few days and we spent a lot of time talking about different things. But I guess in a truly consistent way I think yeah that's true.

Barbara (17:43):

All right this one already touched upon.

Barbara (17:47):

And how often if ever do you meet in person with the JWN board members?§

Interviewee 2b (17:53):

We, i have a few times both socially and in a meeting setting. I think there's been a few events so we have like a global event. Many are traveling we'll try to carve out some time. Now we had a JWN board dinner one

night which was great. And that's that was fun. So not not a lot because we are pretty virtual organization where you know [Anonymous]'s in the US. I'm here we have some people in Asia. So we're all over the place and you know we're also mindful of travel particularly now. *laughter*

Marc (18:27):

Where did you meet them for the dinner?

Interviewee 2b (18:30):

Oh that was here but that was last year. Not not not super recent.

Marc (18:34):

But then everybody gathered here and from all over the world?

Interviewee 2b (18:36):

That was the board sorry. That was just the board.

Marc (18:39):

Yeah. OK.

Interviewee 2b (18:39):

Exactly. Just the board. It's it's probably a little impractical to purposely arrange travel just for that. So we try to latch on to many other opportunities if we have a global kick off or a [Senior leadership] meeting and we'll kind of add something to that. So its not a lot but I'd say it once or twice a year there's an intent to get some of the people together, physically you know.

Barbara (19:04):

And when it's not physical this communication happens mostly through Skype also through emails or?

Interviewee 2b (19:09):

Yeah mostly through Skype through the calls and then of course as follow up emails to the group. Kind of capturing the actions and progress on those things and those are probably the number one and number two. Now we have a video of course where, we haven't really hardly I haven't started yet to really fully embrace video, but I think that's the next good challenge for us. Yeah mine is unplugged as you can see right here.

Marc (19:34):

Is it video conferencing?

Interviewee 2b (19:36):

Yes and this is actually a one 180 view.

Interviewee 2b (19:39):

Yeah we bought it. We bought a company about a year ago actually. And they do video.

Marc (19:44):

Alright so you can do video conferencing?

Interviewee 2b (19:45):

Yeah. Right, of course we want to sell it too. But yeah I. So we're we're trying to get into that and use a bit more. But I wouldn't say that our board is totally video enabled today.

Marc (19:55):

OK. *laughter*

Interviewee 2b (19:57):

Maybe a good goal for later

Interviewee 2b (20:02):

All right. Yeah I guess it also covers it a little but maybe going into depth with it. How do you engage in decision making with members of the board located in different geographical unit than yours?

Interviewee 2b (20:13):

I mean I think that really speaks to me. The good news is we're pretty used to working virtually because unrelated to the board our work is like this. So I think you know most people have to interact with people from many regions and certainly if you work in a region you have to interact with people from Copenhagen. So it's not necessarily a uniquely differentiated or new type of decision making process we have because we've know we've always worked virtually. So in that regard to sort of just like we do everything else

Barbara (20:45):

Besides the board meeting what kind of group meetings do you have. Are there any other formalized?

Interviewee 2b (20:50):

Not for me but I believe others are in some smaller subgroups.

Interviewee 2b (20:56):

So there are some who have, again, more defined functions roles and I think they may have smaller group settings. I think whoever else has worked with [Anonymous] they'll sometimes meet on the group thing I think there was a... [Anonymous] did you speak to her?

Barbara (21:11):

Yeah. Yeah.

Interviewee 2b (21:12):

So I think she and somebody else was involved in sort of like data collection and process and they would have separate meetings but I guess for better or worse I've not been in a more formal formal setting.

Barbara (21:23):

All right.

Barbara (21:26):

How do you believe that Jabra views JWN?

Interviewee 2b (21:30):

I think collectively we view it favorably and support it and we still have a lot of work to do. I think not so much in the form of official resistance per say or or a detrimental lack of support. I think it's just you know biases are strong with people and learning or unlearning things. It's not easy to do and people who've been here a long time may have some habits and we just need to work to evolve accordingly. So I think it's well perceived and well and well well supported but I think it's also an evolution to anchor it more

Marc (22:15):

All right all right.

Barbara (22:18):

What are the biggest threats for JWN?

Interviewee 2b (22:20):

I suppose if we if we don't continue to invest time and money, and i do mean both in this case, there is the risk that life gets in the way. People have jobs to do. Yeah. And the pressure is on and the targets need to be hit and the products need to be released and so on and so on. And it's really easy to de-prioritize something if you don't if you don't directly and personally feel the benefit of it today. And that would apply on both men and women actually because even women may not feel it right away. So I think it's it's really easy to a, bad expression but get lost in the sauce so to speak. I think that is our biggest risk. And then I think if we one day don't have this become part of the GN family I don't know if and when that should happen. I think there's some benefits in smaller more dynamic group just within the Jabra family but at some point I think a more formal home energy and family would also be be quite helpful. Some companies who are bigger than ours, we don't have diversity officers and all that kind of stuff, and we just need to find what's our right thing for our size. I don't know that it needs to be that but I think we just have to think about that if you want to keep progressing so right.

Marc (23:51):

So it needs to get like more anchored and more involved with maybe I mean becoming a part of the department in Jabra?

Interviewee 2b (23:58):

Yeah I mean it doesn't have to be that, I think there's probably many ways that you can do that. But as long as as long as people feel it's real and I guess, actually the biggest risk. All these are things that we just talked about are important but I think the biggest risk is if the women who are participating don't get any value then they'll stop. So that's you know that's the first thing we need to actually deliver good content and value and show progress against the things that we want to do or else it becomes a networking group which is a part of it but certainly not the core intend of what we need to do. So yeah those are sort of the two things that I think about.

Barbara (24:37):

Can I ask out of curiosity is this in any way present in your P2E or?

Interviewee 2b (24:43):

It's not in mine

Interviewee 2b (24:44):

No it's it's not as in mine.. its a good question. I mean I have a errr, actually that's only partially true. So being part of the JWN its not specifically P2E. No but in my P2E I do have one of my MBO's is around people and people excellence and people strategy and in that there are some diversity objectives and there are some sort of soft objectives around development so there is a link to actually. I mean actually it is quite linked actually I would say it's just not specifically a JWN element but sort of a subset of that.

Barbara (25:23):

Okay.

Interviewee 2b (25:24):

And I guess to that point I believe most of, at least the senior leaders, have something around people excellence and I believe the verbiage is pretty similar. So many of my colleagues would likely have something you know quite quite close to that. I can't speak for them but i believe it's pretty similar in language as well which I think is good.

Marc (25:47):

So JWN could be like kind of a tool to reach that kind of goals?

Interviewee 2b (25:50):

Yeah yeah yeah.

Barbara (25:52):

All right.

Barbara (25:55):

On the other page.

Interviewee 2b (25:56):

There are two questions on that one! *laughter*

Barbara (26:03):

That was actually an accidental printing.

Interviewee 2b (26:05):

That was a good trick. *laughter*

Barbara (26:08):

On the other page what are the biggest opportunities then for JWN?

Interviewee 2b (26:14):

Yeah I mean I think just to get bigger and to be part of the whole GN as opposed to just audio. So I think there's no there's no reason why that can't be the case. And there's a lot of work to do on the W part of the JWN But at some point it could be part of a bigger diversity and inclusion program. I think I would love to believe and see that that would be something that we would shoot for. Certainly not at the expense of the one part of the JWN But maybe as a next phase or an evolution. Yeah once we feel like we have good momentum. I think that would be that would be good.

Barbara (26:51):

Alright great. And what do you see as key for JWN success?

Interviewee 2b (26:56):

There's probably no one thing. I think top down level support and top down level finance, financing. Bottom up participation empowerment and then an environment of trust for those two things to come together. I just thought about that now. Yeah I could probably come up with a better answer. But something along those lines I think it's probably how it should work and how we will get the success. There is a lot to do with trust. I think for sure.

Barbara (27:31):

Well that makes great sense. Great I think. Do you have any final questions?

Marc (27:35):

No i actually dont.

Barbara (27:35):

anything you would like to add as a wrap up or?

Interviewee 2b (27:40):

No I mean quick with questions I guess, from the questioning perspective. I really enjoy being part of the group. I was I was thrilled to be asked. Yeah it's it's been also great for me to learn as well and you know what you think you know and how you think you act versus what might be the reality and how you evolve that over over time I think is great. Yeah. You know whether we'd like to do it or not we all have biases and It's good to kind of cut through. So for me it's been really good just to hear people's perspectives and be a part of it and you know not only am I a board member I'm also an employee and I should be treated as every other employee and for me as an employee I've also developed something that's been really really cool actually be part of it. So and I think [Anonymous] is doing a great job and the team is doing a great job so.

Barbara (28:25):

Great.

Interviewee 2b (28:26):

Hopefully we have more more to do.

Marc (28:28):

Yeah. Hopefully. All right thank you very much.

Interviewee 2b (28:31):

Cool.

APPENDIX 6F - INTERVIEWEE 3B

Barbara (00:03):

It has started to record now. So just so you know, um, so Mark will start by giving you a quick introduction of what we're doing our studies about, and then we can start on with the questions that we have for you.

Marc (00:21):

Alright. Well we, um, so we are writing our master thesis in the organizational change and development. Um, meaning that we want to investigate how, um, how micro actors or how people in, in, in larger organizations can, can affect change by, uh, by what you can see interacting with each other and forming, uh, un-organized, well non official groups of, uh, that, that, that, that will lead to change. So, so, I think that's also one of the reasons why we chose the JWN because we kind of thought that they match pretty much what we were studying and, um, and you know, as a, as a, as a groups that they want to ignite change around the organization.

Barbara (01:12):

Yeah, yeah, yeah. And yeah, of course it's also a topic of great interest in terms of diversity management. So, yeah. So now I will start with some questions for you and you might feel like some of them are a bit in depth or, yeah, we just want to make sure that we get to the bottom of things. So here you go.

Interviewee 3b (01:36):

Yes ok.

Barbara (01:36):

So the first one is maybe if you could describe to us what is your role in JWN?

Interviewee 3b (01:44):

Well, it actually, I should be a one member in the JW network board and then, um, I will take the, uh, responsibility for the, uh, the people for the woman here in China, our a female colleague in China. And if, uh, I should, but I mean actually it is not that clear for, for my, um, responsibility. It is not something you have to do just to assign me as, um, a representative person. Uh, we're a contact person here for in China. Yeah. So it doesn't, has a very, uh, clear responsibilities that you have to do something. But, uh, but usually we shoot organized some activities or some webinar on the internet, so the female colleagues, they can join and they can get some development, uh, from the webinar like that.

Barbara (02:49):

All right. Makes sense. So I guess, yeah, the next question regarding your responsibilities, it seems like it's a bit a bit blurred, right? It's not entirely, uhm clear to you?

Interviewee 3b (03:01):

Yes.

Barbara (03:02):

All right. And when did you join JWN exactly?

Interviewee 3b (03:06):

Uh, I think it should be, I cannot remember very clearly. Might be the same, the same time. I mean th uh, March or saying March last year.

Barbara (03:19):

Okay. So it wasn't, yeah. Was it, it wasn't from the start then?

Interviewee 3b (03:26):

Hmm. Sorry.?

Barbara (03:27):

It was not from the start then?

Interviewee 3b (03:30):

Uh, you mean, what is not start?

Barbara (03:33):

The, you didn't join from the beginning of the network?

Interviewee 3b (03:37):

Uh, yes, I, I didn't, I think some people, uh, yeah, another, another girl called Claire she is the guy who, who take responsibility. So then she leaves. So I take her position, she leave our company.

Marc (03:55):

Alright. Alright. Okay.

Interviewee 3b (03:58):

So that might be a, another reason I feel a little not unclear about about the duty or responsibility.

Marc (04:06):

Yeah, of course. Of course.

Barbara (04:09):

Um, what would you say are your personal motivations for being involved with Jabra women's network?

Interviewee 3b (04:17):

Yeah. Um, the motivation I, I want to say because, um, I'm, um, I'm a, uh, engineer and then in the engineer area actually, uh, the, the woman is, um, fewer than the man, he, at least here in China, uh, yeah, maybe the situation is different?

Marc (04:42):

It is the same in Denmark.

Interviewee 3b (04:42):

But here in China is very obvious.

Interviewee 3b (04:44):

And especially if you're a young lady and then maybe you are quite interesting in learning technology or doing mathematics, physics, but people will have some, um, uh, impression how you call that, uh, that, that might not be right impression, but they just think, okay, girls should do some more, uh, like art, music, something like that. So I, I, I feel, I get quite, um, and when I joined his company. I can feel the culture is quite comfortable for me and people respect my work if they don't say, okay, you are young lady yourself. So young, you are a girl so your, your tech technology background maybe will not be so good and you cannot do this work so good. But I think they, yeah, they respect me. So, and I think I will also join, I would like to do something to, to encourage more girl and more women in our company. They can be more confident. Yes. Just, yeah. The, that that is the very original thought from my, my mind. Well, when one our HR she came to me and say what I want to take these sorts of possibilities, but that's my, yeah my thought.

Marc (06:05):

Right. Cool.

Barbara (06:06):

That's great. Yeah. Um, and in general, why do you think there was a need for the creation of the network? I mean also considering what you just talked about as well, how you feel like in Jabra you've been welcomed and accepted and, and so on. So why would there be a need for this creation?

Interviewee 3b (06:30):

Uh, a need for, for sort what? For the?...

Barbara (06:34):

for the network to start.

Interviewee 3b (06:35):

I didn't quite understand.

Barbara (06:41):

So, sorry. Just why, why would you think, why do you think that someone needed to start a women's network in Jabra?

Interviewee 3b (06:51):

Oh, okay. Okay. Just as my, my thinking about that because I, I don't know why this started in the beginning

Barbara (06:59):

yeah, it's just on, on your view. Yeah.

Interviewee 3b (07:01):

Yeah, yeah. From, from my side, I will think, um, I think though the woman, they are more, how to say, they are usually, they're not that confident than men doing, uh, I feel that in China is very obvious. And also they need to spend some more time in taking care of their babies. And so they might be, um, looks not that, uh, I mean people always think, okay, woman should pay more attention to the family. Um, and then actually some of them also did very good work, but they didn't, um, feel that confident to show, to show it or like say, uh, I mean they need more encouragement.

Marc (07:49):

aha yea yeah,

Interviewee 3b (07:50):

yeah, yeah. To, to say their opinion. Um, also to be more ambitious, to take, uh, how does you say... The promotion, where anything, I mean, what they, they, they should, they, they, they, they all, they should own, I mean they, they need to show some ambitious sometimes so that usually you're very shy. So I think that that is, that is why we, we, I think that's my thoughts. We, we, we need a network so we can listen more to their voice. Sometimes maybe they don't want to tell too much to the, to their boss if they with their man or something. But yeah, I mean if we have this platform, we can better know what they, what they want and what we can do for, for, for, for a woman. For female colleague,

Marc (08:45):

alright.

Interviewee 3b (08:46):

Yes. But that's my, my thought.

Barbara (08:48):

Yeah, of course. It makes sense. Um, and what impacts are you expecting JWN to have?

Interviewee 3b (09:00):

Mm, my, my expecting. Yeah. Um, yeah, my expecting is that it can, yeah. I still expecting it can, can really encourage, uh, our female colleague, um, and then they should care something more, uh, except for the family stuff and they, they actually, they can gain more maybe technology, maybe other knowledge. I mean they can get more to help that their progress in their career. They could, yeah. If they can get them more chance to, to improve themselves, uh, in the career.

Marc (09:46):

Okay. Yeah. And is this a, is this a specific to your, uh, your region that you would like to empower this? Of course, like your, your country and, or is it like in general in Jabra or?

Interviewee 3b (09:58):

yeah, as I may be, uh, actually no the most, the most, uh, worse I hear were the requirement that here is still the uh, work life balance. No matter here in China where in other region here in Jabra. But I just make maybe in China we need more encouragement to get more ambitious where more help in career development.

Marc (10:27):

Yeah. Right.

Barbara (10:29):

Okay, that makes sense. Um, and for you, what is more fair to describe this network as? Is it a independent network or is it a interdependent part of Jabra?

Interviewee 3b (10:46):

Okay. Okay. Mm. I think now it's more, um, just an inside Jabra I mean it, because it's just for the people in Jabra right. Now it is only, I think, I know we are also trying to do a lot of things to for example, we, we also donate for some African children. So that is not just in inside. We also make some contribution to the external, uh, external world like that. Yeah.

Marc (11:30):

In Jabra or in the Network?

Interviewee 3b (11:32):

Uh, maybe I didn't quite clear understand the purpose of this question, I'm just thinking, yeah, I'm just thinking the Jabra woman network, they also do something to help people maybe outside of Jabra, eh, we, we don't, uh, we organize some donation that we get some money and then help those poor children in Africa. Uh,

Marc (12:02):

yes.

Interviewee 3b (12:02):

I dont know actually what you are asking *laughter*.

Barbara (12:02):

This is actually also good information. Um, so on the other side, another thing that we wanted to know is whether you can, whether you see the Jabra women network as kind of like a department of Jabra, for example, like a sub-unit of Jabra or something completely on the side, you know?

Interviewee 3b (12:29):

Mm.

Marc (12:29):

Do you feel like you operate on yourself, like as a, as a, as a women's network or, or are you dependent on Jabra for a lot of the inputs that you, or the change do you want to do?

Interviewee 3b (12:42):

Um, yeah, it's difficult to define. Yeah. Yeah. I maybe, I still think it's, um, I mean, it's still a part of Jabra. It's still my feeling. It's, I'm still a organization under Jabra. Yeah. Yeah.

Marc (13:08):

Okay.

Barbara (13:08):

Um, and how, how in your view, does, uh, the Jabra women network compare to other organizations or movements or networks that are out there, if you are aware of any?

Interviewee 3b (13:24):

Other organization?

Marc (13:28):

Just if you, if you know any other like networks similar to Jabra women's network,?

Interviewee 3b (13:35):

Yeah. Yes. I just have one. Once we cooperate with the Google woman, they call Google woman technology makers or something. It's also a organization, uh, founded by Google and thanks to those women. And then here, they also have, um, I mean they also have a site here in, in Xiamen in our city. So we, we, we, we organize, um, a forum or a conference together last year. Uh, I, of course, I, I feel they, um, more, uh, because Google is a more large companies. That's why maybe I feel they're more, they have more resource. Um, money and also more people known the, uh, organization. Uh, but I think then if you see the difference, I don't know how to define that? I just feel maybe they are more famous, I don't know. Bigger and more famous and I can deeply feel if you want to do something especially um, you organize, you want to organize a conference or an activity. It really needs a lot of human resource and the money. Yeah. And time. So I still feel now the Jabra woman network It's um, maybe we, we don't have so many resource because people are doing this in part time. Of course they also the Google network, they also do in the part time but I feel somebody is really quite passionate on this. They're not the Google, they're not the, they're not the employee in Google. They're just um, like learning. Maybe they like learning computer technology and are students in the university. So they are more passionate and then here in Jabra. We have daily work already very busy and yeah. Yeah. So I think it's still a little difficult for us to organize some very, really very big activity or very regular activity. You will take lots of time and you need to think, the ideas.

Barbara (16:01):

Makes sense. Um, and in your view, what influences the goals that Jabra women's network has?

Interviewee 3b (16:16):

Uh, what goals? I think it has a very clear goal, but I can not remember that long sentence. No. I think that the goal is still to help women. They should. Um, yes. I, I mean have more clear, uh, help them to develop their talent, uh, in their career or in their special area. Uh, so yeah, so they can gain more confidence by doing that, by working here in Jabra and then also they can contribute more to, to our company. So, uh, I think that, that, that's the purpose. I understand of cause it has a very beautiful sentence, very long, but cannot remember.

Marc (17:09):

Its okay its okay.

Barbara (17:09):

It's not a problem.

Barbara (17:10):

And what do you think that has influenced these goals to be what they are?

Interviewee 3b (17:19):

Oh, what will influenced the goal?

Barbara (17:22):

Yeah. So how, why were they established like this? You know, why are these the goals that they are in your opinion?

Interviewee 3b (17:34):

Oh, why? That's, um maybe because still, uh, I know that from some survey and woman, uh, still have in general or for average, women do get a lower salary than men. And then they, and the high up, they also... Fewer women, they can, they can get the high positioning in the company. So I think to, to help to balance the, the gender, uh, ratio. Uh, and then also because if only, you know, man and woman, they have different way to think a thing thing. Uh, so if you only too many men, they will have quite similar idea. And then we need to balance the genders. So we, uh, we see the woman that sometimes they have more, uh, they have to focus more in their family. So maybe, yeah. We need to pay some attention to, I mean, man, usually in China, they, they, they have more ambitious in their career. So, uh, of course, I also think male colleagues, they also need some people to, to care. Yeah.

Marc (18:58):

Okay. Yeah, of course. Yeah.

Interviewee 3b (19:01):

But I think that that's the, the, the main reason is that we want to make it more fair, equal. Mm Hmm.

Barbara (19:12):

Yep. Makes sense. Um, how often do you feel like you have a clear direction for how to fulfill, how to achieve this goal?

Interviewee 3b (19:26):

How to achieve this goal? Can you repeat that question again?

Barbara (19:30):

Of course, of course. No problem. Um, do you feel, uh, sometimes often or not at all that you have a clear direction for how exactly to fulfill this goal?

Interviewee 3b (19:47):

I really think it's quite difficult. I mean, um, I don't know how to fulfill this goal actually yet because, uh, now here in, yeah, I mean still most of the time. Maybe I've, I just focused on my, uh, major work as an engineer. So, yeah. So I was think here, for me, the difficulty is, uh, only something on the internet. If I have a webinar on the internet, they can be shared between all the female college here in China but if I want to do some offline activity because I'm here in Xiamen, I can only fulfill them i mean, I can only help fulfill the request, uh, here in local city. So I, I, I still feel it's quite difficult because it seems quite... Especially when you, when you, when you think about the whole Jabra company, we have people in America, in Europe, I, any other position then we, it's difficult actually to, to organize all the other people. Only the, the, the internet, uh, webinar could be shared. Yeah. Yeah. I'm still quite difficult. I, I'm thinking about, because I don't want, sometimes I'm thinking I can arrange some offline activity here in Xiamen, but then I think, okay, how, what's about the other sites they will think about then because I am here located in Xiamen. So every activity is taken, here in Xiamen and people in Beijing, Shanghai and ChenhCheng they may feel unfair. So I, I don't know how to balance that. Then I just, uh, don't, don't do any activity, but I think that is not right, so I have to say this is a very, very good question, but it is also very difficult to, yeah, really very difficult question. But it's something we have to think about.

Barbara (21:58):

yeah, of course. So would you, from what I'm understanding, you are saying that mostly this difficulty and knowing how to, how to reach the goal is having to do with the physical distance that you have between the different people?

Interviewee 3b (22:16):

Yeah. Yes. Yeah. And also the cultural difference, the language difference and the time zone. Um, I mean this is some difficulties I can feel because I know [Anonymous], [Anonymous], she has organized quite good, uh, English webinar, but it's a little difficult for most of us to understand. So that, that's why she wants to, she wants me to arrange some, uh, Chinese. Uh, I mean in our local language. Chinese webinar. Yes. And uh, but still, if you wants to find some people to give a lecture, uh, you have to, I mean, if you don't use your private, uh, relationship, then you should pay or you should at least you should give her a small gift. But, but, but, but the, the, the cost, I mean, the cost sometimes is also a problem. Yeah. Yeah. We don't have a very, yeah, sometimes I can apply for, I can apply the cost for this, uh, for this lecture I can apply it. Um, but I mean, we don't have, like, we don't have a say. Okay. Say in China we can we should use how much, how much money, uh, one year for the lecture. So every time becomes very, very random. A random request.

Marc (23:44):

Yeah okay so you dont have a clear budget or anything?

Interviewee 3b (23:47):

Yeah. And sometimes I also feel not so not so confident of it because I have to ask for money and, but this is, this thing is not in my task list. So if I have other things I have to do, then maybe I will leave it away. Uh, yeah. If, if, if we have clear calls to budget for, for doing some activity, that that will be more easy. Easy. Yeah. Yeah. Then, and then also another difficulty is here we, I think it's difficult to organize other people, uh, because not only me, uh, [Anonymous] and me, we, uh, maybe we, we had, uh, um, people who take the responsibility for, for this China region. But if you want to do something, actually you need a small team. Uh, but it's difficult for me to find more people who wants to join because every people is quite busy. And then it seems like this, this, this is not a.. *thinking pause*. They can join, they can join the Jabra women's network plan through our, um, sort of the, the, the, the website. But I mean they, they actually, they have joined but then it's not joined as a like a China call team like that. I don't know. I don't if it is clear. I mean we, we have a like, um, Jabra women's network there was, uh, we will send out a letter to every female and then they can, they can

choose whether they want to join or not. And they can have um, yeah, but I mean locally, if we want to have some activity, we still need to lead a team and the team member, they, they, they want to do these things themselves and instead of, I have to push them. Yes. So the results, human resource and cost I think might also be a difficulty.

Barbara (25:52):

Yeah, makes sense. For sure. Um, okay, so you, would you say that there was ever a, for example, you mentioned that [Anonymous] asked you before to do, uh, some localized webinars in, in your own language. And that's just an example of how to achieve the goals. Right? So besides this, if there are any other occasions, any other times in which she has communicated, she or anyone else has communicated to you how to achieve the goals? How was that done?

Interviewee 3b (26:35):

Um, I think we only have one. One every actually every month there will be a board. There will be a, a meeting just for all the, uh, other.. how to say. .. For board members, there is a monthly meeting. Um, but it's, uh, I, I don't think it's a very efficiency way to, for, I mean, as you mentioned, to discuss how to, uh, reach the, uh, target. Um, it's just to discuss what happened, uh, last, uh, recently. And I think it's a, a review and then, uh, it's the, it's in the, in the evening for me. Uh, so, so I actually cannot successfully join many times because when I come back home, uh, the network become not so good. And also one reason is, uh, I have some difficulty to, to connect with the, the, the North American colleague. I mean the, the internet issue. I don't know why because I have asked the IT, but that, that is something, well, there might be not, not, there might not be the most important thing. Um, and then if we have some, we have a one-to-one discussion. Always. I think it was [Anonymous], but, but that is just a, when I first joined this Jabra woman network board, uh, we have once.. She introduced about, uh, what's JWN will do like that. And then we met once he in Copenhagen with that, um, other board members. Yeah. But we don't have something like a regular woman meeting or, uh, or a regular meeting to discuss how to meet our targets. Yeah. Yeah.

Barbara (28:39):

All right. Um, so I guess then, um, how would you say you are involved in the creation of these strategic initiatives because you mentioned the webinars and so on and how, how involved are you with deciding what should be done and when?, So instead of webinars, maybe other examples as well?

Interviewee 3b (29:09):

Mm. You mean how, how I feel I was involved?

Barbara (29:12):

Yeah.

Marc (29:15):

do you feel like you can, you can, uh, influence the, the, um, strategic initiatives or influence the goals yourself personally?

Interviewee 3b (29:23):

To tell the truth I didn't think I do quite well because I really, um, feel yes. There, there are some difficulties. In the beginning, last year when I first joined, I think I was more passionate. And then we arrange three activity, I mean, each activity for, for, for each quarter. Um, but then, I mean it was usually you should ask

the people to give lecture or, I mean, they, they, they do this for free. You have to find some people who, who, um, wants to do this free. Of course we, we send them a small gift, but it's still a little bit difficult to find a free lecture. So I, I find it has some difficulties and then there is no very strict requirements for, for me, uh, to say, okay, you have to meet this KPI. You know, it's not like, yeah, it's more like a volunteer things. So, yeah. So when I, my my work become more busy and I think this year it doesn't have.. I didn't do it.. Well, I didn't involve that much this year.

Marc (30:55):

Okay. Because it's, it's a, it's a volunteer thing. So you're, you're also of course busy with your, with your normal job?

Interviewee 3b (31:04):

Yeah. Yes. I just feel not so close relationship. Whit this.. I mean little, I feel very lonely in doing these kinds of things. Yeah. That's the main feeling. Um, yes, and no, they, they, they can, if I apply for some, uh, cost, it's sometimes it can be approved, but sometimes the budget is also quite, uh, tight. So yes. Yeah. So I mean, we don't have money and then, no, no other people who, who wants to join this small group as, as coaching, they will, I mean, uh, our colleague, they are very happy if we organize some activities or give them some lectures, but they don't want to um, and maybe my, I didn't do enough good enough. I didn't influence them to let them say, okay, I really want to be a member of this. Yeah. I just feel I'm too lonely in doing these things.

Barbara (32:13):

all right. All right. Um, let me see.. In your opinion, um, how much influence do the members of the network have in shaping its direction? So the people that are watching the webinars and not the board members, but the, the women of Jabra and also the men that are active.

Interviewee 3b (32:39):

yeah. Um, if a local, a local webinar in Chinese, uh, maybe, uh, one of the one of three and like 30 - 40% of colleague think they will join.

Barbara (32:58):

Okay. Hmm. Okay.

Interviewee 3b (33:01):

But if you say male colleague. I think they, they didn't, um, they didn't have too much, uh, participant and yeah. Although we also invite them, but they're not that interested.

Marc (33:16):

Do you feel, do you feel like, eh, like the people who are watching the webinars, uh, the members, do you feel like they have any, I mean, do they have any influence on, on, on the daily tasks or daily goals or achievements you want to do? I mean, do you listen to them or do they have any suggestions of what they wish you to do?

Interviewee 3b (33:46):

Um, I, I think usually they will tell me that its very good. I, I mean, I don't know whether it is because I, uh, maybe I should ask a lot of people to ask because I asked them and they will always say, Oh, it's very good.

They think it's a very good webinar. Yeah. Maybe I should. Yeah, if i do some surveys it should be, uh, ask a lot of people third party like that.

Marc (34:15):

Yeah, of course. Yeah.

Barbara (34:18):

All right. Um, there are a couple of questions about how often and how do you communicate with the other board members, but you also mentioned a little bit of that before. So maybe we can, maybe we can skip these. Um, did you ever meet in person with them besides for that, uh, dinner that you had last year?

Interviewee 3b (34:45):

Um, meet other person you mean in the board?

Barbara (34:47):

yeah, exactly.

Interviewee 3b (34:49):

Other person. Uh, no, I think I only have, that's once, uh, the dinner, uh, I mean for the dinner only have had that one chance, one chance to meet other board members. Uh, I also, I feel maybe because I feel that they, uh, all have much higher position than me. I am the one, I'm in the, in the board member team. I am, if we talk about the position in the company, I'm the lowest. So I think maybe they are maybe, I mean usually they, they ha we didn't have chance to meet each other in daily work because they have, they business and I have mine. So they usually like VP. Um, and senior director and then I'm only an engineer. So, so I don't have too much chance to meet them in, in daily work time. So I only met them once.

Barbara (35:58):

Okay do you feel that this distance, uh, so the, the position distance, um, influences how much or like the, the way hat you feel about talking to them for example, or?

Interviewee 3b (36:12):

I didn't feel too much, uh, but the only diff only thing is that I, I think, uh, I don't have so many chance to, to communicate with them. Uh, I mean, but then just like I said before, I can maybe only can meet them, uh, once, so we are not, we cannot be so familiar with each other. It's not because of the position. If you are not familiar with somebody but you, uh, you will not be so confident about to talk, talk with them.

Barbara (36:53):

Yeah. Yeah. That makes sense. all right. Then we also have a couple of questions we already touched upon. Um.. Do you have other meetings with the board members besides the board meeting? So like subgroups, perhaps you and [Anonymous] or you and someone else you mentioned also with [Anonymous]. Do you still have anything going on besides the board meetings?

Interviewee 3b (37:25):

Mm, no, actually no.

Barbara (37:31):

okay. Okay. Um, and how do you think that Jabra, as a company sees the Jabra women's network?

Interviewee 3b (37:46):

Uh, sorry, can you repeat again?

Barbara (37:49):

Of course. Of course. Um, how do you believe that Jabra as a company? Uh, views the Jabra women's network?

Interviewee 3b (37:59):

Uh, my belief.. Okay. Um, at least I, I can feel that um, mm. Maybe the, the, the other leaders, they are also quite support this. Yeah. This project like, Oh, I mean our CEO. Uh, I think he quite support this. Um, and I think he's also, um, I mean it's a very good things to, to show to the external, um, that, um, that Jabra has the say the social responsibility and then, and then also it is, it can offer a good environment for, for, for woman, for all the people. So, so I think, um, I think they, they will view this Jabra woman network as very good. Uh, also I think it's a very necessary, uh, organization.

Barbara (39:06):

Do you feel that the, your male peers feel the same as well or like also also in a lower level? Right, so not only, not only [CEO] for example.

Interviewee 3b (39:20):

Yes. I actually, I think still a lot of male colleagues that they didn't notice that we have such organization. They don't know what, what is the Jabra woman network, that they never heard it before I, I believe. Because sometimes even I send out some email, they maybe they will ignore if they say, okay, woman women something. So it, it, we haven't, and also we, we don't have so many activities, so many webinars to let them really know this organization. So my, my theory is that most people didn't, didn't notice very much.

Barbara (40:00):

Okay. Okay. Um, what do you think are the biggest threats for the network?

Interviewee 3b (40:09):

Biggest strengths?

Barbara (40:11):

Threats, threats.

Interviewee 3b (40:13):

Threats, threats. Yeah. Hmm. I think the biggest threats is still, I mean the, the idea is very good, but to really need to, if you really wants to let every people get benefit or let them this organization where, I mean it maybe needs more detailed activities and I really think this is very, very good idea. But if you want to really, you have to do some very detailed things, then people can realize, okay, we had this organization and it can

help Jabra like that. Okay, an execution or maybe now in our project we will say, okay, concept and execution. I think the concept is very good, but the execution is still difficult.

Barbara (41:22):

All right. And on the other side, what do you think are the biggest opportunities for the network?

Interviewee 3b (41:30):

Um, opportunities? Um, I, I don't know whether it is an opportunity, but I feel that it will be a very powerful, um, how to say, maybe not advertisement. I mean it would be very powerful things to, to show to the market, uh, to increase our brand. No, to increase our brand, just to let people know, if we have such kind of things, they will have better impression for our brand. I don't know whether that could be an opportunity. Yeah. Yeah.

Barbara (42:15):

Alright yeah and actually the last question. Um, what do you think is key, uh, for JWN's success?

Interviewee 3b (42:26):

The key.. Uh, I still think, Hmm, maybe I was just thinking is the, um, execution. We need more people who from lower level, um, who can really, uh, join as a small team so can do something. I mean, to make some activities or to organize some webinars like that. We need some people really to, to do these things. Um, yes, that, that, yeah, because now I can still feel, um, most, um, leaders that, uh, most of both board members, of course the they are members, so they have very high level. Um, then we don't have so much chance to actually to know them or to talk to them. Uh, daily then so yeah that's my thinking. We need more people just like engineer or some project manager.

Marc (43:35):

Okay so you don't feel like you have enough time to do it yourself at least?

Interviewee 3b (43:42):

Yes. And also I can feel if I am only an engineer, then I asked other people say, okay, we want to have this organization. And sometimes it's a little difficult because they, I, I'm, I don't have.. how to say. Difficult to say.. That is not only, yeah. It's not only because of the position also because you, you didn't, I don't have enough resource to to show that them that okay, this might be also beneficial for you or where we together can do some very interesting things. Still needs some, yes. Some resource. We have the ability to use that resource I feel.

Barbara (44:31):

Right. Yeah. That makes sense.

Marc (44:33):

That's some good answers.

Barbara (44:34):

Yes. Yes, definitely [Interviewee 3b], I, we appreciate so much that you were comfortable to talk to us about this and yeah, we thank you for your time.

Interviewee 3b (44:45):

Yeah. Okay. Thank you.

Barbara (44:51):

Thank you so much. And once we are done with the project, we will make it available for you to read.

Marc (44:55):

Thank you bye.

APPENDIX 6G - INTERVIEWEE 4

Barbara (00:00:03):

All right. Its recording now. All right. So yeah, maybe because we wanted to keep the interview a little bit, um, what do you call so that you would be able to respond to the questions as they come. So we left a more deeper introduction to our project to do now for you to not be too thinking about it too much before we got to talk to you. So Marc will, uh, give you a brief introduction to our research. Yeah,

Marc (00:00:33):

yeah, yeah. Basically it's, um, um, we, we want to study how organizations, large organizations can conduct change through, uh, like what we call like micro actions of individuals. Um, and this is also why we approached the JWN because we, it sounded like it's like a perfect match with, with theory that there was this group of people inside an organization that came together and, and then tried to change something from the bottom and up. Um, yeah, so pretty much we want to, uh, ask you a little bit about your, your personal, um, feelings and thoughts about the network and, and that we see, uh, create a coherent picture of, of how the, uh, the actors can, can, uh, create change.

Interviewee 4 (00:01:28):

Sounds good. Yup. Yeah.

Barbara (00:01:30):

Um, so we will start with the first question, which is basically we want to have a clarification of what your role in JWN is. If you could tell us a bit about that?

Interviewee 4 (00:01:43):

Okay. So a pre history obviously is taking place back when we were in Greece, that was where I've kind of got the eyes up for what it was and unfortunately I can't keep my mouth shut. So he goes, I have an opinion about everything. And then when we were there, uh, we obviously had to do this exercise of thinking about in small groups what you, what to do with the network. So, uh, obviously because of my loud mouth and everybody, thought I should present for our group. And um, I kind of also had a thought process on it, um, already. And maybe because, uh, yeah, I've been a woman in a men's world for many years. Was the first one in the global account team where I sit today and um, and have also before that been, uh, the, uh, lonely Wolf of a woman in male dominated organisations So, uh, obviously I had a lot of learnings and I just wanted to give everybody a, when we went through the group findings, a little heads up on, uh, you know, that I've been with the company for 14 years and that I've been through my own battles and had some views on it.

But also that we, uh, we in some way as women do sometimes, or at least I felt that all the way, uh, we have to do 120% to match a male in a who's doing 100%. Right. And that is a common feeling I've had all along that I had to justify myself all the way through my life. Basically. I thought that we, uh, we are capable of, of doing so and, and obviously also that we have a justification in the world to just step up and say what we want and who we are and so when we shouldn't hold back on that, um, so it was a little kind of extra feedback I gave to the 60 women in the room, uh, after our findings of, of what we thought the JWN could be about. And then obviously [Anonymous] right away said, you have to participate with us in the group because you definitely have opinions, but you are also a strong communicator that can help us, um, position this in a way. And, uh, yes, of course I am in it, but it wasn't my dream scenario and really hands on. So my role, uh, and obviously we've been able to choose whatever we wanted to do. Uh, but I'm, I'm kind of an executer. Um, so the first part was to create a survey of deeper insight from all women, not only those who participated in Greece and, and, uh, then afterwards in North America and wherever people were made up, uh, in APEC to, to kind of identify what is this initiative about. Um, so, um, I decided to take on the survey, uh, together with [Anonymous] Kamstrup, which I believe you already spoke to? [Anonymous], Not [Anonymous] but the other [Anonymous]. Um, so, uh, but we together created a survey for all women within Jabra to reply back to, uh, do you want to participate.? What do you want to participate with? What is it you see that we should do? What would you like for us to take on? But at the different initiatives, and I have that survey. If you haven't gotten hold of that already, I can anonymize it and you can get that survey. It's a big spreadsheet basically with all the findings.

Barbara (00:05:03):

That would be fantastic. Please.

Interviewee 4 (00:05:05):

And then furthermore, so after that we, uh, saw there were like two things that, that [Anonymous] and I thought that would be really beneficial for everybody and that I was also looking for myself. Uh, first of all, there was a huge interest in mentoring everybody. A lot of people wanted to have a mentor they could go to and discuss, uh, yeah, all kind of, um, uh, professional problems or how to grow my, my position, how to become a leader or all these kinds of things. Um, so it was, that was one, uh, branch we looked at together with HR, we started to go that route because it seemed like that would be really something people would find awesome and also even 25 people signed up to become a mentor because they thought they could contribute with something, uh, and had some additional experience. Uh, but then it turned out that HR could not be within that kind of, um, uh, initiative because that was too big for them and that they have only for graduates, this kind of of situation or maybe within the marketing organization in Jabra they also run Um, and marketing initiative to have to meet some NC arrangement. So we quickly shift to what we thought we could actually do something about. And that was networks. So we sent out invitations for everybody to join networks, uh, to see how many would sign up. And out of the 500 women within Jabra, uh, globally, um, Oh, how many We are? 6 - 700, but uh, around 140, 160, something like that. Um, said that they would like to join a network of six to seven women. Um, and then into that initiative. So I'm running that together with [Anonymous] right now where we have around 16 network groups with six to seven women. And obviously they sometimes have questions or some of the groups that's suffering a little bit because people are leaving or whatever. So we help them fill up the groups and ensuring that they have some, some things to discuss. And most of them meet up once a month, on a virtual team, because they are partet between regions so we have the North America EMEA region and we have EMEA, APAC region to cater for time zones and then we have given them 10 topics to discuss, where we have had of um, yeah, framed a little discussion area. It could be work life balance, how private life balance, how do you balance between being a mom and blah, blah blah. So, um, I also have documents on that that you can get to see what are the topics. But also there was a whole presentation where we invited people to join to hear about what is, uh, what is the network, what are you expected to do? And then we engaged for each um - yeah we started out 18 groups - for each group we, we

appointed like a contact person to start out with, uh, who we invited for a call where they learned how do you start up the network. Um, so that one person would help initiate the first call and then we joined some of the first calls for some of the groups that was a bit like, hmm what are we supposed to do? Right. So this is all running right now. Uh, I think that, um, 10 of the groups are working really fine. They meet on a regular cadence, some of the six of them are suffering a little bit from people in and out of, of the initiative. Um, so I see myself very much hands on. Um, the next initiative that we are discussing is what we call a mentor to mentor program, uh, for people in headquarter.

Barbara (00:09:05):

Sorry, what did you call it

Interviewee 4 (00:09:08):

A mentor to mentor.

Barbara (00:09:09):

Oh, mentor to mentor. Yeah.

Interviewee 4 (00:09:11):

So basically because a lot of people would like to have a mentor, but a lot of people also would like to be a mentor.

Interviewee 4 (00:09:19):

And then we thought if we find people on equal level, you can say on equal, uh, terms and conditions, maybe, uh, we can match them together so that they can be mentor and mentee for each other. Meaning that sometimes it's, uh, we discuss your problems and then I get my feedback or help you thinking about it. And sometimes, uh, you would be mentoring me and I will have my problems and so-and-so, and so you can do like a sparring between two equals right. Um, and in my opinion, um, and uh, another initiative is obviously courses within Jabra women's network. Right now we only have women internet works group and a lot of women, especially from some of the Western countries asked for helping men into these groups as well. So that is maybe a Q three initiative, uh, at least that I'm considering, uh, to open up networks group for mixed, uh, mixed genders. Um, and then we learned that probably being on site is a good thing. So you meet up physically, uh, or that it's in the North America only so that people have a chance to meet up to, to the time zones. So in my opinion it's very much about hands on and doing some initiatives for the benefit of the current employees. That is kind of my purpose of life.

Barbara (00:10:47):

Yeah. Yeah. That sounds good. Can I actually ask you to go back really quick? You mentioned that you all met together in Greece and other people in different regions as well. We actually haven't heard about that starting period. Maybe you could tell us a little bit about how that went, if you don't mind?

Interviewee 4 (00:11:05):

Yeah. So that was, um, that was very, very positive, right. I think it was a great initiative. Um, and basically also that management is part of this overall initiative you can say, and maybe even sponsoring things and some funding for it. Um, obviously it's still all.. we are all volunteers, right but I think there's about, um, calling everybody in for an informal, we want to do this, what you think about it and you have ideas really strengthen in some way the, uh, the people were positively surprised that such an initiative would be kicked off. Right?

Um, so, uh, I think there was a lot of energy in that room and that, uh, everybody had really good view on what, what would be their.. And we were kind of almost all agreeing on what is the purpose of this, uh, and it is to, you know, promote ourselves, help each other because we are all here together. We may all face some of the problems or whatever you can say, uh, both relating to being a woman but also just relating to, to your career and everything and then it was the more external, how do we, how do we, uh, acknowledge talents in the surroundings and um, and how do we do something also externally? Uh, so these were like the two sides of the coin. You can say, and a people were very engaged and very interested in, in, in, in, in this initiative.

Barbara (00:12:48):

Great. And, and this was just at the very like, early stages and with the board members, right? Or who was involved in it? was it like a decision point for seeing who would be in the, or what was the purpose of this?

Interviewee 4 (00:13:05):

This was more like to gather ideas from, from it. Of course it was a global sales and marketing kickoff so you would have a, yeah, I don't know, hundreds of people, hundreds of women there in the same place from all over the world. Right. So it makes sense to gather them in the same room, tell them about the initiative and that was obviously [Anonymous] and, and um, and I can't remember her name. Um, not Sally. or, Sally? I can't remember. She has left the company unfortunately, but very great initiative, uh, also very dynamic ladies right. Uh, and that had discussed it slightly, uh, with a CEO, uh, [CEO] right on, on how to kick this off. And it was decided that this would be a good point of time where you could gather lot of people and then obviously what, and you can say the advisory board itself, uh, it was in no way how can you say democratically chosen, it was more the two ladies um, they, they saw who contributes maybe more or who would be kind of a power person that could help kick this off to begin with, right. Yeah so not, not, not, not democratically elected but you can, um, and, and not structured in a way of saying who wants to really do something for this initiative and enlist people in that sense afterwards right. And you can say that is maybe kind of a little wrong approach to it in my opinion, because we could have had a, maybe there's a silent person in the corner who would be awesome to have in this initiative, but that didn't speak up. So, um, yeah, I'm kind of, maybe the process bit more, uh, who do we believe can help drive this to begin with? And then later down the road obviously we would, we would.. People who with an extra interest. But again, it needs to be people who shows interest themselves in some way because going out and asking people to do something is not the same as if you enroll yourself in it. Right? That shows the extra, the extra interest, that you actually search for it and want to list for it and, and sign yourself up.

Barbara (00:15:26):

Um, yeah. And you were one of the ones that joined from the very start or when did you join?

Interviewee 4 (00:15:33):

Yeah, yeah, yeah, yeah, yeah. With my big mouth. Right. Uh, I thought that I had some, uh, the HR too, sometimes call me the Duracell rabbit, right. I just keep going, I guess that, uh, that somebody who makes a things work and put it to work, right, I think they, they, they kind of recognized that pretty, pretty quickly. And then that's also my life of this initiative has, I don't want to sit and talk and I'm not very too much into what colors of the text or how should, everything look pretty right. And also how do I promote myself in this? I'm definitely in it for all the people out there that may see a benefit and, and, and, and get something out of it themselves personally. Uh, right.

Barbara (00:16:30):

So that actually touches a little bit upon our next question, which is what your personal motivations are for being involved with the JWN.

Interviewee 4 (00:16:41):

Yeah, and I've just been through, uh, some personal leadership training and stuff. So, uh, I have actually identified the, my purpose of life in some way. So I didn't know.. If you'd asked me two months ago, I wouldn't have known this but now I know that, uh, one of my biggest purposes of life is to see people change for the better. I actually like to be, um, how can you say, touching people in a positive way so they actually change their way of life and they get a better life out of it. And, um, not only in relation to colleagues and family and my children and that, that's, um, so I see a bigger purpose here.. Somebody from the team calls me the mom, right, so I'm probably a mom who just would like to see everybody doing good, but also everybody getting just a little better life. So sounds really high level. Right? But i really believe that the, that uh, you know, and I'm not really relying on others. Me and [Anonymous] have a great collaboration and she sees kind of the same thing a bit. But for me, it's definitely more personal aspiration to, I want you to do something about it. Right? And I saw that this way of just getting employees some of what I was missing. So have all of us get some, something more out of our professional life. Because we happen to be there together and maybe we can, we can promote each other, we can make each other shine, we can touch each other to become a better people or have a better work life or professional life or just aspirations to grow. So I like to help people promote themselves or make them think out of the box. How can I get a better life?

Barbara (00:18:38):

All right, great. Um, on a more general perspective, so not on the personal side, but in general, why do you think there was a need for the creation of the network?

Interviewee 4 (00:18:53):

Yeah, it's a good question. Uh, and in honesty, I'm not 100% aligned to that It's for women only. I really want this to be an initiative to put women on the agenda, but for it to be all of us and maybe not just to focus on women, but also because a lot of men are challenged with the same things that we discussed now in Jabra women's network. But I thought it was a starting point to learn more about how, how can we do better, right? How can we inspire each other and do more? Um, so, so I think, and also from a management perspective, if I look at it with cold cash eyes - I think, uh, there was some surveys, et cetera - And um, and things that, that revealed that if you have women in the top company, you would also grow your, uh, your, your bottom line in a positive way. And I also truly do believe because there are difference between men and women and because I know I am the mom and I do see that I am probably in some way more feeling and empathic than my husband, so I also think in some way, if you bring this more human side into companies, people feel better. So I think occurrence, uh, it sounds a but narcissistic but if you have white males that have, uh, defined how companies should be, it's probably very hierarchical. Very power is key. Whereas if you have women, I'm not saying women of today in, in the differences, but I think that, um, we are maybe not battling as much. We are more collaborating in some way and trying to get everybody in there and um, so, so rather than, um, it, it's, um, it's about who you are. In my opinion it's more about it's what you do - right? So right now my opinion, and there's a need to be more focused on what it is you actually do and how you succeed with doing what you're doing rather than who you are with your name and your skill sets and your title and et cetera. So I think this will put it a little on the agenda in GN that, um, it's more about who we are. And if you manage, uh, I was in a previous company, if you manage by fear or if you manage by, uh, recognizing people, so are you one that uses a whip or do you handle people with respect or do you handle them by, um, blackmailing them or give them gifts? do you give them incentive? Cause right now there's also a lot of discussion on incentive, right? Do you need to incentivize people to do more? But sometimes it's just recognizing them. I think recognition is, is something that we are not always good at. We're always

recognizing people in a white male world. The way to recognize people is by paying them money. Right? But in a woman's world, it's about giving people love or attention. I don't know. It's the same thing for male obviously, but I just see that for historical reasons, it's a bit more - let's pay them some more money - rather than they do it because they want to do it.

Marc (00:22:34):

Right. Yeah. Yeah, yeah.

Barbara (00:22:37):

That makes sense.'

Interviewee 4 (00:22:38):

So this initiative can contribute to put more of that into it. That it's not just about incentive. It's also about recognition and recognizing who we are as individuals, each of us and, and figure out what we do best and how we can utilize each other better so that we all feel better. Right.

Marc (00:23:00):

Sure.

Barbara (00:23:01):

Do you feel that in general, in the, what do you call as a environment, uh, a broader situation? Or is this specific to Jabra or how are you?

Interviewee 4 (00:23:14):

I think there is a trend going in the direction of that we need to be better at recognizing each other and, and create this culture of, of being, um, that we're in it together. But on the other hand, there's also this more egoistic side of the world today because of the social media et cetera. That we tend to be a bit more in the alienated from each other. So you can say there are different trends that brings this in opposite directions.

Barbara (00:23:49):

All right. And if, uh, what were, what would you think? Oh, I'm sorry. Uh, why Jesus, sorry, one more time. What concrete impacts are you expecting JWN to have?

Interviewee 4 (00:24:07):

Yeah. It depends a bit on how the initiative is being, um, being handled. You can say, because I, I see, I see different trends in that as well. Right? We are here for different purposes. We are not all aligned on why we do this and what it is we believe is the right thing to do. So, but I think that's also good because then we run with different initiatives. But um, I think awareness is kind of key awareness of that you are not here on your own. You're not just in a company, you're working with your things in your departments, but that they are, you know, other people out there like you having some of the same questions that is not really being answered in your daily work, but where you can maybe help with discussing with each other. And then you get to some of the answers, maybe not the answers you want, but at least some answers and then you can address that further. And then for sharing more on who we are, what we want to, uh, because I have this kind of, I just went through a lecture on the, uh, lady who wrote a book called teaming and teaming is about how the world is becoming so complex today that no individual can no longer think it through and get the right answer. You need to be more people because it's so complex that you can't think it out by yourself. You

need to be in a group of skilled people who can think it out together. And I think as well, the way that life changes for all of us, not just right now, but also in general, we have to think more together of what is it we actually want and how do we achieve it? How you can see some people are thinking about simple life. They actually just getting all of the life carousel and taking things a bit more simpler and they are maybe even feeling happier than with, you know, not about all the money you've got or the position you have or whatever but it's also more about how do you find your inner happiness, right? And probably "paradises" inside so you have to find it inside and not outside of yourself. So I hope that some of this can, some of these dialogues and some of this thinking and some of the initiatives that we run can help people cope a bit better with everything. Understanding more about themselves and identifying some of the open questions they have, some of the things they have found ignored by the company for example now this with mentoring, right? There's a lot of people who would want to, who would want more answers and more help, but it's not addressed by the HR. HR is there for, primarily for management and then secondarily for the employees, but not in a steep a level as the level that I think we can go with this initiative for example, I think we can't go really deep. We can really open up for people and for discussions and dialogues and help and support each other in a different way with such initiative because it comes from all of us and not just from an HR department that that has to run with it.

Barbara (00:27:23):

Yeah. And in that sense, what do you think is most fair to describe the network as an independent network or an interdependent part of Jabra?

Interviewee 4 (00:27:40):

I would say right now, obviously management is, is, is, uh, they see it as a means to potentially create awareness and also attract talent and keep talents, help tell it, so to say. But I'm not sure exactly how we can, I'm a little impatient to release that earlier, but, so I would call it independent right now and it's, it's volunteer people that run for it, uh, out of a belief in their heart that they can make a change or they can make an impact.

Barbara (00:28:18):

Right. Yeah.

Interviewee 4 (00:28:20):

So, so, and if we were not there, that'd be some others. Uh, that is also my next concern is if I, if I feel tired at some point and don't want to run with this, who will then? Nobody will run with it right? Cause there are nobody to take over and people have different aspirations. They rather want to work on a b or c but not on d right. So that is the next concern. How do we keep the momentum, how do we keep the energy, um, and, and use this for also ongoing. So, and that may mean that you need more people and need people to change so they are all people joining. So the advice report should be open, you know, for having new people, people leaving and people getting in there, but also maybe a little more structured approach to all the women out there who actually wants to make a difference too and have some energy to put into it, but that are not activated right now because we are not really good at activating more people.

Marc (00:29:30):

Right.

Barbara (00:29:32):

Okay. Um, how do, if you know of any other organizations or movements or networks that are similar in any way, how do you think that the JWN compares to it, to them?

Interviewee 4 (00:29:51):

Um, I'm not directly myself member of a lot of things. The only thing is that I'm a member of 'em and it's rather driven on Facebook, but it's called, uh, women in business. So the WIB initiative is, so one of my former colleagues that started out this, uh, initiative and um, she's just basically, and it's self-driven in some ways. She started it up, right? So there's a Christmas lunch and stuff like that, but it's basically women who seeks stuff from women. So it's a all kind of, and it was primarily to start out with for new starters. So when you start up a business, you want some help and support from others who have tried similar things, all you need some connections or contacts, et cetera. So right now it's a, I think there's like 600 women in that little network. It's free of charge, there's nothing in it. But then people arrange different things and say, you're welcome to join. I, I know this great lecture going on on this topic, or do anybody know an editor who can help us publish my new book? Or eh, if anybody wants to join me, I'm going skiing. Right. And I want some fancy people to, and maybe not right now, but it was last year. So 13 women where half of them with first time and didn't know any of the other women, they went off on a ski tour. Right. So this is like a, it's up for everybody's initiative to come up with a good. If they had a good suggestion of something they want to do or gather people or like we had one in headquarters a couple of months ago. She, she just baked some cake and invited all the women in headquarters to come and join for a cake and just, you know, hang out. There was no special agenda. It was more to meet up. So, and this was like out of the blue initiative that was just under 25 people who joined - unfortunately didn't have time myself - but they have had such a good time and they agreed on they should do it again. Right. Because it was really just nice to meet up. Um, also of course we have not had that many social activities anymore in the company. Right. So just this about getting to know each other was a big deal.

Barbara (00:32:14):

Right.

Interviewee 4 (00:32:17):

Um, so, so it's a bit more, I think the more un-official you can make it, but really voluntarily and people see other people taking initiatives for different things give you ideas of oh, I would also myself like this and Oh, it's not really that complicated to do so I can do this initiative and everybody who wants can join. Right. Or there is maybe 20 participants and when we hit the 20 and no more can join the initiative or whatever. Right. But it's coming from everybody. It's not just one group of people running with it. I think that's, that could help a bit with Jabra women's network. If we could open it up some, some more for these kinds of, let's talk initiatives.

Barbara (00:33:07):

All right. That makes sense. Um, so you were talking a little bit before about the goals that the JWN has, and what would you say influences these goals? The setting of these goals?

Interviewee 4 (00:33:24):

Well, obviously there are different... I would imagine because the initiative obviously has been presented to management and they've kind of said that's great. Right. And, and potentially there is.. Because for this one I believe it is management originated. Um, so what is in it for management is basically you get a lot of volunteers working for making a, your, your company better. On the other hand, the agenda is also to attract

and retain female talent. Um, so there's an interest in, in uh, making sure that you get the best of the best in some way. Right? So, uh, yeah. Can you repeat the question?

Barbara (00:34:15):

yeah It's uh, what influences the setup of JWN goals?

Interviewee 4 (00:34:22):

Yep. So, well, what I would say was that, it's partly obvious to what management wants us to do, but I also think it's, it's up to the individuals in the group to determine what the goals are. And I know what my goal is with it. Right. It's probably not 100% in line with what others are using it for because I see we use it very differently.

Marc (00:34:43):

Yeah, of course.

Interviewee 4 (00:34:44):

I see also people that use it for personal promotion. And I don't know whether I very much fancy that kind of, you know, it's an initiative for all of us so if you have some people who utilize it to promote themselves, it's not, in my opinion, quite quite the target, but for them potentially is right. If you want to be somebody and be heard and be seen and so on, you can use this initiative to, to get in front of a lot of people. Right. Okay. And people will know you, right? Yeah. So or know your name at least. Yeah. So a lot of things influences the goals. You can say personal aspiration, management aspirations uh, visions, different visions.

Barbara (00:35:43):

All right. Um, and how often do you feel like you have a clear direction in the fulfillment of these goals?

Interviewee 4 (00:35:54):

Because I have kind of created my own vision and my own goals. Right? I know exactly when and where and how and so on i will achieve it. And, and the obviously sometimes the lack of my own time, um, it's, it's what's, what makes things a bit difficult to achieve at the pace that I want because I'm having a very... I want you to execute Right. Uh, but, but for the others, obviously a more long term, um, establishing, keep on establishing the initiative, uh, there is a longer vision. Right? So I may be a little a-typical too, cause I have my own, I have my own agenda Right and it's not about promoting myself or anything, it's really about getting inspirations to a lot of people. Um, and I don't think I need really, I would do this regardless of, I wouldn't have done it before Jabra women's network because I didn't think about it. But now when Jabra womens network is there i have thought of so many things that that could be done, but I don't think that it all falls into the category of Jabra women's network because it's more Jabra employee relevance in my perspective. I'm not in it only for women. I'm in it for all of us.

Barbara (00:37:16):

Yeah. All right. Um, was there ever a point in time in which a direction of goal fulfillment was given to you by someone else? I mean, have you felt like you've had enough room to be able to follow your own agenda? Like you're telling us and if yes or no, then maybe you could tell us a little bit more about it?

Interviewee 4 (00:37:43):

in some ways, yes. But obviously if you would disagree slightly in where you want to move and if it's um, uh, if it's about charity for example, um, I know it's a kind of an American thing and I think it's great that they are doing charity and that we also are taking on some global charity things. Um, but obviously I, I, I think it's like a smaller, it could obviously be a big thing if we were like Microsoft, right? And having a billion of whatever. And I know it's about taking, taking the first step and just doing it for one person or for a group of people is also a good initiative. So I, I honestly, I 100% welcome it, but in my opinion, that is not where I think we should start and I can see that holding us back a bit in engaging all the women within Jabra to be part of this initiative. It's like somebody, um, how can you say... It's, it's, it's like what is that you want to fix? Right? So I feel a bit held back by what I want to fix is not the same things that maybe all the others wants to fix. So we agreed to be in a group of people where we have different goals right now and as long as people run with something, they run with it. But then at times I can see that that then some people are looking for help or support, um, in their initiative and then either if I do not believe in that the initiative is as relevant as the goals that I have, or if it's even something that makes 100% sense and then I see that there may be other people with more bandwidth that are not saying, okay, I can be part of this then that is the nature of us being volunteers for this initiative is that you can not necessarily.. I feel like we're not using the resources always in the right way and that some with additional bandwidth of resources, are not chipping in and supporting where it's actually needed right now.

Marc (00:39:52):

So you could kind of say that, you know, you have a lot of these different goals and directions and, and uh, that's also good. But of course if you directed more attention to a few issues or, uh, goals or achievements, then you would of course have more resources for those in particular?

Interviewee 4 (00:40:08):

Yeah. Yeah. So I don't think that we are working against each other, but I think that we're not always working with each other either.

Marc (00:40:18):

Right. Right. Okay.

Barbara (00:40:19):

Yeah, that makes sense and when it comes to, um, the supporting of these other initiatives that are not necessarily in line with your agenda, how are they, how are these directions communicated to you? Is it something that comes from the board or something that comes from a couple of peers that just discuss? How does this, how is this process?

Interviewee 4 (00:40:47):

Yeah. So it differs a bit, but I would say that in the advisory board, we know exactly what initiatives we have ongoing and who's running with it. So it's pretty clear. And then if people want to take on other initiatives or also on, obviously sometimes it's put out there and then nobody catches it. Then it's just like, okay, will just park it again until time is mature to take it on. Or if a, otherwise somebody says, I want to run with this right and then they take it on. Um, so that's pretty clear and then obviously [Anonymous] as chairman has, has captured it all into like a presentation or something. So we all would agree to what is it, who is doing what, but it's on the free initiative, you can say of what you, what you're doing and, and then this with asking for help and then, um, maybe not always that the rest of us can extend help at that point of time or something. That, and that is why we could open it up for more, obviously. So, um, but I think, uh, yeah, obviously [Anonymous] is spearheading it and she should because otherwise we would be maybe not as structured as

we are right now, so it's, it's good that her and then we have [Anonymous] also, right. But sometimes they also set some agendas that we were not aware of and then some initiatives, uh, that is only communicated afterwards where it's like, okay, I didn't know about about that and then how has this been decided? But you know, because we are all volunteer, I'm just grateful that somebody is taking on and doing something rather than we could just, so maybe not always a, if we do not always agree in the group, it's better that well somebody still does something. Right. And then maybe you do not agree exactly with the thing, but then at least something is happening. Right. And um, yeah, and for example, international women's net- work day, international day was not really celebrated in headquarter, we could have done something there as well to celebrate that we are all women, but then because nobody was taking on an initiative there, um, then obviously we didn't do anything, so it was celebrated somewhere else in the world.

Barbara (00:43:05):

Alright.

Interviewee 4 (00:43:05):

And so maybe I'm lacking a bit the structured approach to it and say these are the initiatives we go with and we all agree to that and we all put all force into it and then it would be much bigger than sporadically here and there.

Barbara (00:43:20):

Yeah, makes sense. And for the ones that are laid out, I think maybe this is been touched upon already, um, in the sense that you were mentioning that there are some initiatives that are, um, proposed by the board and sometimes you are aware of them, sometimes you're not. But for the ones that you are aware of, how involved are you, um, in the creation of them? So you mentioned a few initiatives that you've been, uh, working with, the smaller network groups and the mentor to mentor program and so on. And how, how would you say, uh, is the room for you to get involved in creating and building up these initiatives?

Interviewee 4 (00:44:01):

So I think from my perspective, I'm not involving in any other initiatives because I think that it has proven that these initiatives have been pretty time consuming and pretty big because we've communicated with, with everybody across the company, or a lot of people at least, right. And um, and now it's a bit more calm. So it has been like a daily, it has been something in my daily work, so I've not been able to, because I also, uh, have a pretty big position and uh, employees and all kinds of, so I've not involved myself in, in any of the other initiatives whatsoever. I'm there if they need somebody to be on a stand for two hours or something. And I can be, part of that also was when we were in Dubai, I was enrolled for the women networks boost we had there, were people were stepping up, um, and knowing about the initiative. And um, so, so obviously things like that, but otherwise I am taking on 100% the responsibility for the initiatives that I'm running with. And then I'm only running with the ones where I feel it makes sense in my world and where, um, where I have bandwidth, um, to, to run with it and, and that requires that I have an interest in them. So if I'm not having an interest, I'm not necessarily signing up for being part of the initiative. So yeah. So I'm a lonely Wolf in some way you can say. And just doing it as long as they accept that I run with it, uh, this mentor to mentor, there was like six people in the advisory board that said, wow, we want you to be part of that and we can contribute with so and so on. And I need to make a little project plan for that so that we utilize now all the people who said they would want to be part of this initiative. So basically I'm just the project owner of that and can move to a plan and let everybody know what they're supposed to do and how they can help and see if they are still on. And then we'll kick it off sometime. So I see that as my purpose and maybe that's a bit different from being part of the group. I'm probably a little, yeah. Leaving the rest to the others to determine, uh, what initiatives we run with but I just run with my own and then nobody really, yeah, we adjusted with

specifically, [Anonymous] has very good insights and opinion about it and uh, it's very good to do some sparring with before we kick it off and also ensuring that we talk to the right people, et cetera. So she's kind of all always in the loop before we kick something off because she has some very - also because of the connections she has - exit, et cetera. So, so, um, that's very nice to have her there to be the capacity that can just guide us a little bit before we kick it all off and, and hear her thoughts on how we want it to and mostly she's just fine and then she changes a few lines here or there or words, or whatever it can be and then we're good to go. And then afterwards, she definitely also leverages from the work because, um, I know there was some North American that took on the whole survey piece and um, and use that for, um, for, uh, for research actually on various topics, um, and came back with a report where some of our material had been used. So obviously I thought that was awesome that, that some that we've been doing within Jabra and then secondary also with the network groups I think that [Anonymous] is highly promoting that and also talking about it outside of Jabra, um, to kind of share that we are making a difference for women within our company with this initiative.

Barbara (00:47:47):

All right. Um, and on the other side of things, how much influenced would you say the members of JWN have in shaping its direction? So not the board advisory but the participants.

Interviewee 4 (00:48:04):

I think that people, uh, it's, it's, uh, you can say in the group it's very democratic and you can come up with your opinions and ideas and stuff like that. But obviously if you, if you, if you come up with great ideas but you're not willing to run with it yourself, it's not necessarily that, others want to take it on because people are doing different things already. So it's always heard but it's not necessarily that we can follow it up this time. So I think that's very, and people come up with very valid and good input that makes sense right, so there's a lot of good views and good discussions and dialogues I think in the advisory board. And then obviously if they are women outside because we do speak to women outside of well, and if anybody has anything, sometimes they are invited in to come and talk about it in the advisory board or, um, uh, yeah, if they want to help on the side or something, then it's, they have this dialogue with the people that are running for the initiative. So like I spoke out the, uh, this person who took on the cake day in headquarter, right. She just, she cleared it a bit with us that she wanted to do this and then it was fine right. So, so, um, so anybody who ... and also if people, there are people coming back to to me and [Anonymous] because we are in the network groups and they know our names with different things. So either I pass it on to the advisory board in a meeting or I pass it on to [Anonymous] for her to evaluate if she wants to, uh, to just have a discussion or um, yeah, then it's like each of us discuss something and just bring it back to the advisory board. So I think everybody can be heard. I don't think we ignore anybody, but uh, uh, it can be due to time constraint and resource constraint that we're just not right now executing on if there are any requests.

Barbara (00:49:57):

Hmm. All right. Makes sense. Um, how do you communicate with your board peers?

Interviewee 4 (00:50:07):

We have an email group and then otherwise we meet once a month approximately.

Barbara (00:50:19):

Online right?

Interviewee 4 (00:50:19):

Yes online and then we have teams for Jabra women network, people are not utilizing it that much yet to communicate but we do upload information and do keep something in like a repository of presentations and guidelines and everything we have. So it's on a team site where we share this information.

Barbara (00:50:37):

Okay. Um, how often, if ever, do you meet in person with the board members?

Interviewee 4 (00:50:48):

Uh, there was a meeting, think a couple of times a year. Not, not everybody, but then, uh, because we are kind of, um, uh, half of, of the people in the advisory board is in Copenhagen.' Um, so, so obviously, um, [Anonymous] sometimes invite us to meet in person. I didn't, didn't join last time. And I think there is one time up-coming here in, in the spring timeframe, if Corona is not preventing that, it's always [Anonymous] initiating, obviously being the chairman. He's the one, she's the one who sets out the dates and then as well, if she wants a separate one where we go out for dinner or whatever, then she sets one up, one of two times a year, in Copenhagen. And I think they sometimes meet up, especially if they have North American, um, meetings or whatever, uh, there's obviously also a handful of people from North America that runs with this, so the, they meet up or meet in the office or whatever. So the only thing we have a little problem with, you can say is maybe the APEC persons, we have the two or three people, um, uh, one from South Africa and two from, uh, from APEC and they have a difficulty in sometimes joining because it's obviously due to North America, we meet up in the mid, mid afternoon, you can say, and it's eight, nine o'clock China time, right? So it is maybe a little more distant and a little more difficult to keep APEC in the loop in there. But they have done some initiatives out there themselves through HR basically because it's two HR people that sits in the board as well that helps in support them running with some of the initiatives out there. It's a little more difficult to be honest. And also because of the nature I think of women out there are more, uh, in some way held back and not as how can you say strong? Um, well at least they are not perceived strong say due to history and the nature of, of the APEC, uh, how can you say, view on women.

Barbara (00:53:08):

Makes sense. So this also touches upon the next point, which is how do you engage in decision making with members of the board that are located in different geographical units, um, than yours?

Interviewee 4 (00:53:22):

Yeah. So we basically had the advisory board and uh, yeah. And so decisions are primarily made there and then sometimes yes, it's made outside but it's only if it's on specific initiatives and then yes, we do have seen a few things that where it has been, offline you can say, but that's, that's fine. So, uh, the only thing is obviously then APEC, I think, um, it's, it's a little more difficult and we need to learn over time, how to handle this better and how do we bring them closer to the whole thing here because they are a little more distant right now. Yeah. But otherwise I don't think decision making is not a problem. We talk through things and then we agree more or less.

Barbara (00:54:09):

Okay. Um, and besides the formalized, uh, board meetings and also the, I mean, we talked to [Anonymous] a little bit, who said that you and her meets sometimes, occasionally, almost in a smaller group scenario. Um, what kind of group meetings do you have going on?

Interviewee 4 (00:54:30):

Yeah, so we just met today basically a, so we meet up every two months approximately. And right now it's obviously a first it was for the survey to create the survey to create the information around it, to set it up in a monkey, a survey monkey and to send it out. So we met quite a lot there. And then afterwards, uh, there was a little pause for some months and then we, we took on the network initiative. So once a month, every second month we meet up right now to maintain and sustain that. And then sometimes we do, um, right now we are going to send out a new survey to understand how the network groups are coming along because we know some of them suffered a bit. Uh, so we'll be asking, uh, what people, so partly we will ask them are you still, you still want to be, stay part of the initiative, et cetera, and so, you know, who are you and what are you doing? And then a second year anonymously, uh, what, what has been a, you know, what could we have done better? How could we better have kicked it off? What could have, what could we have done differently for some of the groups that still suffered to begin with? Was there anything we could've done better or differently? Because we will look at starting more groups, right? So we need to know if there's anything we can improve. So these kinds of things we are meeting around. Um, and then obviously keeping a dialogue as well and other initiatives. So we discussed briefly mentor to mentor today and, and whether we should go to HR and say, we have these different initiatives now we've kicked them off the network group for women are pretty, you know, it's maybe once a quarter you need to spend a couple of hours. So can you take that on in an HR relation and then also for future some of the future thoughts we have, how can we, how we get HR to bring some more resources and if they are not interested, maybe we can bring that back to the management and say we have these ideas and right now there are no resources in HR. Is that something you want to look at providing some part-time, employee that can help drive some of all of these initiatives? Um, especially if they are now in sustaining mode and it just takes not a ton of work to keep it going. Um, because then we can start new initiatives and focus on that rather than sustaining something that's already working.

Barbara (00:56:59):

Makes sense. Um, we're approaching the final questions now. Um, how do you believe that Jabra views the JWN?

Interviewee 4 (00:57:14):

So how it's viewed by employees or what?

Marc (00:57:18):

Generally, you know, how, how do you think, I mean, how do you feel like, eh, how do you know, how do you experience that that other employees from Jabra in general feel about or think of JWN?

Interviewee 4 (00:57:33):

So I think it comes in waves, right, because when we promote it and so on, there's a lot of hype and people think it's a great initiative and then in the in between, then obviously people don't even know we exist or they forget about us, right, so I think there is this kind of a, and somebody disagree with it as well. So when we were in Dubai, uh, we had people or men stepping up to it and say, okay, maybe we should make a men's club where instead of going shopping and putting nailpolish on, we could smoke some big cigars and drink some beer. And, um, so they view it as a silly thing, right, and then, uh, obviously I loved getting one of those to the booth, right? Because then you could say, that is exactly why we have this initiative because it's not about shopping and polishing nails and stuff like that. It's really about a deeper purpose right, so that's exactly why we have to bring that knowledge back to somebody like you who could just dis this, uh, this initiative and, and think it's just female stuff because it's not about female stuff. It's about making female as relevant as men in some way. So there are definitely some men who find it ridiculous and there are some men who find it highly interesting because, um, they have a wife as well and if they keep their wives happy they also, they can maybe also keep their colleagues happy and stuff like that. But also because some of them honestly

believe that we are, how can you say without, but we are equal, right. And we have some different skill sets that can if we bring it right into place it will be great to work together.

Barbara (00:59:15):

Um, I've noticed that it's a little bit past the time that we booked. Do you have few more minutes to up the last three questions?

Interviewee 4 (00:59:23):

It's fine. I had a four hour training that was canceled due to Corona virus.

Barbara (00:59:31):

Okay. Um, all right. So the next one is about, um, what do you see are the biggest threats for JWN?

Interviewee 4 (00:59:43):

So there are two things that the things we probably, we do not openly disagree on them, but the things we agree on disagree on could become like more visible and uh, that we would start to argue about the, those differences of view-points, right. That is one thing and then obviously that over time, if we do not get a better, more people to help and support in, this, that the rest of us will - personally, I will not because I would just withdraw myself from if I don't want to do anything else - But I think that's the same case, right? That people could be, uh, tired by being the same people running with the same things over and over and no new blood to run the things. I think that is really for the advisory board to think very carefully about how do we refresh ourselves and keep the momentum without getting tired. And then suddenly half of the board leaves and then there are nobody taking care of the newsletters and webinars and mentoring programs and it works, et cetera. Right? So that is the biggest threat. I see. And also if it's decided from management perspective that they don't want it anymore. So obviously we have some pretty senior people that sponsor us right now and if they don't sponsor it anymore, I don't see us foot people running with it on our own. We need some power and some who sits higher in the hierarchy to to help keep the momentum on it as well because otherwise it will die out if it's just from the ground that you need to start this up. I don't think it will be a success except if we get this like the VIP forum that I'm in on Facebook, right, where people take the initiatives themselves and that could be a way to try and move this initiative into something more. It's up for all of you to take an initiative if you, and you know, this is how we get other people to sign up on your initiative and get help and support, right.

Barbara (01:01:57):

Yeah, exactly. Um, and on the other side, what do you see as the biggest opportunities for the network?

Interviewee 4 (01:02:06):

I see too, if we also even expand to be mixed genders and just being in general that we have a dialogue and discussions. Um, obviously also relating women and women rights and women problems, but also relating to men and men, men's problem and so on. Yeah. You know, they, they have some of the same concerns, right? They also want to grow their career. They also want to somebody who wants to be a leader, a manager in the future. People want to grow, learn more, not only by changing position, but maybe also in their position and what else can they take on? Right? So I think there's a huge potential to make this awareness even better. To get us all of us to meet up even more, to help each other much, much, much more internally. And then, uh, obviously bring some of that outside to the rest of the world and say, we have some brilliance, great works, work, uh, things here where we are sharing, we are promoting each other. We are helping each other out. You're not on your own right. You are not just starting in a position with a, with a boss and some

colleagues, you are starting in a network where we are all connected or at least those who wants to be connected, are connected to each other and helping each other. So that's a huge opportunity in my opinion. And also for all of us who learn more to discuss more, to be energized and get positive energy from each other. Yeah. I think there's a unleashed potential there definitely.

Barbara (01:03:44):

Yeah. And lastly, what do you see is key for JWN success?

Interviewee 4 (01:03:56):

The energized resources to run it and the potential funding from a management perspective that are not saying alot of things, but yeah, to half dedicated people. Um, and to also from employees have the interest and will for such initiative. Right. We don't know how to change. The world is changing. So if you sit online from home in the future, which could be the case, right? More and more then, uh, how do you ensure to get that feeling of being in it together and just having colleagues, right.

Marc (01:04:32):

Yeah. All right. Yeah.

Interviewee 4 (01:04:35):

And how to strengthen it as a social social experiment. Right? So how can we bring this, uh, we know that the even or young people, uh, more than than - I'm 50, right - So, uh, they use social media in a very different way in how can we maybe utilize some of that as well so it's key to success I think is to spread the rumor and make it much more visible, make all of us join, join forces in, in a different way to, uh, where we exposed to it again and again and all the great thinking and all the great initiatives, right. Cause you need a constant, you need to fight for your, for the interests. Right. So, yeah.

Marc (01:05:18):

Yeah, definitely.

Interviewee 4 (01:05:19):

If people are not exposed to it, they don't know it exists and they don't spend time and resources and thinking about it at all.

Interviewee 4 (01:05:28):

Yeah. That makes perfect sense. Well that was basically, it from our side. We don't have any more questions. I think you has given us plenty of insight.

Marc (01:05:38):

Very good. Thank you very much.

Barbara (01:05:42):

Yeah, we really appreciate it.

APPENDIX 6H - INTERVIEWEE 5

Marc (00:03):

Um, so what we are trying to research is, uh, is how larger organizations can lead to change from within, uh, through what we term as micro actions. So we see how different people within the organization go together and can kind of make sense of their environment and try to lead change from inside the organization. And this is why we, uh, we, uh, got in contact with JWN also because Barbara works at GN. Um, and we thought that the JWN really, you know, fit this, this kind of approach, uh, because you, you started it from inside and so a need for change and therefore got together, uh, some people and, and tried to do something about it. So this is kind of what, what our research is about.

Interviewee 5 (00:56):

Okay. Interesting. So that sounds interesting. Um, I've actually been interviewed by two other students from I can't remember this university, um, that I think was like a year ago. So I think it's good that we're getting more and more students, you know, trying to talk about this particular topic or related topics. And it's just, I think, um, you know, spreading the awareness cause I think we, we definitely need it in the industry, I mean, you know, across different industries anyway in the workspace if I can say. So. Um, it's good. And all the best guys, all the best with your

Marc (01:33):

Thank you very much. Thank you. Thank you. So I think Barbara, you will lead the, uh, the questions and I will listen in and.

Bárbara (01:44):

Yeah, exactly. Right. So starting off, we want to understand what your role and responsibilities are as a board member to the JWN if you can talk to us a little bit about that.

Interviewee 5 (01:57):

Oh, okay. So as a board member for JWN, um, I think the key things are just, um, you know, representing, uh, a certain part of the, of the region. And, um, I think what with JWN what we tried to do is for every woman in the organization to have a voice. So, um, taking from different cultures, different ethnicities and so forth. So, um, obviously I, I represent a certain group of ethnicity being, uh, an African being black. Um, and I think the key thing is just for us as the, as the, um, as the board members to come up with solutions to whatever issues that we face in the workspace. Obviously aimed largely at helping women with the issues they are facing in the, in the workspace but of course we do have, uh, some male, um, uh, members on board, which is really good because yes, these things are, they have been in front of them. So we want to be able to have men as part of the solution to the problem. Uh, but yeah, like I said, most of the solution is aimed at helping women and all different topics and uh, we give suggestions on how to resolve those issues. We give fun ways on how to do certain things in the workplace. And, you know, we have a blog and (inaudible) we would have a, um, you know, a speaker, like a guest speaker who would share their, you know, life and basically where they started, where they are now, and maybe some challenges they've shaped. So, I mean, in a nutshell, this is what we do. And at the end of the day aimed at helping the women in the, in the workplace with whatever challenges they are facing.

Bárbara (03:42):

All right, that makes sense. And when did you join actually the board? Was it from the very beginning?

Interviewee 5 (03:47):

Yes. I joined the board from the very beginning.

Bárbara (03:51):

And I mean, you as a regional representative you mentioned as well. Is there anything, like any initiatives that you're coordinating or how, how are you, what do you say... almost on a task basis, right? How, how are you enacting these, uh, this responsibility?

Interviewee 5 (04:14):

So, I mean, I, I'm not having any like JWN driven initiatives per se, but for an example, I'll, I'll, I'll, uh, we just hosted, the Jabra Ladies Classic, which is a golf tournament where we sponsor strictly women. And the reason we sponsor women in the sport is we believe that women play just as well as the male counterparts. But in the, in the sports industry, women are unfortunately not getting, um, uh, you know, the same level of, uh, funding from sponsors. Well, we as Jabra, we do this in France and we start with this two years ago in South Africa. So for an example, when we (inaudible) a tournament like that, I would then, you know, obviously, um, talk about Jabra women's network to, to the, to the women on sides and internally just shared that, you know, this is how we went, any pictures and so forth. So I'm not necessarily driving any, um, events or campaigns directly on JWN. I think there's quite a lot in the market to be honest. I mean, you have Microsoft driving the women in technology. So what we tried to do is to align ourselves with those kinds of things. Like if we have the national women's day, we do something and try to brand the Jabra women's network so that, you know, we let people know about it, would give maybe branded gifts and things like that, but not an initiative that will be strictly JWN but as Jabra the brand then we can incorporate JWN on there or in there rather, then, then we do it.

Bárbara (05:45):

All right. Makes sense now. Um, and what would you say are your personal motivations for being involved with JWN?

Interviewee 5 (05:54):

Oh, that's an easy one. I think for me being a woman, I mean I think the challenges that we share as women across the globe, regardless of culture, regardless of you know, ethnicity regardless of, um, the, you know, your, your level of, um, you know, where you are in terms of, you know, how senior or how junior you are in a job. Um, I think we all face the same problems. And when we launched, um, you know, this, this network internally in Jabra, like I said, the aim was to, to help women to, to deal with those kinds of issues at work. So I mean, and there... So I think that the, the motivation for me is very clear and being a woman myself, I know some of those issues that we face and for me, if I could be part of an organization or movement that tackles those issues for women, that here is those issues and attempts to have a resolution, then certainly, I want to be part of that. And I think what I particularly like about the Jabra one is that we have also opened it to men and um, I'm trying to find a diplomatic way of saying this because I don't want to be misquoted, but I mean if we'll make an example of sexual harassment it, it's mainly, and it's not always, but mainly coming from the, from the one gender to the other. So I think it's important to have men on the organization who, you know, they can also now go to other men and talk to them to say, Hey, this is not right, blah, blah. They can actually be the voice of women in the environment. Because I think we don't have a lot of that. The women, we are there and we are our own voice. But if we have the support and the backup of men, then maybe we see such things as diminishing. And I mean that is just one example. Right? And I mean, even with women, like, um, I'll tell you, it's a personal thing for me. I do not want to have a female boss. I think with some of my worst experiences with my managers were, were female managers, you know, and the, the first

question I ask anybody "is my reporting manager going to be female or male?" And you know, it's it's due to those issues that we experience, like I said. But now I've exercised a different outlook and being in management myself. And I think one of the key things for me was always if I get into management and I get into management one day, I don't want to behave like the typical female manager, you know? So it's a lot of. Yeah.

Bárbara (08:19):

Okay. All right. Um, and then in a more general view, why do you think there was a need for the creation of the JWN?

Interviewee 5 (08:36):

uh, I mean, again, it's more related to my previous answer. There are issues that can't be ignored. And I think it's a good thing by just recognizing and, um, you know, forming up an organization that, um, it's not just about resolving the problems but it's also empowering women, which is I think probably a very good point as well. So it's not just looking at the problems that are there and trying to, um, to resolve them, but also as a way of empowering women and supporting them. And you do this internally, we improve this internally within, um, Jabra or GN if you like and obviously going out there in the near future, then, you know, we become a public organization that can be like, um, you know, a voice for women and for men. Cause sometimes even men, um, experience these things. So we are, and hence we have, um, we have, we have men on our board. So, you know, they can also, and I think the, the good thing with Jabra is that we've actually received quite a positive and a great support and following from the Jabra men. So, you know, I think it's good.

Bárbara (09:47):

And on that note, what are concrete impacts that you're expecting the network to have?

Interviewee 5 (09:52):

Sorry? Can you please repeat that?

Bárbara (09:55):

Of course. Yeah. What are some concrete impacts that you're expecting the network to have?

Interviewee 5 (10:07):

so I think the, the, the growth in women leadership and um, you know, probably more having more women in the, uh, in senior or management positions would be good. And, uh, the second thing for me would be, um, uh, seeing women getting the recognition that they deserve. Because I think across the globe we can be, I can have maybe Marc and myself being in the same position, but as a man he will likely get a slightly higher salary than me, purely based on the fact that he's a man. Um, you know, so kind of, um, you know, bridging a gap between those. Um, I'll say, I don't know. I don't want to, I don't know if prejudice will be a right word for it, but kind of having a balance because, you know, those are things that we are facing as women in the, in the workplace. Um, and also things like, yeah, just the recognition. And, uh, and just where there are, those kinds of gender prejudices, they must be eliminated and more women rising up the corporate ladder. I mean, if somebody has a wish to be a manager one day and they're working towards that let them not be stopped, let them get to that level. I mean, as long as they can pick it up with their work of course, then you know, do it.

Marc (11:25):

Yeah, definitely. Definitely.

Bárbara (11:25):

Yeah. So what for you, is most fair to describe the network as an independent network or an interdependent part of Jabra?

Interviewee 5 (11:39):

It is an independent network within Jabra so we can't detach Jabra from it and we can't detach it from Jabora because it is Jabra employees. Like, I mean all of us, um, are employed by Jabra and this is kind of, we do this on a voluntary basis. I mean, I'm managing Africa so you can imagine the amount of workload that I have. So all the women that are part of that, all the men and women that are part of that. And I mean, we have from various levels, some people very senior, some media, like mid senior management and some not even in, in management. And like I said, very, I mean, we have a very good spread of different ethnicities. We have Caucasian, we have African, we have Asian and so forth. So it's a really good mix of representing everybody that could be in the organization representing every culture. And just, I think learning the diversity of the cultures, which, um, is a good thing. And, uh, secondly, because we have different people in different roles and I think it's amazing to hear how, you know, you'd expect it to be the most senior person to come up with the cleverest idea, right? That that is a general perception. And then sometimes it can become a surprise. Like, "Oh, it was the, you know, the, the sales admin who came up with that idea", you know. So I think it's a good thing that it gives different people, different levels. Um, you know, the opportunity to express themselves in a different way than the job that they actually, uh, you know, required or employed to do, one. And uh, two, uh, like I said, you, you differently consecrate that from Jabra? It is born out of Jabra. It is Jabra employees who are doing it voluntarily cause we're not getting a salary from doing this. It is on top of our workload. So it's really the passion that you have about that kind of topic or that kind of movement that aims to do what Jabra women's network aims to do and just coming together then as the team and saying, "guys, okay, what are we going to do about these challenges?" And you know, we get the ideas and we get them out there.

Marc (13:48):

Right.

Bárbara (13:49):

All right. May I ask you, is it part of your P2E in any way to be, to bring the JWN to success or something like this?

Interviewee 5 (13:58):

No. Absolutely not. I don't get measured on it in any way. I don't get compensation on it in any way. It is completely voluntary.

Bárbara (14:09):

Okay. All right. Um, if you are aware of any other similar movements or networks, how do you think that JWN compares to these others?

Interviewee 5 (14:23):

Hmm. In terms of comparison, I'm not sure. Cause I think, I mean for example, if you take the women in technology, I think the only comparison is that it's a bigger initiative in that it's a bigger movement in the

sense that one, it's been there for years, it's already gone public as in beyond, um, internal cause I believe it's owned by Microsoft and it started internally with Microsoft. So ours, I think it's like two years old, if I'm not mistaken. So when we definitely not at that level in terms of their, um, you know, the reach and so forth. But in terms of their, um, you know, their strategy in terms of their, um, you know, what we aim at doing, it's, it's, it's exactly the same. I mean, in fact the woman who started this in Jabra, [Anonymous] she's since left the company, but she's also part of the WIT and she's been for four years. So, um, you know, and we get women, um, in that organization and others, uh, to come and speak as guest speakers in our organization. So I don't think it's necessarily different or we can compare, uh, except in the sense that, um, it's still fairly new. So in terms of size, it's not that big and we're still keeping it internal in Jabra and we haven't gone public like to, to, to make it like, you know, we can take members, board members or otherwise that, that are Jabra external. So I think those are the only key differences for now. But in terms of the, the movement itself, uh, what we aim to achieve there, the, you know, the aim, objective, it's exactly the same.

Bárbara (15:56):

All right. Um, how often do you feel like you have a clear direction in how to fulfill JWN's purpose or goals?

Interviewee 5 (16:10):

Oh, I mean, it's very clear. I think we have meetings every two weeks and we have a board meeting every month. Um, there are a lot of mailers going back and forth. So there's always, you know, I mean it's, it's, it's pretty, clear. I think and I think the opportunity to, to do something or to carry out the objective, the opportunity's always there. It doesn't have to be formally like, you know, through JWN even when you know of a colleague who's going through stuff just by reaching out to them saying, "Hey", just providing that (inaudible) already (inaudible) what JWN stands for because it's all about support is all about empowerment. And if there's a, there's a challenge somewhere then let that challenge be resolved. I think the opportunity's there, daily in our faces and it doesn't have to be carried out in a, in a kind of like a process driven way to say, "okay, here we are", you know, have JWN intervention. Not necessarily just doing that. Even on a one on one basis, you know, it, it literally carries out the objective of JWN.

Marc (17:15):

Right. Yeah, of course.

Bárbara (17:15):

Could you maybe, I don't know, from like the email clarifications or the board meetings, do you have a, an example of, um, I don't know, maybe the webinars or something, some sort of example that you have about these, these, uh, directions that are given to you or how they are communicated to you?

Interviewee 5 (17:46):

I'm not sure how you mean, like how do you mean? I mean, we, we run webinars, right? So we have the webinars. So on those webinars we usually have a guest speaker. And this guest speaker, it can be anybody really. I mean, it can be a fashion stylist, it can be somebody very senior, someone that we can relate to in the IT industry. It could be maybe a golf legend, it could be anybody. They're talking parts of their life, where they started and how they got to be successful. And as part of climbing the ladder, how, you know, what challenges did they have and how did they overcome those challenges? And this can be both a man or a woman, because remember it's a women's network, but we want men to be involved as part of the movement because we want men to be part of the solution and part of the support structure. So we'd have those kinds of webinars and then we have the board meeting. Now when we have the board meeting, this is where we discuss the strategy. So what is our next step? Like "we started talking about this, then it was

officially launched. Now how do we keep it sustainable and how do we keep people interested?" Most importantly. Um, we track things like how are, you know, how big is our following now versus two years ago when we started? What are people saying in terms of the feedback? What do they want to hear more of or less of? So we, in our board meetings, those are the kinds of things we discuss and then what, um, further activities to do then in relation of the feedback from the Jabra employees or what they want to hear and so forth. And then we, then we kind of count on those kinds of activities. And then as I said as well, if anybody in their markets are doing something that's related to women, it'd be celebrating the women's day or like the example I made in South Africa for the golf tournament, um, as strictly a women's professional game, you know, then you share pictures and then something like that would go, or now on our monthly newsletter for an example to say, Hey, in South Africa this is what was done. And then they, I have to write up maybe like two paragraphs on the golf tournament, including what it is and what we've done. Share a few pictures that goes on our, um, on our monthly newsletters. That would be those activities. Yeah. So I'm not sure if I've answered your question.

Bárbara (20:08):

Yeah, you have. You definitely have. Um, so then also kind of building up on that, how involved are you in creating these strategic initiatives? So you mentioned that in the board meeting they get laid out based on some feedback that you've had from the members, for example, and some other things. But how, how do you feel your participation level is in the decision of the strategic initiatives and how to go about them?

Interviewee 5 (20:36):

I'd say probably like maybe 10%, to be honest because so what we do is, um, they've broken it down into kind of like silos, right? So if you had different teams with like, okay India, you're responsible for marketing and you know, blah blah. So we have, um, we, we have that kind of thing going on. And I mean generally if you have an idea, we have our like, not admin as the, as, as such, but we have been, uh, one lady, that will then, um, [Anonymous] she does all the communication mainly. So if you have a particular idea, then you can just like pop her an email and write it up or you can discuss it on the call when we have the, so in terms of my direct involvement, I mean, I'll be honest, sometimes I don't attend the calls. Like I said, this is a voluntary basis. At the end of the day, Jabra measures me on the job that they actually pay me for. So sometimes, I mean, if I'm away or you know, uh, the meeting conflicts, I obviously have to put the customer first, so I'm not going to say I'm like particularly that involved to be honest. It's probably like about 10% I'd say. There was, I mean I suggested [Anonymous] who is somebody that is very, very big on women development and growth. Um, and he's the one who started this golf initiative with Jabra in France and now leading launches at Africa. So I suggested that he writes a blog, so you know, to the team. And so he did and it was such a beautiful (inaudible), published it, I think it was last year, April, may when we published and I co-written, um, you know, the, the, the article with him. So that's one, I think one that got published that I've done and uh, the, the, the Jabra golf tournament when we did it last year, I shared about that and I think that went on there, on one of the newsletters as well. And then in terms of other ideas, I mean, we share ideas if I have a new idea that somebody hasn't mentioned, I've shared it. But, uh, I'm not like that deeply involved to be honest. In my country, you know, Jabra the way that we set up, I'm alone in Africa, so there's very little for me to, you know, like when, um, uh, Barbara asked about what kind of activities and stuff, so they didn't, I mean, they didn't match, except like I said, if Jabra would drive a certain initiative, which is directly sales, um, initiatives, then you kind of like find a way to talk "Oh, maybe if I as Jabra I decide, okay, it's women's day, so why don't I have like a small gathering, maybe I have an event for top 20 customers and then we have the women, maybe we get them pampered, like maybe have a massage or facial, whatever at the spa. And then I just talk briefly about Jabra women's network and then we can hand out some, you know, uh, marketing goodies. And then they, they, they branded Jabra, um, with the Jabra women's network logo at the bottom of the Jabra". So, you know, those are the kinds of things that I do, but I don't do like big stuff cause I'm alone in the market also. So there isn't like, like a team. Yeah. Yeah. So either as a way where I can collaborate on

what I'm doing, where Jabra is concerned and then it's kind of like slip in the, the, the, the Jabra women's network. And then of course then that's what I do. But no direct activities on that particular side because it's not a business. It's, you know, it's, it's a movement that we have internally. We don't, you know, I think even from a budget perspective, I'm not sure, but I think we have a, we have a budget actually strictly for this, but it's not like something we get measured on or we're I expected to like, you know, go out of your way to uh, you know, kind of... Also, you still have to prioritize your work at the end of the day, which is what we are employed to do in Jabra, so, yeah.

Bárbara (24:34):

All right. Makes sense. Um, and on the other spectrum of this, how much influence do you feel that the members have in shaping the direction of JWN?

Interviewee 5 (24:45):

Excuse me?

Bárbara (24:45):

So the participants of the network, how much influence do you feel that they have on shaping that direction?

Interviewee 5 (24:58):

Oh, I think the influence is big. I mean, like I said we have some really senior people as part of the board members and that was very deliberate. So they have a voice and an influence internally in Jabra. So we are able to get them to talk to the right people and, and get the (inaudible) following. But I think also, the key thing with this movement is that, um, we've been able to, you know, sometimes people like they experience things in the workplace and they are scared to talk or they don't even know whom to speak to. So by opening up this network, we have kind of, you know, given them that place, that safe place to go to and it doesn't have to be like a problem by the way. So even if somebody says, "Hey, you know what, in the next five years I want to see myself, uh, you know, in this certain position in Jabra, so how can I go about it?" Then we have the network where you can talk to somebody maybe in that role or a similar role that you aspire to and they can give you the necessary guidance. We also offer mentorship, you know, so there's, there's a lot of stuff that we do that, you know, aim at assisting in different ways.

Bárbara (26:04):

Right. In terms of the, like you mentioned this in, in regards to what, how they use the network, but we were also thinking in terms of how do they, how do people that participate in the network decide or whether they do decide at all, what are the main, um, focus areas, right? So the mentor program, I've heard that was something that was pointed out by the participants as something that was essential, but is it, is that where their participation ends at or are they also influencing the direction in other ways or?

Interviewee 5 (26:43):

So, I mean there's, there's, there's various ways where we get our motivation and, uh, you know, in, in how we direct the activities. So one definitely internal feedback. So we do all these sessions. Like I said, webinars, there's the newsletter and we encourage people, you know, to give feedback. So that's where we understand what do people want to hear. And in relation to that, we, we then decide on the activities to partake, to address whatever the feedback is. Second thing is that, uh, we see what is the global trend in terms of what are the common issues in the, you know, in the workspace or what are the common interests in the workspace. And we kind of, um, we kind of like become proactive about it. So we maybe send out a newsletter for the one month and we prompt that topic. And then, you know, people again that they give

their feedback, you want to hear more of it on this office or whatever their view is. And then add the third thing I would say, like I said, some of our own members, they are part of other, you know, similar movements so somebody could draw motivation or inspiration from maybe a topic that was discussed in a different forum and say, "Oh, Hey, I was attending the WIT session and this is what they were talking about. I thought this was quite interesting. We haven't addressed this in any of our newsletters or activities. And I think it's a good topic". Then we can put it. So, you know, there's, there's various things.

Marc (28:05):

All right. All right.

Bárbara (28:07):

Yeah, that makes sense. Um, how do you communicate with your board peers? Is it only through the board meetings or?

Interviewee 5 (28:19):

No, not necessarily. I mean, uh, so, uh, normally we, yes. So there's various ways. So yes, through the meetings that we have on a monthly basis; on email... But of course when we see each other, I mean, so you must understand that, um, we have, um, the people that we have, they are spread across Asia, Africa, um, uh, the U S and Europe. So it's not easy to see each other. But when we have those, you know, global, like a sales and marketing kickoff on example, or the partner conferences, those kinds of internal, um, you know, conferences, then of course we meet each other and we're most times like the last people we had, we even had one of our representatives, [Anonymous], who actually had a 30 minute session and she was just talking internally about this and you know, um, so we do have even different ways of talking to each other and even on a one on one basis, I mean, if you just want to call up anybody from their, from their, um, board members, you can do this. But yes, to see each other face to face, it is tricky because, I mean, it would either be when we have those internal global conferences and it has to be global because if it's just regional, then I'd probably meet one more. But if it's global, then we meet everyone APAC, EMEA and, and, and, and you know, and the U S but if it's regional for example, then I may only see the, the EMEA guys, you know, so it's not easy to see each other, and like I said, we don't have dedicated, um, activities on this. So it would have to be linked to the business. Like if we have the sale kickoff globally, then we are there because it's a sales kick off and we are sales people, then you see your people, then you see, you know, the JWN members. But other than that, we won't otherwise have like a JWN specific conference where it's just us the, the members of that movement and we are meeting (inaudible) doing stuff. So most times our means of communication is email or (Microsoft) teams or (Microsoft) teams call or Skype call.

Bárbara (30:29):

Right. Do you feel that that hinders in any way the collaboration between you and different geographical units' members?

Interviewee 5 (30:39):

Not necessarily. Not necessarily in the sense that, like I said, this is already the people that we work with on a day to day basis. I'll give you an example. One of the ladies [Anonymous], she is, uh, in the global accounts department and on any other day I could be talking to, [Anonymous] anyway about one of the global accounts, it'd be PWC, Deloitte or whatever. So there's always that interaction anyway. Now if we decide to talk about JWN for whatever reason, then it's okay. But there's already the relationship. Perhaps not with everyone, but I can see I have maybe four or five people that in my job, in my role I speak to anyway. Aside from JWN I speak to them because of our roles and we need to talk to each other from time to time, but I

don't feel like it hinders in any way. And I think the relationship is already there. Like I said, from the other side of the business, which is the sales and marketing do. So now forming part of this JWN and you happen to have, "Oh, we have [Anonymous], we have [Interviewee 5]". I'm like, "Oh, Hey", you know, and we already speak like maybe on a weekly or biweekly basis for global accounts or whatever it is, logistics or whatever, you know. So the relationships are really there because we work for the same organization and we have to talk to each other about certain things.

Bárbara (32:02):

All right. Makes sense. Um, and I think for the next question we touched upon it already a little bit somehow, so I'm just going to go ahead and skip that.

Marc (32:11):

Yeah, of course.

Bárbara (32:11):

How, how do you believe that Jabra as a company - So the other employees who are not necessarily related to the network, uh, how do you think they view JWN?

Interviewee 5 (32:27):

I mean, I, I, we've received very good feedback. I mean, from, um, uh, people that we work with who are not part of the board members or just the extended team. I mean, people really love the movement. They love the organization, and I think for them they see it more as a way of support and empowerment and encouragement versus, you know, like a movement that is there to solve their issues. So I think in that sense where people are like, "wow", we, it's like more like a mentorship program for them, which is really good because, you know, I think, um, uh, it's good that they perceive it that way because it's a way they see us as a stepping, you know, it's like the SRC in school where they see us as the stepping stone and people, a place where they can come to for, for, you know, for support, for encouragement and just feel free and not judge. Because sometimes, I mean, it's not with everyone, of course, maybe you may be feeling a bit like, "Oh, I don't want to go to my boss and ask him this. Maybe if I, you know, maybe I don't want him to think I'm, I'm after his job" or whatever. But you can speak to any member of the JWN and say, "listen, this is my plan" or whatever whatever. And we can say, "okay, this is actually how you can do it. You know, this is suggested, you know, maybe development plan for the next three years, you know", something like this. And maybe for somebody like me, I won't feel threatened. Maybe somebody is trying to, "Oh, are you trying to overstep me and take my job?" By example. I'm just making an example. Right? I'm not saying that necessarily everyone will feel that way or that is the case, but I'm just saying that they see it as a, as a movement that is there to support, encourage, empower them and build them up for the better. They see it as a, as a movement or a place where they can come and discuss whatever ideas they have and be free about them and get even better ideas out of it or even have a, you know, one or two people that will brainstorm with them and get that one idea into one big idea. You know? So, and some of the things that we've done, like when we have launched, what we did was we gave every Jabra employee, um, a book called Lean In, I'm not sure if you know this book, so we gave them, so, which is kind of like a, you know, a self help motivational book. We do those kinds of things. Right. So, um, enhance, I say this is, and this is how it's, it's mainly perceived like, you know, eh, a development and support structure.

Bárbara (34:55):

Yeah. And you think that this positive or do you believe that this positive, uh, perception happens across also for those that are not necessarily actively resorting to the network? So for example, I don't know, you

mentioned some of your coworkers who are aware of the fact that you're working on it, but these people who are not necessarily, um, using the network, right? Do you, do you believe that they have the same positive view on it?

Interviewee 5 (35:23):

Um, so I would say largely maybe like 80% of the organization had felt very positive about it. Some people, which is a minority, have not necessarily felt, I won't say, I mean they felt otherwise about it. I'm not sure if it's negative or not. Some people just laughed at it, you know, honestly, they just laughed like, "Oh my God, why does this like a feminism, you know, type of thing". Some people made those comments like, "Oh, women," you know, like those kinds of things. You know, like what's (inaudible) you, you know, so some people made those (inaudible) comments, so hence I'm saying, I'm not going to say are necessarily negative, but they probably just didn't take it as seriously. And some people were like pushing back saying, "Oh, but we don't have issues in Jabra". And I think for them they took it in a way they, they looked at it more as a problem solver and were like, "Oh, but we've never heard anyone reporting sexual harassment or we've never heard anyone reporting maybe abuse by their boss". And it could be the same gender and abuse. Like maybe, you know, um, somebody just being verbally abusive to their staff or not treating them well, you know, but it was like, guys, yes, if there are issues like that, then this, um, movement aims at dealing with it. But you shouldn't be solely seeing it as that because that's not what it's about. It's, you know, then obviously, like I said, there are different points to it. So it depends on one person, how they want to perceive. So yes, we've certainly had some people who felt otherwise about it. And they were turned off about it. They don't follow, you know, but the majority of the people I think they've, um... And I think we, when - we want women talking about things like some women, um, somebody may be one pregnant and the manager didn't approve for them to fly in business class. Uh, which they felt was like, you know, and they were traveling for work, which they felt was, you know, a bit not good, you know, when you highly pregnant and you have to fly in economy and be squeezed and so forth. Some people when they wanted to go on maternity leave, they were not given like maybe four months I think for. Sorry I've never been, so... four months is the standard and they were like given two months or something like that. So there were quite a few examples. You know, people were just being open and I think even for us, I mean for me personally, right, an eye opener because I was hearing some of these things, I was like "what? Are you doing work for the same company?" Cause I'm like, wow, I don't have such problems with if he's my direct manager. So we're like, "Oh my God, is this, is this for real? This really happens in Jabra?", You know? But you know, like I said, some, you know, everyone is different. They have different views to everything. Not everyone was positive about it, but the good thing is the majority is quite positive about it. And, um, uh, following internally has been growing and the support that we are getting from the male community in the company has been increasing, which we believe is very good because yes, we want to empower women. And at the end of the day, women sometimes can be reporting to men. Sometimes, you know, you know, they are working, we obviously have male colleagues, so it is very, very, um, uh, you know, positive and encouraging when we have the male counterparts in the organization wanting to be part of the movement, you know, so, yeah.

Bárbara (38:32):

Yeah. It makes sense. Um, what are the biggest threats in your view for JWN?

Interviewee 5 (38:41):

Sorry, what are my biggest...?

Bárbara (38:45):

For JWN, what do you think are the biggest threats?

Interviewee 5 (38:47):

Threats?

Bárbara (38:47):

Yeah.

Interviewee 5 (38:47):

Well, I think the, the biggest threats would probably be those people who like, you know, have a negative perception about it, who see it as a (inaudible) you know, uh, kind of movement and if they start, you know, being very loud about their disapproval for it, I think that would be, you know, the biggest threat for us, because you know, we obviously don't want that kind of negativity. Uh, if anything, we're trying to create the positivity and I think now we're still keeping it internally and it would even be a bigger threat if we have people like that and trying to, you know, have a very, um, you know, negative things, especially when we are there externally. But I think other than that, I don't really see a threat. I mean, I think it's a good initiative regardless of how you look at it. It's aimed to do good. So I can't see much of a threat except the people who just, you know, (inaudible), but I think - sorry for my French -, but I think because it in, like that is internal as well, it will probably limit people to have like, you know, you can't go post on social media like, "Oh my God, that Jabra women's network is such a crap movement". At the end of the day Jabra is your employer, so that could be like, maybe lead disciplinary hearing because at the end of the day you're still trashing Jabra the brand cause you work there. And um, at the end of the day, and like I said, it's the company, it's the brands, so you can't really be out there, unless, maybe you do it in your personal space behind closed doors and people, you know, so I don't know. But I, I don't see much risk at this point.

Bárbara (40:33):

All right. And what do you see as the biggest opportunities for the network?

Interviewee 5 (40:41):

I mean, I think that the biggest one, I mean, so I'm a bit, not obsessed, but I really like the WIT. So, I mean, I think the biggest opportunity for us and where I would like to see it go is more or less at the same level where we are invited into this big technology event or even non technology for that matter where we women, we are just like standing up for women worldwide and having those kinds of seminars or conferences and with somebody from our board members, Tim would be invited to speak. And at that time, you know, obviously would have been through the internal (inaudible). I mean we can share things how we have grown from being that small movement internally and how, you know, we have now grown to this big public organization, you know, kind of like be an NGO, you know, looking after women. Because um, something also that I to mention is we also all we also do donations or you know yeah. Kind of like donations to certain NGOs. So the one time we did, uh, we paid like the school fees for some kids. And then the other time I think there was a little girl who was not well, she had one of those special conditions. And we were like, you know, seeking donations to, to pay for the medical bills. So we do various things, right? So those kinds of things, I think there's a larger opportunity even helping out. I mean even in continents like Africa where there's a large scarcity of resources of any kind, it'd be medical attention, food, you know, things like that. So we kind of like, like I said, we are an organizational movement that is aimed at positivity and building and empowering. And we do that in various ways so that the opportunity is, I think is great cause you know, um, we do various things and from anyway we are doing this, it can be very big. And I mean at the end of the day, um, whatever we do with JWN on the flip side is also promotes Jabra the brand. Go where we go in talking about Jabra women's network, but it also directly goes back to Jabra the brand. And who is Jabra? We are an audio manufacturing company, so it can even open up opportunities on the business side and uh, you know, on the same side, even from

the business side, we open up opportunities to collaborate with some of our, you know, um, um, um, peers in the industry to maybe do a collaboration on, on, on this kind of thing. If they have some kind of movement or organization within their organization that you know, has this kind of a platform, then there's, there's opportunities there to collaborate as well. So it's, it works both ways from the business side and from like maybe, I don't know, for lack of a better word, like charity, NGO kind of thing.

Bárbara (43:32):

Yeah, I understand. Um, and now actually it's our last question. So maybe just to wrap up, what do you think is key for the network's success?

Interviewee 5 (43:46):

Oh, I think that the more buy in from, um, from, from Jabra employees, eh, holistically. And I think the, the more, uh, proactive, uh, you know, people get, um, and participate in the movement. I mean it will grow because at the end of the day, yes, we can be there as the, as the board member, then we can come up with great ideas, but people need to buy into it. We need people to cooperate. We need people to be, to really feel like they are part of the organization in the sense that, um, you know, sharing the ideas and so forth and we may share those ideas. They need to see that they are being addressed because, you know, if every time you, you attend those webinars and you have questions and you have suggestions but you never get feedback or you know, then people will obviously just like, "Oh well whatever". Then they stop participating. So I think, I mean, if we carry on the way that we have and we just need to always find creative ways of keeping the audience engaged and participating, and I believe once we have that, then we'll be able to sustain our organization.

Bárbara (44:56):

Fantastic. All right. I think that's, that's a wrap from our side.

APPENDIX 6I - INTERVIEWEE 6

Marc (00:03):

So as you may know, a little bit about our project, we, uh, we want to study how, um, actors within larger organizations can they promote change, eh, by, yeah. You know, what, what we call micro interactions. So micro actions. Um, so this is what our study is about. So now we will just ask you, I think we have around 15 questions, uh, just about your personal motivations for joining, uh, the network and uh, some of your thoughts of it. And I think Barbara will there, yeah. Barbara will conduct the interview from here on.

Barbara (00:41):

Yeah. Um, and you might see some of these questions as a little bit repetitive with regards to how we, what we spoke about last time, but this is just more to get to the bottom of things and yes, we want to make sure to register everything this time around as well.

Interviewee 6 (00:58):

Sure.

Barbara (00:59):

All right. So for the first one, it's, um, if you could once again tell us a bit about your role and your responsibilities as a board member of the network.

Interviewee 6 (01:09):

Sure. Well I'm actually, I kinda go back in time. So I'm actually one of the two founding members of the Jabra women's network. And I can kind of talk a little bit about how we came to be. So it was, um, it was actually in the summer of 2017 and I was at a, um, uh, a Microsoft event where one of our own [Anonymous] was leading a panel, um, for the WIT network. So it was actually, Microsoft was the founding, um, partner that we were partnered up with, I guess I would call it. It was called WIT network. And Jabra was sponsoring this great panel and luncheon for a thousand women. And [Anonymous] did a presentation around being bold and, uh, it was very inspiring and she interviewed some very powerful women at Microsoft, like every Gabriella Schuster and some others. And they told their stories about what it meant to be a woman in leadership, how they were given the opportunity and what they're doing to further, um, women in leadership within their organizations. So when I saw that, I said, well, why, you know, we've got our someone great person that I work with every day, why wouldn't we do this within Jabra? and GN so, uh, I actually took that to my boss and, uh, and he said, well, why don't you go talk to Morten and in HR? So I talked to Morten and then of course we sat in front of [CEO] in, I believe it was, um, it was this the fall of 2017 and he said, absolutely, go for it. So we actually launched the network, [Anonymous] and I at our sales and marketing kickoff in Greece in January, 2018. And, uh, we had, uh, about 140 women at the event. And we, we really sit around a table. We broke them up into groups and we asked them, uh, you know, what would they look? What were they looking for? What would they look to gain out of this network? What were they hoping, um, that they would achieve or either opportunities or concerns that they had that we could help them address. So we came up with a very big list of, of action items and the three biggest things we saw were, um, how to proceed in my career. How do I get to that next level? Or how do I raise my hand? And even, you know, what's my career path, my career journey. They were looking for mentorship and they were looking for equal pay, equal rights. So those were three key, um, I'd say stories that we heard around the room. So what we do, we did from there was we, we realized [Anonymous] and I could not do it alone. So then we went about a bit of calibrating all the information, going back to some of the, the group leaders that we had and we went forth and said, you know, we need a very diverse group of people from different roles, different countries, um, and different and men and women and in this, in this board to have a very diverse group to take these actions forward. So we needed a great, um, a great number of people to do that. We also looked and said, Oh, our, um, uh, associates at GN. We said in R and D, particularly the, the ratio of, uh, women is very low. So that was a department we were going to focus on. And so we, we've gotten, [Anonymous] is one of the [Senior leadership] sponsors and board members to help and then we've got [Anonymous] who is on the board of directors and she's been phenomenal. So she's on the edge team. So we have a group of very different people from different roles. We have marketing representative, sales, HR, um, research R and D product management, um, mobilizations that we really have a very diverse group of people that are involved in this, in his team. So we've got, we want to make sure every voice has been heard. So my role on the board is, is the president and, uh, of the JWN and [Anonymous] is my vice president. Um, and then we have other [Senior leadership] members, [Anonymous] and [Anonymous] that's act on the board as well. Um, so we wanted to have men and women, [Anonymous], um, uh, [Anonymous] in HR and in North America is also on the board. We have folks from Asia pack from within Bellerup Germany, UK, US, Canada, um, and in other countries represented Africa, South America. So we do have a great diverse group and I, every continent I believe is or at least has been, has every region has been represented.

Barbara (05:40):

Cool. All right. And, uh, the logic for the choices behind these different board members for you, was it a network-based, so basically you reached out to those that you were already familiar with or what, what, what was the process for their selection?

Interviewee 6 3 (05:54):

We actually reached out to the [Senior leadership] and ask for the recommendations. So it wasn't just, um, [Anonymous] and I who initiated this, reaching out. We reached out to the [Senior leadership] members and ask for recommendations of people. So we have someone, you know, from finance, um, in, uh, in, in China, in Shenzhen. Um, she was recommended by, um, by Peter Blum. We had R and D represented by, um, we actually had two representatives, one in China and then one in, um, in Bellerup, uh, from R and D from [Anonymous]. Uh, we had recommendations from taro. Uh, all the members, HR, you name it. So we actually took from the leaders and they talked to their managers on who would be represented. So we didn't want to just single out people on our own. We wanted recommendations from their leaders.

Barbara (06:46):

All right, that makes sense. Um, may I ask then, what are your personal motivations for being involved with JWN?

Interviewee 6 (06:56):

My personal motivations is that, you know, often, and I've been in leadership positions for, Oh gosh, 15 years now. And, and I realized the further that I went up in, uh, in leadership roles, the less women that I saw around the table. Um, and for me the motivation was why aren't there more women? You know, you look around the table, you look for people that look like you, think like you, or at least maybe don't talk about soccer all the time. So it's, it's interesting. And, and, and it was actually up to a point where [CEO] said to me after CES, he said, Interviewee 6, I've sat through 10 meetings with you and he said, only one of those meetings had another woman represented. He said, how does that make you feel? And I said, honestly, [CEO], I don't even know what it is anymore, which is even scarier that we don't notice that we have less that, you know, there's, there's no women at the table.

Barbara (07:52):

Yeah, yeah, yeah. I understand. Um, and in a broader sense, right, so not only on your personal view, but also in gender. Uh, why do you think there was a need for the creation of JWN?

Interviewee 6 (08:09):

I think there was a need because a lot of, I mentor a lot of women, uh, in, in not only in GN but outside of GN, I have quite a busy schedule, tight too, on my own personal time. It's something I'm very passionate about is why aren't women raising their hand for advancement? You know, we see people advance to a certain level and it just trails off. So for me it was, you know, what are the reasons finding out more. And I've always been, you know, I had, I had a great, a great boss who once told me, um, he, when I first started, went out for my first men management opportunity and he just told me, Interviewee 6, don't be afraid. There's nothing to be afraid of. To be fair. He said, be fearless. And just, he said, if someone comes to you with an opportunity to say yes and figure it out later, he said, we all have imposter syndrome, men and women and he said, if you, if you want it, it's, he was, I know it's scary. He goes, but I believe in you. So it's finding someone who believes in you that pushes you out of your comfort zone and I, and I thank him every day, and he's still one of my personal board of directors, someone I go to in good and bad times in celebration and in sorrow. And he's, he's just been a very big champion of me and he's invested, he's not been a mentor he's been a sponsor someone who talks, who's talks about me when I'm not in the room, who was a champion for me. That thing that this, that I, he, he saw me and he saw my potential and he invested in me and that's what I see that we need to have for other women is that you have to have that voice. You have to push them a little bit on a comfort zone because it's proven that women will not apply for a job unless they're, you know, they have 99% of the qualifications or men if they have 60 or 50% of the qualifications will still apply for that job.

So it's, it's clear that, um, there is a difference in the way women and men evaluate promotions. So it's pushing if them out of that, out of their comfort zone and letting them know, you know what, you're not going to have all the answers, but you're going to go figure it out along the way.

Barbara (10:01):

Okay. Yeah, of course. This is very fascinating, by the way, the story you just shared and what's concrete, concrete impacts are you expecting the network to have?

Interviewee 6 (10:15):

Well, we have, we have some very aggressive goals, right? We want to increase our women in leadership and new management, you know, people going for new management positions, make looking at the number of women in the organization. I mean, if women are 51% or more than 50% of the population, why shouldn't we, you know, we be reaching for that same level of diversity within our organization. Um, and then if we look at management and levels and moving up the chain, you know, we have, we have aggressive goals. Um, and I think it's really changing a lot of things. Um, the way we post jobs, the way we have pictures on our intranet or internet, when we look for people, um, you know, people want to look, the people go to a company website, they want to see people that look like them. So yeah, men, women, different diverse backgrounds. Um, LGBTQ plus, I mean, it's really a matter of how we, we welcome people into the GN organization and show them that this is a place where all are welcome and we support all in our, um, in our efforts.

Marc (11:17):

Okay.

Barbara (11:18):

And for you, what is most fair to describe the network? Is it an independent network or an interdependent part of Jabra?

Interviewee 6 (11:28):

It's independent. We definitely operate on our own. We do have support, you know, a little bit of support from HR. We don't have a dedicated, um, head of diversity and inclusion or head of culture. I mean, of course that's something I'm pushing for every day that we have someone taking this on because this is all fits it. These are things that we do in our spare time. Um, it's, we're, we're all, everyone in on the board is very passionate about this group. Um, and we are looking for different ways to support women and men. And it's not just about women cause all of our events that we do, our webinars are open to men, women and men. And I, and I see more men join as we, um, as we've progressed in the organization and we have men writing blogs in our, um, events we did in Toronto a week ago, the international women's day, uh, for women in technology. That Jabra resposnered or you saw we had, we actually had two men attend in Toronto, so called Bateson. And, uh, Eric Ross, who's one who was one of our, um, channel account or our managers of channel were attending the event and they both said to me after the event how thankful they were to attend because in their mind they actually thought it was where women just bash men all day. And I said, it's not this, this network is not about men versus women. It's really how women get their voice heard. It's a safe place that women can talk about their fears, their um, their hopes, their dreams and how they can become better in their position or how did they say yes or it's, it's listening to inspiring stories of how women have persevered, how women have maybe lost their confidence in gaining their confidence, how to get their voice heard in a room where they are the only woman that's in that room. How do they move into the board of, you know, how do they move into an executive position? How do you move up and join a board of directors? What are

my options? How have others maybe gone and done this? So it's really, I think women learn a lot from hearing stories and, um, this is, it's, it was a fantastic event and we had so many wonderful speakers. They spoke from 15 to 20 minutes. It was kind of like Ted talks and everyone told me it was an amazing day and that recording should be up for the next 30 days. So I can send you all, um, a link to the WIT network site where you can actually hopefully maybe that might be helpful for both of you to take a look at some of those presentations cause they all will be live and the Jabra table was front and center because we were one of the premier sponsors of the event.

Barbara (13:51):

Yeah, that would be great. Please. Yeah. Um, and now that you touched upon the, the volunteer aspects of it, um, I was wondering, is it, is the JWN in any way present in your performance to excellence? Um,

Interviewee 6 (14:06):

It is in matter of fact, and it is for all the [Senior leadership] members.

Barbara (14:10):

Okay. Um, all right. And the next one is about, um, also you mentioned that they buy the, sorry, the WIT. So how does JWN compare to other organizations like this? For example?

Interviewee 6 (14:26):

Um, well JWN is just been an internal organization. Where are the women in technology is over 5,000, uh, members across the globe. Um, all different companies. I mean Jabra is a sponsor of the WIT network and we have a lot of members who are part of the WIT network and they have monthly webinars. Um, they do have this annual event there. They're present with a lot of the Microsoft events. They do have, um, uh, sessions at, at those events where they bring everybody together. So I look at it as kind of a, an add on to what we have. I actually am, uh, leading cause I don't like to do all this in my spare time. And I have, um, I'm actually one of the board directors of the Buffalo, New York women in technology chapter. So we meet quarterly and it's just a place where people can get together in person. So it's, it's different than JWN where most of our things are virtual. We do try to have some things in Ballerup or in other, um, sites. We've done events in, in Shenzhen, China, in Lowell, Massachusetts, in, uh, in Germany, in the UK. So we've done some sites, um, sessions and we've done it at the AMEA sales kickoff and also in APEC when they did their kickoff last year. So we've had a lot of sessions that have been local and in person, but because of the proximity and how we're all, we're truly a global organization, we do most of our things online. So, um, we try to do the WIT in addition to, um, cause there's a lot of really valuable, um, sessions that they run and some content and blogs. But I think it's, you know, again, it's, it's a really great side-by-side organization to work with.

Barbara (16:08):

Alright. Um, and what would you say influences the JWN goals?

Interviewee 6 (16:18):

Yeah, it's really, we work with the [Senior leadership] again and we look and see where are we today, what is our, what is our diversity? How have we, how have we, I said, scored on the year before. Um, we actually did really well and in 2019, I think it was over 45% of new manager positions were filled by women. So that was, that was a very good score, but it didn't, unfortunately, it didn't really quite move the needle on the overall leadership, um, score. So we have more work to do. Um, and then we have to do things differently. We have to be very clear about, um, when we fill roles, it's easy to just find somebody we know or find somebody who, um, looks in things like the current, um, team. And you have to find, you have to really go

out and be very prescriptive and say, no, I'm not just, I'm going to have to go, I'm gonna have to go through hundreds of resumes or a hundreds of candidates before I find someone who thinks a little different or it looks a little different. And that's what we should do, is if we, if we want to truly get a diverse workforce, we certainly should make the efforts in our recruitment efforts.

Barbara (17:33):

Yeah, definitely. Um, and that being said, how often do you feel like you have a clear direction for how to fulfill the purpose or goal of the network?

Interviewee 6 (17:48):

Uh, I think it's, it's, we, we drive that ourselves. So I think we have work to do with GN, honestly. Um, because we don't, like I said, we don't have one person, um, that's driving this. Um, [CEO] and [CEO], the good news is in 2020, everyone will have, or at least the [Senior leadership], um, for both organizations have PTE, uh, goals around diversity and inclusion. Um, we're working things more broader. So we've brought a, I should've mentioned this as well as, um, on in the US side, Kristin who runs HR for GN hearing, she's, she's becoming more, um, she's part of the board now for JWN. So we do truly want to make this a global and a, um, all of GN organization, but we just haven't had, uh, the ability to do that. So we're including, uh, the hearing team in, uh, GN store Nord. So all of GN into this, um, into the events that we do. And then we have to, of course, you know, work with a group, we'll have to get some type of a board or you know, team that works with those organizations as well as Jabra organization. The audio piece.

Barbara (18:59):

Right. That's super nice actually. The involvement. Um, and whenever you do have, uh, even though you feel like it's not really, uh, that clear with the fact that you're not too many, uh, as of now yet, do you feel that when this is, uh, this direction is given to you, how is it communicated to you?

Interviewee 6 (19:25):

Um, well, it's communicated through HR and [CEO], at least for the, for the audio side. So it's, it's been very, you know, he's been very clear about how we, how we want to, uh, move our organization forward and to become more diverse. And I think you'll see as we've done things with sustainability that, uh, culture and diversity and inclusion will be a very big part of our, our DNA moving forward.

Marc (19:54):

Yeah. Yeah.

Barbara (19:59):

And on your side, cause now you mentioned a little bit about how it comes from [CEO] and and HR and so on. Um, how do you feel, how much do you feel you are involved in the creation of the JWN strategic initiatives?

Interviewee 6 (20:13):

Oh, 100%. Very much. It's really up to us. So I, I, there's no one directing us what we can and cannot do. I mean, we, we're within guidelines, but we've, [CEO] has said yes to everything we've wanted and [CEO] has been a big supporter as well. And we're happy to have [CEO] be our first speaker of 2020 coming up in a, in a few weeks.

Barbara (20:34):

And just a little context for you, Marc [CEO] is the CEO of GN hearing.

Marc (20:39):

Right Right. Cool.

Barbara (20:41):

Yes. Um, how much influence do members of the JWN have in shaping its direction? So, for example, the, many women who joined the smaller network groups, how much influence do they have in this?

Interviewee 6 (20:56):

Very much so, again, this is a board led organization. So this is not a dictatorship. This is a, a true collaboration, uh, and team effort. So, um, we all have a, a strong voice and we listen to everyone's voices and that's kinda how we kicked off our networking groups. So that was something we launched in the second half of 2019. That was something that, uh, the team was speaking very highly of. They wanted to have small groups where they could talk about, um, challenges or opportunities and have a, um, a very neutral group to learn from and hear advice from. So we did that in, I think we launched in July. Um, and those had been running strong. So I think we have over 50 networking groups across the globe. A lot of those. Um, when we meet via video, at least my team, I've, I've been able to meet with them in person in Balleup. Cause we've got about three of the team members in Balleup and then we've got one in South America and then two or three in the, in North America. So we've got a great diverse of, of teams meeting and there's been a lot of things that had been brought up in the network. We've had some group leader meetings there. We take the findings and the learnings and say, how do we broad-brush this? And we look at, you know, type type titles for our, um, our webinars and, and sessions there and we look at, you know, things on blogs. How do we take this and, uh, and get it out to the organization in a better way so that everyone is learning and I'm going to benefit from the findings and the discussions that are being had there.

Barbara (22:28):

Yeah. Yeah. Right. Um, and also this for the next one, you touched a little bit upon it already, uh, about how do you communicate and interact with your JWN board peers? Um, especially considering the fact that you guys are geographically located in different places or, yeah. How does that go for you?

Interviewee 6 (22:51):

We have a monthly call and we try to do it at a time where everyone can make it. I think it's like usually eight or 8:00 AM in the US uh, in North America. So it's, it's evening for APAC. But, um, we, we have a monthly call and we actually have really great attendance on the call. We do a monthly newsletter that goes out to all Jabra or GN audio employees. And we've tried to extend that as to GN Store Nord and to hearing. Um, we are, um, also having, we do once or twice a year, we do, um, regional calls so that, um, there are times for each region. So, uh, we have a very, you know, we, we have like an hour and a half. We plan with each of the regions and we have good discussions there. So we talk we had one um, I think we did it in August. It was our last one and I was, well [Anonymous] and I were both in Balleup, so we were able to hit all of the regions, um, at a good time that worked for them. So we try to be very conscious of the time zone difference. And then especially with APEC, we also try to have speakers in local language in China and have at least one to two a year that we do outside of the whole global network. Um, so that they can have, uh, in local language and at a time that works for them. And then since many of them are in an office, we try to have it in one of

those offices, whether it's in Xiamen or Shengsheng or another, um, office that they can take in that content in local language.

Barbara (24:19):

Right. And your visit to Ballerup was one of the examples of when you meet in person with the other board members. Are there any other occasions? how often does this happen or?

Interviewee 6 (24:31):

Um, I mean, we've tried to meet live, I mean, it's, it's not always easy, unfortunately because of the countries and where everyone's located. But again, um, it's better to, we, we've been trying to do it via video, but in, we met in, when we were in Xiamen in the fall of 2018 we met with, um, the board, uh, board of directors there and we actually presented and did a workshop in the Xiamen location and it was fantastic. And the women in Xiamen said, we don't need network. And then at the end of the hour, the 90 minute session, they said we want more. And it was great for them to open up cause that's not something culturally that they do. And we found someone, a local speaker, uh, [Anonymous] in [Name] who is out of the China, um, region, she found a great local speaker and we brought someone in to talk about, um, work life balance and some of the pressures you have as a parent, uh, and a woman in working full time. So we've, we, we definitely look at the regions and maybe some topics that might be a little bit more geared towards that region and do something specifically for that region.

Barbara (25:36):

All right. Um, so when it comes to decision making with the members of the board, is it only the board meeting that you have for that or does it happen in other occasions as well? Especially for those who are located Yeah, I think all of them right, are not in the same location as you are?

Interviewee 6 (25:56):

no, they're not there. They're actually all in many different locations. I mean, like I said, we have a few in Ballerup you know, we're all over all over the world. And um, so we, if, if not everyone is able to make a board meeting, we usually send up a followup. We send out surveys. Um, so we get everyone's voices heard. So if there's things we need to decide on, we do that. Um, Paulette Bennett is fantastic. She's my executive assistant and our facility manager in Lowell, Massachusetts. So she's really great about getting that out so that everyone gets their voice heard and we will take those. Cause those, so some of the things we talk about is deciding on our, um, charities each year. So, uh, we just are launching the charity, um, for 2020 last year it was, um, for women in India that were working to start their own businesses, um, in the year prior, it was helping a school in South America, um, that educates women and we donated headsets and, and dollars so that, um, we actually sponsored one of the students so she could go to school. Um, that's something that doesn't happen. Um, so we've always looked for something that's um, and we want to do it different in different regions and, uh, addressing different needs. So we were looking all around the world for, um, charities that help support this vision and help bring, build up women and help them be successful in getting a career or a business started.

Barbara (27:17):

All right. Um, okay. I think the next question we already touched upon a little bit as well. Um, how do you believe that Jabra views the JWN as a whole? So not only, um, the CEO, but also the rest of the employees and not only the participants, but also those who are outside of the, uh, smaller network groups,

Interviewee 6 (27:41):

Yeah, I think it's changing. So I think I will tell you when it first happened, we heard a lot of like, why do, why, why do you need a women's network? You know, why, why don't we have a men's network? Um, and it's, it's funny that you hear different views. When we first started in 2017, like I said, when we launched in 2017, uh, at our sales kickoff that, you know, we heard many things, all the men are going to go to the bar and they're going to men's network. And, and it's, it's funny that we've changed a lot of um, uh, people, the way they view the network and how they support the network. And I think you can see from the the blogs and Nigel Dunn who is our managing director of the UK. He wrote a blog about why it's important. John Baptist wrote about how he supports women in the EMEA South region. [Anonymous] talks about, you know, what this means for his daughter. And you've got a lot of men that have embraced this and understand. It's really just getting through the, maybe the first, um, reaction to why do you need a women's network? And then understanding what goal of the network is and having them understand. And then when they sit through some of the webinars and they realize what the content is, and it really is good for men and women, um, all that, they're very supportive. So I think the mind shift has happened. So I think when we first started, you had people that were like, I don't know why we need a network. And then now they've, we've taken this to all. Um, like I said, all of GN audio and I know we're expanding into hearing and GN Store Nord and people understand why and why it's important. So I think we still have people to convince, but we're in a much different place of adoption and support throughout the entire company than we were when we first launched.

Barbara (29:20):

All right. That's great. Um, and was, was this actually similar both earlier on and at this point in time, was it a similar reaction for women as well as it was for men who were sort of resistant a little?

Interviewee 6 (29:34):

No the women were more excited. I think we still had people that were calling it offensive saying, do we need this? Like I said, the women in China said, I don't think we need this. And then after the session they're like, we definitely need this because it's different culturally the way people respond. And it's just helping people have a different mindset and giving them different tools and supports, um, to maybe look at the way we do things today and how we could challenge that.

Barbara (30:07):

All right. Um, what are the biggest threats for JWN in your view? The biggest threats?

Interviewee 6 (30:19):

The biggest threats um... that we do nothing. I guess that's my, or we don't, we don't have progress. So we've put a lot of blood, sweat and tears into this organization, into this network. And if we don't see the results that would, that's a threat. Um, if we, if we lose support or funding, we've actually been able to do a lot of this on a budget of free. All of our, I have to say we've not paid for one of our speakers that have spoken to the network. We, they do it all pro bono. We might give them a headset or to, um, to have a crystal clear audio experience, but we haven't paid for any of these great speakers. So I guess if maybe our well runs dry, if we have to go invest a significant, I mean, we've, we have a budget. That's great. [CEO] has been very generous and Peter, uh, Gormson have given us dollars to, um, to invest in this, in this network. But I guess the piece for me is if we've done, if we, if we've achieved nothing, if the results are after three years, we don't see an improvement or we don't see a change in the way we, um, recruit or look at candidates for positions. If we don't see an increase in women raising their hand to take on leadership roles, then that would be very disappointing for me given the work that this, this forward has done.

Barbara (31:39):

Makes sense. And on the other side of the court what do you think are the biggest opportunities for JWN?

Interviewee 6 (31:48):

I think the biggest opportunities are for having women's voices heard, having them address big things like imposter syndrome, um, confidence. When to say yes to an opportunity, how to talk to their manager about moving up in the organization, how to be vocal about that. So I think those are the biggest things that I want everyone to understand is, um, and I always joke about it cause when, when I took this position on or when I, um, interviewed for the president position for North America, again, Paul, he was a great supporter of me, again, I think I found great men and women who've been supporters of mine. And he said to me, well, I'm gonna, I'm gonna move back to the UK and do you want my job? And I said, if he wouldn't have said that to me, would I have actually raised my hand and put my name in the, in the, in the ring for the position? I, I'd say probably not. So it's we need to have men and women that really challenge our organization and challenge people to say I can do this and push them and support them in mentor, mentee relationships or be sponsors for them. And I think that's going to be key for our success.

Barbara (33:06):

Sounds good. And actually also answers the last question, which is, what you see as key for the success of JWN. And I think that wraps everything up unless you have some final comments or anything you would like to end up with?

Interviewee 6 (33:24):

No, I think for me it's just, um, if everyone works together and really challenges the way they've always done things and looks at our organization, we make a commitment to, if it's 50% women employees by the year 2025, I mean we have to make big goals mean we've made sustainability goals and I would love to see us make a statement about diversity goals for the company. That would be a success in my eyes. And then we measure and work towards that. And I think we're, we're certainly making headway towards that piece, towards that, that finish line. But we still have work to do. So it's, it's the work of this network and board and in our associates have to, you know, drive and say, you know, I'm, I'm, I want this, this is important and we continue to just move forward. And it's, it's, I would say this is a, this is a marathon, not a sprint. So we've gotta be patient and we might, you know, make two steps forward, one step back, but we have to continue towards the finish line and what our goals are.

Barbara (34:32):

All right. That's a very insightful, Interviewee 6, thank you so much for your time.

APPENDIX 6J - INTERVIEWEE 7

Bárbara (00:03):

I started now. There you go.

Marc (00:05):

Okay, cool. All right. So, um, yeah, I just want to briefly introduce to you what the, the project we're writing is about. We would like to research about how individuals and actors within the larger organizations they can ignite change basically. Um, we use some theory from organizational studies about how individuals they get together and they organize change from within and like bottom up, um, in like a continuous, uh, processual

kind of basis. Um, and that's basically why we, uh, we chose JWN because it fitted really good with, you know, uh, the, the concept of people getting together, uh, trying to change something, um, without it being really, you know, formalized into a direct strategic, uh, approach. Yeah.

Interviewee 7 (01:03):

Sure, sure.

Bárbara (01:06):

All right. So with the, with that being said, I wanted to get you to start talking to us a little bit about what your role and responsibilities as a JWN board member are.

Interviewee 7 (01:15):

Sure. Yeah, so I am the North American lead for, um, within the board. So there's a lot of different roles obviously, and some people have some very specific, uh, roles and responsibilities such as managing the budget or managing our communications. Uh, so mine is just the North American lead and I try to take feedback from both males and females within the organization on the program if they have any, um, concerns or positive or negative feedback of course. Um, and ensuring that the, the rest of the board hears about that. There's also, every other country has a lead too, so there's an EMEA lead, there's an APAC lead. Um, in addition to like I mentioned all the other, um, roles and responsibilities within the board as well.

Bárbara (02:07):

All right. All right. Um, and you joined from the start, right?

Interviewee 7 (02:11):

I did. I did. So, um, both [Anonymous], um, um, and [Anonymous] were involved very early on. There was a, um, lady, her name was [Anonymous] who was also heavily involved, um, with starting up this program within Jabra from the get go. And she, um, she moved onto a new role outside of the Jabra organization. So I believe [Anonymous] took her spot. So it initially was [Anonymous], who's the North America president and [Anonymous], so that since has moved to [Anonymous]. Uh, but yeah, from the get go I worked with [Anonymous], um, reported to her for a very short time while we didn't have a manager in North America. And, um, I've always respected [Anonymous] and asked her if could be a part of it cause it seemed like a great initiative.

Bárbara (03:03):

Right. All right, great. Um, so now that you've kind of started touching upon that, what are your personal motivations for being involved with the JWN?

Interviewee 7 (03:11):

Yeah, I mean, it, for me it's uh, you know, the climate in North America is so unique with, you know, the me too movements and everything going on. So for me it was super important just to show that, um, our, we do have a growing workforce of women in Jabra and it is extremely difficult, um, for us to even have that like maybe a 50, 50 breakdown of women in tech especially. Um, it's never, it's not been 50, 50. For most tech companies, there's, there's fewer women working. So for me it was important to make sure that, um, I was involved in it to showcase what we can do as women within the organization. And it's, it's not just a women's network. I mean, of course it's Jabra women's network, but, um, it's very open for men to be involved as well. We host webinars that men are involved in. All of our email communications go out to the men in the

organization. Um, so it's more or less just, um, it's kind of like this big great organization, but it's just led by women of course. Uh, but there's men on the board too. And, um, we get a lot of men that jump onto the webinars and, um, submit blog postings and read the blog. So it's, I think it's great. But for me, from a personal level, I mean, I, um, was on the board prior to my daughter being born, but, um, in the last six months I had a daughter. And for me more now than ever, it's important for me to show her that you can be a successful woman in tech and you can be a successful woman in the workforce. Um, so for me that's really important, um, from a personal level too.

Marc (04:54):

Yeah, of course. And congratulations on your daughter!

Interviewee 7 (04:58):

Thank you!

Bárbara (04:58):

Um, and uh, why in the more general, um, spectrum, why do you think there was a need for the creation of the network?

Interviewee 7 (05:12):

Um, you know, as we, as we kind of fight for gender equality and equal pay, I think it's, it's the first step to kind of have a group where women might feel a little bit more comfortable and speaking up perhaps. Um, I've heard a lot from other regions that they will, um, have women come to them that maybe they're not comfortable in speaking in an environment where there are, um, maybe some more dominant personalities, whether maybe it's females or males. Um, so for this, it's, it's kind of in a safe space for women as well. Um, the webinars did start out, I think very women focused because they're hosted by the Jabra women's network. Um, so I took a little course crafting for us to make sure that everyone in the organization knew that they were for everyone. But at the beginning it was very much a safe space for women to speak up and kind of speak their minds and, and feel comfortable. I think. So for me, that's step one. And then, um, hopefully from that maybe the women that didn't feel as comfortable speaking up because they've spoken up in a JWN webinar or a meetup or an event, maybe they feel a little bit, um, more comfortable speaking up in the general population. And then, um, second to that, I think we've, we've been notified that there is a few inequalities that are happening within Jabra. Um, in certain situations. And this is kind of been a safe area or there's been people that other women in the organization could reach out to maybe if they didn't feel comfortable going to their manager or to human resources. So it's just been that secondary outlet for anyone in the organization to go to, if they wanted to kind of just do a gut check and make sure this was the way things should be happening or if anything was wrong and what their next step should be in a confidential environment.

Bárbara (07:04):

All right. Yeah, that makes sense. Okay. Um, what are concrete impacts that you are expecting the JWN to have?

Interviewee 7 (07:13):

I'm sorry, say that again? You cut out a little bit.

Bárbara (07:17):

Oh yeah, of course. Um, what are more concrete impacts you are expecting for the network to have?

Interviewee 7 (07:23):

Um, you know, from the start, I think we uncovered a lot of statistics on how many women we have in executive positions, how many women we have on our [Senior leadership] or [Senior leadership] or leadership boards. So I think that has kind of highlighted, um, those statistics of where we rank with in other organizations within technology. So from an overall Jabra perspective, I think that was probably eyeopening to [CEO] and the board on some actions that we need to take to ensure that not only we're hiring the right people, but that females should be considered. Um, I know our, our, um, uh, [Anonymous]'s predecessor, I believe I heard that when he, um, looks at people he's interviewing, he doesn't look at names or they're, um, maybe he said they're blacked out on the resume so that he's looking at it with an open mind and not having any maybe bias unconscious bias that he wasn't aware of. So, um, he had a very heavy, um, female executive staff underneath him and, and [Anonymous]'s definitely furthered that. And, um, so it's something just to think of as well that we all have unconscious bias and I think that helps when we realize that and maybe take the proper actions to ensure that we're not having those unconscious biases anymore. So from a hiring perspective, um, I think it's helpful for us to understand where we stand against other companies and hopefully the JWN is bubbling that up to our executive staff in terms of how and where we hire the talent from. Um, I want to say, I think we had 38% of our workforce being women. Um, but we could do better than that. So we could be 50, 50. Um, and get closer to where some are, some larger organizations are today. So I hope that, I hope, you know, JWN has a little bit of help getting us there and at least at a bare minimum, understanding where we stand and how we can of course correct that.

Bárbara (09:28):

Yeah. All right. So for you, what is it most fair to describe JWN as um, an independent network or an interdependent part of Jabra?

Interviewee 7 (09:41):

I definitely think it's, you know, it's interdependent. We have to, we have to be super inclusive with everybody, be a male or female, um, coming in and, and we do need this to run our organization and all the top organizations have many different networking groups, not just women, but there's parent networking groups, there's LGBTQ networking groups, and we have to start somewhere. And I think, um, this is a first step, but we are, it's, it's, it's important to Jabra, so I think it's, it's good for us. Definitely.

Bárbara (10:14):

All right. And now you also mentioned a few other movements and networks that you've heard of. How do you, how would you say that JWN compares to them and any others that are on top of your mind?

Interviewee 7 (10:29):

Um, I, I, so I think, I know I've said this before, but I think this is definitely a great first step in terms of networking groups, but there's, there's definitely more that Jabra could do. Um, in terms of other groups as well, like I said, so we're, we're obviously a smaller ish organization. Um, a lot of those other networking groups will come when you have a lot more employees to manage those groups. Um, so we're kind of getting there, like with the JWN, we have smaller mentoring circles. Um, we've got just smaller groups that we all meet up. Um, at different times throughout the quarter, so we're getting there. Um, but they're all important, so, but you have to start somewhere. So this is definitely a great start. Um, but especially as you look at larger, larger organizations like insurance companies or Microsoft or Cisco, they're so large, um, with the employee count that they can afford from a time perspective to have these different groups. Um, but as we

continue to grow, it's something we certainly need to look into is how do we, um, start to have different, different circles of communities that people can feel included and feel like it's a safe space for them to talk, um, and idea share and, and cross promote and, and all that stuff. So, um, it's definitely, we're going in the right direction, but I do think we've got a lot of work to do too.

Bárbara (11:52):

Um, what's, what influences JWN goals on your perspective?

Interviewee 7 (12:00):

What influences the goals of the program?

Bárbara (12:02):

Yeah, exactly.

Interviewee 7 (12:03):

Um, I definitely, I mean the needs of, of the, the employees of Jabra for sure. Um, and that's what we did very early on was we surveyed, um, all women and men within Jabra, um, of what they were looking for from this sort of a network. And one of the big, um, responses was more networking circles for, um, employees of Jabra. I think mostly the women were we're talking about was, they didn't feel that there were enough mentoring opportunities within our organization. So immediately, um, um, there's a gal on the board that now manages the mentoring circles. So she gets, um, within region people in touch with each other and they've got, um, different groups and times that they set up to meet, be it virtually or be in person, um, just to discuss a multitude of different topics, but so that there is the availability to have a mentor within their, their circle, um, even if it is within a group format. So, um, the goals will certainly change year over year. Um, I think another item that we heard from the survey that was lacking was availability to have webinars for our own internal employees not on Jabra products obviously, but on more thought leadership and thought provoking ideas. So that's something we implemented within the network, um, to have monthly or quarterly webinars where everyone in the company is welcome to join and they've been on various topics like having your own internal, um, advisory board and how to manage time well. So a lot of the topics that came back from the survey we've implemented into the webinars as well. But I assume we'll probably do a survey at least once a year because the needs of employees change and we want to make sure that the women's network, um, works for everyone in the long term and not just for the first year.

Bárbara (14:01):

Of course. And is it, is this the only direction where these influences come from? So from the employees or is there anything else that would be influencing the setup of goals?

Interviewee 7 (14:11):

I think right now it's solely been internal, which has been, um, working, but, um, definitely something to think about is how do we scale this and how do we maybe learn from some larger organizations on what we can implement. So it's, it's certainly a good idea and something that we should think about is how do we use our resources. You know, a lot of our partners are very big partners and they've got thousands of employees. So maybe how can we play off of what they're doing within their own organizations and learn from that, um, for Jabra. So something to think about for sure.

Bárbara (14:48):

Right. Yeah. Um, all right. And how often do you feel like you have a clear direction of how to fulfill these goals?

Interviewee 7 (14:58):

I think the direction is great. Um, both [Anonymous] and [Anonymous] have been great leaders and um, they are both super active in their own local women's network communities. So there's different, um, networks that you know, span across multiple organizations like the WIT network, the WIT network. Um, so that's women in tech and women of the channel. They're both very active in their roles there both locally and globally across the board for [Anonymous] and [Anonymous]. So I think they're, they're learning a lot from that and bringing it back to Jabra, which is exactly what we need from the leaders of the program. So to me, I think we're, we're on the right path and we've got two great leaders at the front that are able to kind of take what they're learning externally and bring it back to Jabra.

Bárbara (15:54):

Yeah. All right. And when they do bring this back and, and I mean anything else that they bring, how do they cascade this to you? How is it communicate it to you?

Interviewee 7 (16:03):

Yeah. So we do meet on a monthly basis within the board of directors. Um, so they cascade it that way. And then in terms of cascading it to all the employees at Jabra, we've got a monthly newsletter that does go out. So that includes stuff that we've learned from like the WIT network or women in the channel. And then of course all of our internal webinars or blog postings or just interesting articles that we find, um, within the whole like women network area. So we do cascade it through emails as well.

Bárbara (16:40):

All right. Um, actually how involved are you in the creation of the strategic initiatives of the network?

Interviewee 7 (16:49):

I think - so... we all have kind of our own different focus. Um, but [Anonymous] and [Anonymous] both ask, you know, they, they're great leaders, but they definitely do rely on the other board directors to own kind of their certain segments. So, um, while we all talk about everything together, they do definitely allow us to drive the strategy within our own area, which is great too. Um, obviously great leaders will allow their people to work well. Um, so yeah, we all kind of are able to own our own individual strategy areas.

Bárbara (17:30):

All right. Yeah. And for the next question, I think we've touched upon this already about the members shaping the direction. Um... And the communication with your board peers, is it, I mean, do you personally only communicate with other members when you're during the board meeting or are there other occasions in which you get in touch with them or?

Interviewee 7 (17:57):

Yeah, so if... Um, we do obviously all of the calls, communicate with each other, but we do through email as well. And then if we've got any individual projects that we're working together on, be it the budget, be it mentoring circles, we'll touch base in different little, uh, smaller groups, silo groups, um, to get tasks done. Cause a lot of our roles do overlap as we work together. Um, so we'll kind of break off into individual groups as well.

Bárbara (18:26):

All right. Is that something that happens often, you would say or not so much?

Interviewee 7 (18:31):

Oh, it happens often. Yeah, definitely.

Bárbara (18:34):

Okay. Um, and then, I mean, I assume that they're all located in different geographical locations, right?

Interviewee 7 (18:45):

Yeah. It makes for very early calls or late calls for others, but yeah, we all, um, definitely make it a priority even if it's 7:00 PM or 6:00 AM. Um, since it is very important to all of us.

Bárbara (19:00):

All right. That's great. Um, I think the next one was also a bit touched upon as well. Uh, how do you believe that Jabra views the network? So not only the ones that are, uh, actively participating in the network groups, but also other employees who are just hearing about it for the first time or have been familiar with it for a while.

Interviewee 7 (19:24):

Yeah, I, you know, I've gotten some great feedback from both men and women from the organization, um, because everyone has a mother or a daughter or a sister that this is relevant for. So even if, um, maybe a male within the organization doesn't really understand the need for it, they certainly do see the need for it because everyone has someone in their life that is female and that this is important for them to further their careers or have a safe space to, to speak up. Um, or just to have the ability to get additional information through webinar or blog posting. So the feedback I've received is really good that it's a great step for Jabra and ensuring that we've got the right amount of women at the top of our organization and all the way down. So to me, I've, I've only received great feedback, which has been awesome and super welcoming and I don't know if that's the same for every region across the board, but in North America it's been really well received.

Bárbara (20:27):

That's fantastic.

Interviewee 7 (20:29):

Yeah. Yeah.

Bárbara (20:30):

And what would you say are the biggest threats for JWN?

Interviewee 7 (20:39):

That's a good question. Um, you know, it probably varies by region. Um, I, I think for (inaudible) in North America, it's important for us to remain relevant to everyone within the Jabra organization. Um, you know, the climates are different in every, in every country out there. Um, it's very prominent in North America right now to have a woman's network or for there to be equality and equal pay. So for North America, I think it's,

um, it's just remaining relevant and top of mind for people. But in other regions I would imagine that they probably have a bigger Hill to climb than we do in North America. You know, we're in a very interesting time here in the U S so, um, I'd be interested to hear what you guys find from other regions, but in, in, in the Americas, I think it's remaining top of mind.

Bárbara (21:39):

Yeah, we'll definitely share more insights with you once we have the paper done. Yeah. And on the other side of this, what do you think are the biggest opportunities for JWN?

Interviewee 7 (21:48):

Oh gosh. So I mean, certainly just understanding the statistics within our own organization and how they relate to other technology companies, I think is, was priority number one for us to understand where we stand. And then, um, it's such an opportunity for us to course correct that. And no one knows the statistics until you know them. So we don't know. We know we're on par with a couple organizations, but we're definitely, we're falling behind the A ball on, on compared to a couple other tech organizations. So it's given us a goal to hit. Um, and there's, you know, there's in the U S there's certain States like California that require there to be females on company boards of certain size companies. So things are changing in North America. So it's important for us to get ahead of it and make sure that we're an organization that others strive to be like. Um, and certainly having, you know, it's been so, um, it's been wonderful to have [Anonymous] as our president because she's given us just a different view and to the women's network as a whole. Um, and the effort that she's put into that in addition to her being the president of our company and our organization. So it is definitely, I think opening up the eyes of, of just our hiring process and, and how we can improve on that to ensure that we get the right person in the role. And like I said, not have those unconscious bias against women. So I think that's the opportunity is just constantly getting better and, um, being a company that people strive to be like, and where we're not striving to be like other companies - to be a leader.

Bárbara (23:37):

Right, right. Um, can I ask, I don't know if you're aware of this. Do you know if Jabra has any quota in place as of today?

Interviewee 7 (23:46):

Um, I don't think there's anything formalized in terms of a quota. I'd be surprised if there was, um, I think first understanding the statistics were important to see where we stood. Um, we can always do better, but I don't think, I don't know. I don't even think you could have a quota. Um, hiring a certain amount of females. I don't think we're there. Um, or would that be fair to males either. So I think it's just understanding where we stand. Yeah.

Bárbara (24:15):

All right. It was just more of a curiosity points as well. Yeah.

Interviewee 7 (24:19):

Yeah. No, I'd be surprised if we did.

Bárbara (24:21):

Okay. Um, and also is it involved, I mean I know this is a voluntary type of, uh, work, right? That's separate from what you do in Jabra?

Interviewee 7 (24:33):

Yeah.

Bárbara (24:33):

Um, but is this in any way related to your performance to excellence or is, are you measured on this in any way?

Interviewee 7 (24:40):

I am... No, I'm not. Um, and that's okay cause this is just something we do on the side for the better good of the organization. It's because, you know, I feel passionate about it. It's very important to me. So nothing in my P2E, no.

Bárbara (24:58):

All right. Yeah. Uh, and lastly, just to wrap up, we want to know what do you think is key for the JWN success?

Interviewee 7 (25:06):

I - participation from not just the board but everyone within the company. Um, ensuring that everyone understands why this is important in our current climate that we're in right now. Um, so yeah, just making sure everyone stays involved and um, feels as passionate as the board members do because it is super important. And, um, not just for women, but men too, for the whole organization. And when we do better and have the best leaders in the, in their positions, we're a better company because of it. Be it a man or a woman in the position. So I think um, just ensuring we get that participation and buy in from everyone within the organization is super important. Yeah. Yeah.

Bárbara (25:52):

That makes perfect sense.

Interviewee 7 (25:54):

Good. Good.

Bárbara (25:55):

And [Interviewee 7], that was basically it from our side.

APPENDIX 6K - INTERVIEWEE 8

Marc (00:03):

And you're right, we don't really need [inaudible]

Bárbara (00:05):

all right. It's on now it's recording. Yes.

Marc (00:08):

Great. Great, great. Well, so basically, I don't know how much you know of our thesis, but, uh, we want to study how individuals within large organizations can ignite change, basically. Yeah. Um, yeah, and I'm not gonna go too much into depth with it, but this is pretty much our overall topic, eh, and also why we, we, you know, started to collaborate with you and JWN, uh, because we thought that, you... We could see some similar, um, approaches that you did, uh, starting, you know, being individual people within the larger company, eh, trying to ignite change through organizing in, in smaller groups within the, the organization, like hierarchy and structure. And yeah. So now, I think Barbara will lead the, uh, the interview and, uh, and we will just ask you - I think we have around 15 questions, um, about your personal motivations and, uh, your thoughts about the network.

Interviewee 8 (01:04):

That sounds good.

Bárbara (01:07):

Yeah. All right.

Marc (01:08):

Bárbara, you have the mic.

Bárbara (01:08):

Thanks. So we just wanted to give you a heads up that some of these questions might seem a little bit, uh, what do you call..? Similar to the ones that we asked in our first round, but we want to make sure that we get to the bottom of things. So we'll be asking some more into detail as well.

Interviewee 8 (01:26):

Okay. No worries.

Bárbara (01:26):

So perhaps you could start by telling us about your role and responsibilities as a JWN board member?

Interviewee 8 (01:36):

Yeah, sure. Um, yeah, part of the board it - it's is being, um, present at the meetings and being responsible for each our own areas and then being an ambassador. Um, so my role in eh, JWN is, um, data. Um, I'm supposed to, um, to get as much data as possible and um, try to get that out to the organization. And the problem is that we're not allowed - we hardly can get any internal data. We can only get external. Um, so I'm reading a lot of reports and books and things like that, um, to see if there's anything interesting that we can use. Um, but of course it would be a lot more interesting to start being able to report on our own numbers. So how many women do we have in, in the layer? Just, you know, the senior management, how many women do we have as managers, how many are being promoted? Uh, do we have equal pay? And so on. Um, but unfortunately we're not allowed to get that, those numbers yet from, uh, from HR.

Bárbara (02:49):

And does that have to do with the transition of the platform that they've been using for employee registration and so on? Or is it another bigger reason behind it?

Interviewee 8 (03:03):

I think, I think the main reason is Workday. They want to make sure that the numbers that they put out are correct. And because I could imagine that some of these numbers could be, um, looking in a way that people might think that "this is, this is not great. We need to do something". And I think they also, they want to, they want to be able to control, um, the communication that is coming out, which is of course, understandable. Um, there might be a situation where we see that there are hardly any women or there's no, not equal pay or something else, but there's always nuances to it. Um, and I think they really want to understand that and be sure that what is communicated is communicated in the right way and so on.

Bárbara (03:57):

All right. Yeah. Um, did you join the board at the very beginning or were you part of it afterwards?

Interviewee 8 (04:07):

Um, I I joined it in the very beginning.

Bárbara (04:11):

All right. All right. And what were your personal motivations for, for being involved with the women's network?

Interviewee 8 (04:20):

Um, I thought it was a great idea. Um, I've been in GN for six years and when I started there were hardly any women and hardly any young women, um, and, there were no role models to look up to and so on. So, um, I, um, that that was then I, I got really passionate about it because it started annoying me that there weren't any women. Um, and that was, that was also when I was asked if I wanted to join. I said yes right away cause I think it's such an important topic. GN is such a great company and in so many areas we are doing so well. Um, but in, in this area, in the diversity area we could do better. Um, and I really think that will also just increase bottom line in the end. Um, we need, we need diversity because we are selling to a lot of people around the world. Um, not just one type of person.

Bárbara (05:21):

Yeah. Yeah. For sure. Uh, and in a more general sense, why do you think there was the need for the creation of the JWN?

Interviewee 8 (05:33):

I think it was born out of other companies having these initiatives. And so I think that was why it was sort of born. Um, also the, um, [Anonymous], the general manager of North America. I think she was also deeply involved in I think when she joined the [Senior leadership]. Um, she would just, she could see that there were hardly any women. There was one other than her. Um, and it's just, I think it's just really important to have that talent pipeline leading up. Cause right now in the layer just below the [Senior leadership]. There's not a lot of women either.

Bárbara (06:16):

Yeah. Yeah. Um, and what concrete impacts are you expecting JWN to have?

Interviewee 8 (06:25):

I think that's a very good question because we haven't really set any targets because we don't have any data. And, a fluffy target is having more women in all layers having more equal pay, but we don't even know if we

have equal pay or not. Um, so it, it is, yeah. Um, what, um, from my point of view, I want to make sure that we have the, the women, the younger women wants to stay there as well and be part of the journey that GN is on. And I think we can do that through the network meetings that JWN is, is also, um, sort of, uh, hosting or started up. I think there, it brings us sort of closer together. We can talk about some of the barriers that we are facing, um, and how to solve them.

Bárbara (07:23):

Yeah. And that makes perfect sense. And in your view, what is it most fair to describe JWN as an independent network or an interdependent part of Jabra?

Interviewee 8 (07:38):

(Laughs). Um, I think it's, it's interdependent because we need, you cannot just be JWN and say we don't want to work with anything or anyone else. We are part of Jabra and we are together because we are Jabra employees. Um, and we really like the company. Um, and we think, um, having more diversity will eventually increase, um, the satisfaction for both employees but also in the end bottom line.

Bárbara (08:17):

Yeah, of course. Um, how, if you are aware of any other organizations or movements, um, that are similar to this, how do you think JWN compares to them?

Interviewee 8 (08:31):

I'm aware of them, but I don't know how they work in the, in practice. So I don't know. Um, how would, how, how you can compare it as such, and there's so many different organizations that's women's network, so, uh, eh round tables or things like that where women come together and then discuss. Um, and this is, this is a different way to do things I think because it's part of the company and it's in the company. And, and one of the things that have been a really big discussion point is if, how much should we involve men? Um, but they are such an important part of everything. So I'm sort of a, at the very pro of involving them as much as possible. But for example, the network groups are still only for women. Um, and there it could maybe also make sense to have network groups where it's both women and men.

Marc (09:36):

Yeah, for sure.

Bárbara (09:39):

And what influences JWN goals?

Interviewee 8 (09:47):

What influences them? Like... I think it's the general culture. The, the, when you stand in a meeting and then you can see there's only one woman in here and the rest of men. I think everything that we experience every day in the company influences the goals that we, that we have.

Bárbara (10:14):

All right. And

Interviewee 8 (10:17):

Yeah, and I think it general also just everything that's going on in, in the world, um, at the moment there are a lot more focuses - focus on women and diversity and so on. So I think it's, it's, yeah. Culture, both internally and externally.

Bárbara (10:37):

Okay. Yeah, that makes sense. Um, how often do you feel like you have a clear direction to, as to how to fulfill these, uh, the JWN's goals?

Interviewee 8 (10:51):

As part of the advisory board or as just a, a woman in GN?

Marc (10:57):

A part of, you know, just personally. How do you feel there? Yeah. How often do you feel that you have a clear direction to achieving your goals or... In the organization?

Interviewee 8 (11:08):

Um, yeah, if I look at my goal for JWN where once I get some as much data as possible, um, internal data, it's a key goal, but I cannot get it even though I've been trying for years and talking to a lot of people. Um, so if the goal is there, there's a clear path in terms of what it is, but how to get it, it's at the mercy at someone else. Um, and I do understand it from their side as well that they want to, uh, to be able to, to control the communication and make sure that it is the right numbers that are being communicated and so on. But if there's some clarity in terms of when that can happen.

Bárbara (12:00):

So that - it seems that it's more like you are actively, um, finding for yourself who are the right people to talk to and how to get to that and how to achieve that as far as we understand.

Interviewee 8 (12:15):

Yeah. Yeah. And it's been pretty easy to locate those people. Um, so yeah, so there it's been clear.

Bárbara (12:25):

Okay. Okay. Um, how, how involved are you in the creation of the JWN strategic initiatives?

Interviewee 8 (12:36):

and so strategic initiatives in terms of the webinars and things like that?

Bárbara (12:42):

Yeah, exactly.

Interviewee 8 (12:45):

Um, I'm not so involved. When I have an idea, I tell them in the meetings that you could do this. Um, but if, um, if anything is needed, I step in and help out. And we've divided the roles out in such a way that, um, some of the people who have more of a marketing background and are more involved in terms of creating, um, for example events or things like that. And then there are some visualizations that, um, that we also had some, some really talented people working on. And then we've had the webinars and those are based on

who knows someone who can get them in. So in that way, I'm part of talking about it and not so much about in terms of branching or sending flyers out or or email out.

Bárbara (13:43):

Okay. Um, how much influence of the, sorry, how much influence do the members of JWN have in shaping its direction?

Interviewee 8 (13:56):

Um, I think they have a lot, but again, it's not a members organization as such. Um, it's, it's kind of funny because you are automatically signed up for emails or get invitations to the webinars, but we don't count our members and we don't have a club as such. It's an offer for people to, um, to be part of or, uh, gets, uh, invitations to the events and so on. But if anyone came up and said, "Hey, I think this is something that we should do". I think everyone would listen. We've had a couple of people making suggestions and everyone listens to those.

Bárbara (14:40):

Right. Um, on another aspect, so back on the board, how do you communicate with your JWN board peers?

Interviewee 8 (14:53):

Um, we communicate in our monthly meetings or by email or when you meet someone and then talk to them, at the coffee machine or so on.

Bárbara (15:04):

All right. And besides these board meetings, the monthly ones, how often are you touch basing with, with them? Either via email or by random encounters?

Interviewee 8 (15:19):

Um, by email maybe a couple of times a month. So, um, someone could send something out. In terms of, uh, "have you seen this or I read this article" or something like that and then we comment on it. Um, but I meet some of the other members quite often because we sit close by each other. So then we meet at the coffee machine. We don't always just talk in JWN. We talk everything.

Bárbara (15:46):

Right. And do you feel like there's a, what do you call? A difference in, in terms of how often you, you speak or reach out to them depending on either geographical location or perhaps a difference of hierarchy or anything like that?

Interviewee 8 (16:07):

Um, I think in, in terms of hierarchy, maybe in the beginning, so, um, in the first couple of board meetings there was quite a lot of [Senior leadership] members, so it was very senior level people. And there you sort of, uh, needed to, to navigate in terms of what could you say and so on. I, I can see a very big difference from the first couple of meetings where you're sort of trying to understand what is it and how do you, how do you do this to now where there is much more free conversation, people are having fun, but there's always the issue of, um, of geographics in terms of when you sit behind your computer and just talking. Um, and you don't really always know these people. Um, there needs to be sort of a high level of trust, um, for all to, to participate in and talk freely and I think that is sometimes very hard to achieve when you are just meeting

virtually. But I met most of the participants, um, or most of the members of the board already. And there I, I think I have a really good relationship with them.

Marc (17:29):

All right.

Bárbara (17:33):

Okay. There was also, um, on the meeting part, I think we also covered this. These random or what'd you call? These smaller meetings that you have with other employees as well? Is, is it only by occasion or is there like a, a purposeful, smaller group of board peers meeting for a specific purpose or working on a separate project or anything like that?

Interviewee 8 (18:00):

Yeah, um, sometimes that happens. So if it, I know for the mentoring and network groups, they are two people and they meet, um, quite often. And I'm only data and I have no one to meet with. Um, but I recently talked to one of the girls that was also part of the board, um, on, I read a lot of books and I just recently bought a new book, um, about, um, biases in data and pro women. Um, and then we were talking about that and then I'll read it and then she reads it and then we talk about the book. So it's, yeah, small encounters where for me it's, it's about creating the network but also, um, yeah, just getting smarter on this topic. I think it's a really important topic and I like to hear from, from other people what they experienced and if they have some some interesting readings that can make us smarter.

Bárbara (19:06):

Yeah. Knowledge sharing. Right? Yeah.

Interviewee 8 (19:08):

Yeah.

Bárbara (19:08):

Um, all right. So besides the board and the, not members, but the women that are contacted and the men that are contacted to join, how do you think that eh, Jabra views JWN as a whole?

Interviewee 8 (19:29):

Um, I haven't had a lot of feedback on it. Um, I know from the senior management perspective they say that this is important and need to be more focus on it. And from the people I've talked to in terms of being part of the, the smaller network groups, so I think there people have been, really positive saying this is a really great idea. And the same with the webinars. Um, I think again, some of the challenges for the smaller network groups have been that people are very busy and when you are in different time zones and you meet virtually, it is really hard to establish trust. And the network groups are there to, um, to talk about things like work life balance, or equal pay or maternity leave or things like that. And if you don't have that trust in those groups, then it's very difficult to get you in meaningful conversations out of it. And then they get very superficial. But in general, the people I've encountered have been positive around it. I haven't heard any negative stuff on it.

Bárbara (20:39):

All right. That's good.

Interviewee 8 (20:46):

Yeah.

Interviewee 8 (20:46):

But maybe also (inaudible) thing. Nothing is... Could mean a lot of things,

Bárbara (20:50):

Right. There's also that side of it.

Interviewee 8 (20:52):

Yeah.

Marc (20:52):

On your view. What are the biggest threats for JWN?

Interviewee 8 (21:00):

I think it's, um, so, so what benefits and what results are we yielding. I think that's, that could be a threat. And so if there's no purpose, um, so nothing to get out of it, um, that's threat. And then I think it's also in terms of, um, there's a lot of people doing a lot of work, um, in terms of sending out the newsletters, um, do network groups and things like that. Um, if you don't have those people, then no one will arrange stuff or arrange them then, so anything. That would be a threat as well because then no one will be able to, um, to host these things for others. But I think relevance is definitely, it's threat, we need to have a clear purpose of why we're here. And I think also if we continue to see, for example, that there's a decline in women in GN. I think that's also, I think that that would definitely increase the attention to, uh, towards the network. But it might also point to, there needs to be some other measures in place, um, to help. But the problem is that we still don't know if we're getting more or less women in.

Bárbara (22:23):

Yeah. And when you mentioned, um, the lack of a clear purpose as a threats, do you see that this is happening today? Do you feel like there's not a clear, uh, either for you or also a collective, uh, perspective of what the purpose is for everyone?

Interviewee 8 (22:44):

Yeah, I think, I think that could be. Uh, for me there are purpose, um, I know why I'm doing this and I know why we are doing it in the advisory board. But I could fear that people joining GN or have been here for some years don't really know. They can, they can look around and see "OK there are not a lot of women". Um, but they might not really know the default purpose maybe they'll just guess "Okay. So the women's network got to get more women, um, into Jabra" and that's maybe not really our purpose. Purpose is definitely to empower and, and make sure that uh, that we have more women in, in the right places. And then (inaudible) as well that having more women, um, increases the chance of more women applying, um, for the company.

Bárbara (23:44):

All right. That clarifies it. Thanks. Um, and what do you see on the other side as the biggest opportunities for JWN?

Interviewee 8 (23:56):

Um, empowering women. Definitely. So I think what we also, and now this is a guess because I don't have the data to back it up, but a lot of women are - more, women are being hired into Jabra but we can see that less are being promoted to managers and even less are getting up to the level just below the [Senior leadership]. If we have focus on talent development, if we have focus on empowering these women, hopefully we can create a more sustainable talent pipeline. Um, and that's definitely one of the, the, the big opportunities, making sure that the women also feel empowered to sort of break the glass ceiling.

Bárbara (24:40):

Yeah. Are you aware of whether there is or there are plans or anything like that to be a quota for female hiring in GN or in Jabra?

Interviewee 8 (24:54):

No, I'm not. And my guess would be that no one would implement it.

Bárbara (25:04):

Okay. in terms of the nature of the work that you do as a board member for JWN, it's a voluntary work as far as we understand. Right?

Interviewee 8 (25:14):

It is, yeah.

Bárbara (25:14):

So are you, is it in any way included in your P2E or is it, are you not measured?

Interviewee 8 (25:23):

No. No, we're not measured.

Bárbara (25:26):

Okay. Okay. And actually our last wrap up question is, um, for you, what is key for JWN success?

Interviewee 8 (25:39):

I think it is relevant making sure that people feel they are getting something out of it. And yeah, definitely. And I think - it was just, um, I've recently joined a new network group, um, where we are, um, eight people and I was in one first that didn't really work, um, due to time differences and people couldn't, wouldn't really prioritize it and now this is very, very different. It's really interesting and there's a lot of really good discussions and I think things like that really helps. One thing it, it helps on the network, but it also feels like, "okay, you are also feeling this way about this topic and then, then I might not be alone and you solved it this way. That's smart". And so I think those kinds of things really makes it worth it and then if we can get the data and start reporting on that and hopefully see that there are some progress then then that would be great.

Marc (26:47):

Right. All right,

Bárbara (26:49):

great. Perfect. And yeah, like I said, that was our last question. So that's basically it from our side, unless you have anything you would like to comment freely upon or?

Interviewee 8 (27:02):

No, I think, yeah, I think we've got around everything. I think because it's - maybe one comment, because it's voluntary, it is difficult because everyone is increasingly busy and have a normal job. So sometimes it's even very difficult to prioritize this. I think it's really important, but I think that that could also be one of the limitations of it, that you are first and foremost at Jabra because you work there and the work that you do needs to be prioritized first. Um, and then this second.

Marc (27:39):

Right. Of course.

Interviewee 8 (27:42):

But I'm really happy to be part of it. Um, and I think it is really important that we get more diversity, especially - I work in areas where it's often me and a lot of men, and sometimes it does get a bit lonely.

Marc (27:59):

Yeah. Yeah. All right. Well, thank you very much for your participation here again.

APPENDIX 6L - INTERVIEWEE 9

Marc (00:03):

All right. So basically we are, we are writing our master's thesis here in Copenhagen, Copenhagen business school. Um, and we are writing about how actors or individuals within large organizations can, uh, ignite change from within. Um, and that's pretty much why we, uh, we've got ahold of JWN, uh, also through Barbara who works with GN, because we saw when they do what they did was kind of, uh, would you, would you do, it's kind of, you know, ignite, you know, trying to promote change by organizing, um, without the, uh, you know, normal hierarchical structure so that we find really interesting. And, uh, so now I think Barbara wants to, uh, lead the interview, um, and ask you a bit about your, your personal motivations for joining, uh, some background information on that.

Interviewee 9 (00:56):

Yeah, sure, sure.

Barbara (00:58):

Yeah, exactly. So, um, for the first part of the interview, we would like to know a little bit more about your role as a JWN and board member and your responsibilities as well.

Interviewee 9 (01:10):

Okay. So, um, there's obviously with a title like Jabra women's network, I think people can be, um, um, sometimes distracted by the title alone. And when we look at the Jabra women's network to us its about

diversity inclusion efforts, uh, that we started in North America a few years ago. And, um, in, for us it was really, it's, it's not just the business case, but it's also because as we try to, um, continue to build culture and affect how we attract talent and retain talent, have the best talent in the world. We knew that we had to look different and we knew we had to tie that to business results as well. Because I think as we all know, uh, businesses are in the business of making money not to hire people or to look a certain way or be made up of a certain background or gender or whatever it may be. But the business case and the success then looks, when you take a diverse group and you show success by having a mix of folks work together in an inclusionary environment and you see the results that come from it, it's, it makes other people, believers that maybe in the past had not seen that before. Right. And my personal motivation is I worked with a large fortune 100, 200 companies my entire career before I joined Jabra, including Pepsi and Gatorade for almost 12 years. Safeco insurance, waste management. Um, and what, what I had done at those locations and those, uh, companies is, uh, I never waited for somebody to give me the okay to start something. Uh, that may instill change. And I think [Anonymous] and the rest of the team that joined this network, they all feel the same way. And I think that was my motivation was saying, you know what, we can wait until [Senior leadership] as a whole, uh, comes, comes around to getting to a diverse inclusionary environment, or we can start initiating change and see who wants to be part of and really try to, to shape the culture a little bit differently. So that's, that's kinda my motivation for being on the team is bringing my experiences, but also bringing my, um, leadership and my ability to effectively manage change in the organization at, at my level. And, uh, and, and really, again, I think the organization,, give us the autonomy to do so, but it's, you know, no one asked us to do it. So I think it's important that, uh, we do this because we feel it's important enough for our organization and then we also feel strong about it personally.

Barbara (03:33):

Yeah, of course. And in that, um, how do you achieve these changes? Right? So what are your responsibilities, um, as a board member?

Interviewee 9 (03:46):

Yes. So for me it's again, I think it's, it's making sure that other people know that it's not just women that should be part of this. And then looking at things that we can do, uh, from a, I say from HR because I support HR mainly, but we support the business, right? From a sales and marketing perspective, how do we attract talent and how do we look differently? My role is looking at where can I help on the Jabra women's network? Where do we have barriers or roadblocks for effectively managing change and how can I help remove those? How can I be part of that if I need to be? And then volunteering for things as necessary. But also it gives, again, the face to the rest of the organization that it's not just women this program, and it doesn't have to be just women, but we look for more people of different backgrounds to join because we're looking forward to either having a other groups maybe spawn off of this or to help support the Jabra women's network, you know, and how we look. So my role again is to try to help remove barriers, continue to drive that change, um, suggestions at the group that may effectively things I've seen before working at some of the companies I've worked for and things that I've done, um, things that they've done. You know, try not to reinvent the wheel sometimes, but looking at best practices. But that's, I think I bring all those different things.

Barbara (04:59):

All right. That's great. And you touched a little bit upon already on your personal motivations for being involved in there, but in a more general perspective, why do you think there was a need for the creation of the network?

Interviewee 9 (05:11):

Uh, interestingly, um, you know, we in North America had looked a certain way for many years. I've been here about seven years now, over seven years. And I think our sales organization, or , just, our whole North American organization looked a certain way and over the past say, four years or so, maybe, maybe even five, we started really trying to focus on looking at different profiles for sales professionals and sales leaders. At the same time, our global organization was saying the same thing. You know, we need to look different. We need to really beef up our efforts to attract talent that doesn't look the same and help us, uh, kind of look the way our customers do as well as our competitors, et cetera, et cetera. And, um, you know, if you looked at where we were, you know, years ago, just an example, North America and sales and who are our sales leaders, who are our sales employees? It really did look like a traditional sales workforce and now it looks much different. And I can tell you we've had great results. Uh, we've had great, um, involvement. We've had great branding because of it and we've really haven't had to sell the results from who the people are. We see that there's a lot more diversity and inclusion as we speak. So, um, you know, that's what we're seeing right now, which is, which is great.

Barbara (06:31):

So that actually also touches upon our next question, which is related to the concrete impacts that you expect JWN to have. So a, yeah. You've mentioned a few things that have been changing already, um, in North America in general as well, but are there any more, um, uh, expectations or intentions of concrete impacts for the network?

Interviewee 9 (06:57):

Yeah, I think we, we really haven't, we haven't come up with any metrics yet, which is probably our next stage as we look at 2020 and beyond. And I say metrics just because as you both know, sometimes when you look at metrics, it helps drive if we're success. Right. And how do you know you're successful as you guys just described? But I look at the leadership across the globe and I look at the leadership just across North America. If I can effectively manage that. I also support retail and online, globally. Um, which now includes blue parrot. I support the Altea team, which is our video collaboration as you guys are probably aware of. So, you know, when you look at traditionally, even Altea team is very diverse, which is great. There's engineers, there's program managers that it's all different, you know, ethnicities, gender, uh, I love it. Uh, we just don't look like that. And I look at the leadership across the globe, you know, from a sales perspective, maybe engineering, some of those more traditionally male driven, uh, areas to start having more, uh, attractive opportunities for people from the outside to look at how we look as well as just how we market and brand, uh, our culture. You know, I think those are, those are the two things we should be able to make an impact on. Hopefully this year. Next year is really drawing more talent from a leadership perspective and, and traditionally a male lead roles as well as a leadership roles.

Barbara (08:17):

yeah, definitely. Um, and on your view, what is it, what is more fair to describe JWN as? An independent network or an interdependent part of Jabra?

Interviewee 9 (08:29):

uh, can you repeat that?

Barbara (08:31):

Yeah, of course. Um, for you, what does it more fair to describe, describe the network as an independent network or an interdependent part of Jabra?

Interviewee 9 (08:42):

I think we are still growing. Um, I think as we look at our hearing side of the business, for example, we know that they probably have some programs going on globally as well. But even even what we do across the globe, I think we're trying to be more collaborative in our approaches, you know? Right. Not just doing things that we know, but right now there's people on the Jabra women's network from all over the world, uh, but we're trying to do is then to make the same impact. You know, you know, we've seen, I think some of the change happened, uh, more quickly in North America. But you probably also know that some cultures in different countries a little bit harder to, um, instill that type of change. So yeah, I think it's important for us to give them the support they need to, to effectively, uh, begin to change. It doesn't mean it happens over night. Sometimes you have to, it's a one position at a time. I'd be one person at a time. It might be one success story at a time. Uh, but you know, I think it's important that we begin making the impact globally. So I don't know if it's interdependent. I do. I definitely know that we're not independently managed because there's people from all over the globe. We're trying to make the same change and make it scalable.

Barbara (09:48):

Yeah, that makes sense. And if you are aware of any other similar movements or networks out there, how do you think that jWN compares to them?

Interviewee 9 (10:01):

Uh, internally or externally?

Barbara (10:03):

Both.

Interviewee 9 (10:04):

Again. Yeah. I think internally in GN I think we still have some room. Like I said, I think what we do on the job of women's network will hopefully lead the way for other groups to say, you know, that they can follow suit. Right. And I think, um, I think people want to feel inclusive and included in not just decisions but see the career path, see the things that the organization believes in. See that type of environment, it's always tough when you don't have a, uh, a good grasp on where everyone's coming from. We have people in all sorts of countries as you guys are aware. So I think it's important that we have that vision somehow. And it makes sense. It looks real. I think right now I think everyone bases what we look like on Copenhagen, which is fine. Uh, Copenhagen is, is, um, diverse and I think people don't normally see that, but they, they, they have a stigma, right? They, they see it as one, one way and it may be not that way. So I think for us, um, it's, it's looking, however we look globally and making sure everyone sees that, you know, outside of us externally and then internally, um, I think we still have some work to do. Um, and I say that because again, uh, I think it's just myself and one other gentlemen potentially on the Jabra women's network right now is kinda being the, hopefully the folks that are helping drive in and move things forward and remove barriers and, and take away the traditional look at what Jabra women's network may symbolize the people. But I think there's some growth still. I think there's people that may still, you know, turn a hairy eye, if you will, and not really understand what it is, you know? Uh, so that's, that's kinda, that's kind of what, um, I think we have some, some, some, uh, grounds to make up there.

Barbara (11:42):

Yeah. Um, also like in terms of, let's just pick an example that we've been hearing a lot about. Uh, women in the channel or women in tech and, and so on, so forth. If you've heard of any other types of networks that

are similar to these, for example, how would, how do you think that, um, the Jabra women's network differ from those or, compares, are similar in any way?

Interviewee 9 (12:08):

Yeah, I think, I think that how we differ a little bit is that I think we're broader in scope. I think there's people from all different um, professions and the Jabra women's network from within GN but I think as I said before, I think there's some opportunity for us to, to, uh, branch that out a little bit and look at how do we have, for example, maybe there's a network of engineers out there that are really, really good in different industry that we can start attracting more sound or audio or video engineers to our organization. So maybe now you have more of a technical base, you said before, women in a channel. That's something that I think we really pushed and drove, but it's obviously expanding outwards. But I think we had an opportunity to showcase some of the talent that we've been able to bring in organizations, [Anonymous] and [Anonymous], other people like that, that traditionally would be in sales leadership roles that maybe in other countries or other areas was not traditionally the way it was. So I think you have opportunities in like more, uh, I'd say technical roles, sales roles. I think the marketing is doing a great job. Uh, HR is clearly a small environment, but I think there's, there's a good, a good, uh, representation in HR, but there's those traditional areas where they're usually male driven. Again, not, not to say that they shouldn't be balanced. Um, it's finding those networks out there externally that maybe we can attract some of the talent from it and then create a different look within Jabra and GN. I think that's our, that's really, really should be our goal is to look at how do we attract those leaders, those folks that could be leaders, the talent of the future. And some of those traditionally driven areas, cause like I said, if people can't engineering, audio engineering, video engineering, um, some of the sales, traditional sales roles, those are the tougher roles for women to break into and really make an impact maybe internally in our company. Right. So,

Barbara (13:57):

yeah. Yeah. And now that you've also touched upon some, some of the goals, um, what, what would you say influences which goals JWN has?

Interviewee 9 (14:08):

Well, obviously our, our leadership, our senior leadership, [CEO] and the board and Marcus and the rest, you know, I think they're going to influence what we focus on. But as said before, we can always do something different. As long as we're meeting the organizational goals, we can all do something different and instill some type of change in a lower level. Uh, that helps, you know, even if it's a smaller pocket and maybe, maybe a few years from now it spreads, you know. So I think our goals are really obviously driven by the organization from top down and, and we appreciate the attention that we're getting. Um, but I think also we know that we can do something maybe executionally that that followed a strategy that maybe shows shorter term impact and wins. I think the hardest thing to do right now is you have to show wins at some point cause people just hear Jabra women's network and there's so many things that are going on, the blogs, the speakers, the mentoring, the, all the stuff we're doing, the marketing stuff, they're working. You know, we moved some of the traditional barriers, looking at leadership roles, all those things that we're trying to do. But I don't know if people see all the wins. So I think sometimes you have to, we have to showcase that and kind of be, you know, on their own stuff so to speak. Because I think people need to see that there is some benefit to this. Not just to have a program or just have a network.

Barbara (15:25):

Yeah. And you were also mentioning a little bit about how you are able to, um, shape how to get to those goals. But in, in to what extent or how often do you feel like you have a clear direction of how to fulfill these goals or are you mostly establishing it on your own or how does this go for you?

Interviewee 9 (15:46):

I think the network, I think the network of people have some great ideas and great suggestions and I think, you know, it's easy for us to come in and say, well this is what we did at our other company. This is what worked in the past, but our culture is different. So I think I appreciate the feedback and how we kind of go after the goals as, as a group because people had some great, some of those ideas you hear and you go, okay, I know that's not going to work because of this. And then instead of shooting down the idea, I mean we come with a different variation of that. And I think the folks on the Jabra women's network has been great to kind of look at those and try to accomplish them. But I think the next step again is to, is to branch out, you know, look at the leads across the organization and get them to believe in some of these goals as well. And right now from top down we do have some goals in place, which is great. And then I think we have a better opportunity at the Jabra women's network that what to do, more tactical things that might be, that might help other teams not know how to do it right. So I think our, our job as a network is to, how do we help the teams that traditionally are not where we are, are not used to focusing on how do we help them kind of ramp their programs up or how do we help them ramp their awareness and there they're branding for so to speak.

Barbara (16:59):

Okay. All right. So this also touches upon a couple of the next things that we wanted to understand a little better in terms of the creation of strategic initiatives. It seems that it's a very collaborative from what you just told, um, uh, establishment, right? So, eh, in, in how much, in what level would you say you're involved in the creation of these strategic initiatives?

Interviewee 9 (17:26):

Um, I, I think at the very, very senior level, um, you know, we have input, but I don't know that we're driving it from the top down. Uh, but when we hear what those initiatives are, we know where we can fit in. And then we also know where I said before maybe we branch off and do some things that support that, um, or do some things differently that we want to try new. I mean if we have the time to it and we have the focus and have the resources or people that are willing to do it, why not do that in conjunction with the global goals, for example, and want to make sure we meet our global responsibility. As I just said, at the same time we made that, that um, they support that, but they may be even next level, you know, a year or two in advance of what they're asking us to do. And I said before, I think if we're, if we're, if we have a small enough network and we started to try it, we can always go back and say it worked or it didn't work. And then if it works, let's figure out how to make it scalable. How do we get it into EMEA and APAC and other areas in China if we can do that. Um, but again, I think the impact that we have is, you know, at our level we've got a number of people with different titles on the Jabra women's network. I think we all have a role that we can play as it relates to this. Uh, some of us might be closer to the senior leaders and he (inaudible) for example, maybe he can have input or has had input into some of those goals and, and that's what we hope. And [Anonymous] as well cause [Anonymous]'s on the [Senior leadership] as well,

Barbara (18:55):

right? Yeah. Um, as for the members then. So if you think about the women and the men that have been actively participating outside of the board, uh, in the JWN, how much influence would you say that they have in shaping this direction?

Interviewee 9 (19:12):

Um, I think they've had a lot of influence. Obviously it's, it's fun to, to sit on calls or, or video conferencing or meeting in person and coming up with great ideas. And then I think it's even better when we're able to, uh,

you know, go to Denmark and you see that they're having an event or you go somewhere else or you hear it, that's having an event somewhere else. So I think, um, I think people, obviously.. The influence has to be there that somebody thinks wouldn't be getting accomplished. I, I, let's be realistic. Right? You have [Anonymous] and [Anonymous] and others maybe at a higher level that sit on, I think [Anonymous], what could give other people at a very high level that's sitting on that, that Jabra women's network that maybe have great ideas, maybe have better ideas to help support removing barriers, but are they technically going to go to marketing and come up with the materials to, to change our ads as we, um, post job ads, Probably not. So then we have pretty extension of our job. Jabra women's network comes in and where people can help and in shaping what they're doing. So some of those things you'll see are happening at different levels in the organization, if that makes sense.

Marc (20:15):

Yeah, yeah, for sure.

Barbara (20:17):

Yeah, it does. Definitely. Um, and you mentioned something about, uh, what do you call on online calls and meetings and so on. In general, how do you usually communicate with your other board peers?

Interviewee 9 (20:34):

Uh, usually it's just through, um, you know, Microsoft teams or Skype for business. Right now, we just, um, uh, we just, you know, it's, it's obviously we'd love to meet in person, but we know we're not going to spend the optics every time, but we also take advantage of, we're in Copenhagen for example, for the GLG meetings and things like that. Then we'll, we'll tag onto those types of meetings. Um, but again, most of our meetings are collaborative over our, our, our network and it's either audio, video or both. And uh, that'll be the majority. And then when there's subgroups that'll have, cause they've met in person because they were all in Copenhagen at the same time or somewhere else. Um, so this, there's a couple of different ways, but the majority of time it is definitely a using our, our, our network internally. Right. It's a sniper business. Microsoft teams.

Barbara (21:21):

Yeah. And when it comes to those subgroups, is it, do you guys just meet, uh, let's say for coincidences or are you sometimes separated into smaller groups to work together on certain projects? How do you work with them?

Interviewee 9 (21:36):

That's exactly right. So we have the large group meetings and then sometimes we're getting together after those meetings to come up with ideas and kind of put some of these ideas into play. Uh, examples again, as I said before, if we had information that we're trying to get to look at the demographics across the organization, instead of handling that in the call, everyone agrees that we want to do it, and then we might fall backwards and work with the Workday team and HR team to say, can we come up with this information? What can we share? What can we not share and how can we use this information to help the rest of the organization see how we look as a whole. So I think those are, that's kind of a, that's kind of a, an example.

Barbara (22:13):

right. Yeah. Um, and does that work well for you with members that are located in geographic geographical units as well? How do you feel about having to communicate with them online and yeah, over these topics?

Interviewee 9 (22:28):

Yeah, it just depends on what the topic is. I think we have to be careful. Obviously we're a publicly traded organization. There's information that we feel like there might be privacy issues or otherwise. So we want to make sure that we're keeping that in mind. Um, and we want to make sure that the information we're sharing also if we look at the level of people that are on the network, we have to make sure that if there's certain information that can be shared, we will. And there's other that we may not, and I say that from a, um, uh, an HR perspective. Privacy. There's also certain things around, you know, compensation, things like that that we would work on at a higher level and look at it differently because there's just certain levels of organization that may not be ready to see that or shouldn't see that yet.

Barbara (23:08):

All right. Um, and a few things have already been touched upon as well. So perhaps you could tell us a little bit if you've had any feedback this far, how do you believe that job as a whole views JWN? So not only the board members are, the people that are actively engaged in the different initiatives, but also like when you tell a coworker or anything like that, how does Jabra perceive JWN?

Interviewee 9 (23:37):

Yeah, I think it's a, I think it's well received and I still think, again, not to make the world sound perfect. We know there's still people that hear Jabra women's network and they assume it's just for women or just, you know, that's the stigma carries. Right. And it's interesting cause if it was called Jabra men's network I don't know that people would give it the same attention, you know, can I join if I am a woman or not. But I think people take things too literally in terminology and it's semantics at the end of the day. But yeah, I think, I think, uh, I think it's why I mixed feel, I still, I still sense that there's still people out there that, that kinda raise their eye and go well so is just women that can join that? Even though we've said a number of times we want other people to join. I think people sometimes feel slighted too, that this might be, you know, well why isn't there a Jabra men's network or whatever it may be. So I just think we have to get people to understand it. It was a starting point for us. People had a passion. Um, we, we obviously from an organizational perspective have some goals and ideas in place that we want to increase our leadership across the globe as it relates to, you know, looking the way we should. Um, and I say that because of the way we work with competitors, we, we work with, um, you know, other organizations, vendors, customers, we wanted to be more diverse and have the right talent and just have a better mix. So maybe this group had that passion to start that and doesn't mean others can't. I think too many people were waiting for someone to push that magic button and say, Hey, now there's a network in place. Uh, make that happen too since you did the Jabra women's network or whatever. Right? So we all look at it and kind of go, that's not the way we look at it. We should have people coming to us saying, Hey, you started Jabra with women's network, or you know, [Anonymous], when you, when you started that, how do we start one for millennials and who can I work with and how can I help, you know, so I think we got off of waiting for something to happen versus if they want something to happen, you know, initiate that change and then own it.

Barbara (25:32):

Right. Yeah. And, um, in terms of opportunities and threats, what are for you, are in your eyes the biggest threats for JWN?

Interviewee 9 (25:46):

I think losing momentum because we're not sharing enough of the wins. Maybe, um, you know, if we get participation, uh, to spread out outside of just females in the organization, I think that's going to help. But that's the threats. If we don't do that as well, right. If it just remains a small group, if it just remains, you

know, the stigma and mean if it, if it, if it continues that we don't see wins, uh, often enough. I think you always, it always threatens to kind of fall away as, you know, it's great to have a program, the hardest thing to have a good program in places that sustaining it, you know, and getting people to keep, keep going.

Barbara (26:23):

Yeah. And on the other side, what are the biggest opportunities you see for JWN?

Interviewee 9 (26:30):

Uh, opportunities are just, I think they're endless. I think as I said before, there's other groups that I know want to start something like this. So instead of reinventing the wheel, it could be a way for other people to kick off similar program in that what's been GN.

Barbara (26:43):

All right. Yeah. And now it's kind of a wrap up question. Uh, what is key for JWN success according to you?

Interviewee 9 (26:54):

I think, um, again, I think the key is, is changing people's minds. What, what it really stands for. Um, I think we have to get away from that traditional, you hear a word and that's what it means. You start looking at diversity inclusion across different organizations and if this is how we want to look, there's always a burning platform for it. And it has to be related to business first. And it is, I think there's a huge business case for us to look different and look like our customers and our um, you know, our vendors and folks like that. And even in the US there's government requirements that you have a certain level of diversity and inclusion in your, in your organization just to, to win bids, for example. So I think there's a huge business case there. So I think the success for us is that people start seeing the business case that this isn't just a nice to do. Everyone's happy. Let's be honest, circle, hold hands. It's saying there is a business case to this. It makes sense for more than just those reasons and be part of it first before you, you know, look back at it and say it doesn't work. So I'd like to see some of the people that are traditionally not involved in stuff like this get involved that will be successful, that will be success to me. Uh, and also if I see other groups that branch off and start their own networks, that's success to me. And then the last best for me is when the senior leadership at organization started recognizing the wins that Jabra women's network and other networks are driving through your organization. That that looks like success to me. So I think those three things to me, um, if those happened at the same time, great to happen throughout the next few years or three years. Great. But as you see those people should be, I look back and say, man, I remember when it was just a small group of people and one, one network. Now look at where we are.

Barbara (28:36):

yeah, that's great. That was a, that was very insightful [Interviewee 9]. And that was actually our last question. So unless you have some, I don't know, final comments you would like to have then we are, we are pretty much done.

Interviewee 9 (28:49):

No, I appreciate the time. And the questions they're there. They're very good and insightful questions and provoke thought and you know, for the day, as I said before, I think, uh, the more we get full to get involved and stuff like this is great because it's definitely more than just the right reasons. It's not, you know, there's no one telling us we have to do this, but it's, it's, it's the right thing and it's going to help our organization along though. It really is.

Barbara (29:14):

Yeah. That sounds great actually. And we're rooting for that for sure. Yeah. All right. Well then, thank you.

APPENDIX 6M - INTERVIEWEE 10

Interviewee 10.

Motivation : it will help business results.

Need: internal, female workers needed a network to ventilate different ideas and support.
JWN has been a very positive thing for GN.

Independent or interdependent? : I would wish the later, but it is growing in terms of attention. Hope that it will become more integrated.

Very many companies have similar kind of set-ups. But don't know any specifics.

What influences JWN goals? : Support from top management and support from the organization in building up the awareness. It needs support. It should be something that is natural for everyone, but maybe that's not the case right now. Transparency. Benefit the network that it is higher on the company agenda.

Own involvement in JWN limited, because of lack of time.
To solve this the JWN needs to come up higher on the agenda.

No communication outside the actual schedule. And only meet online, despite a few events in the headquarters.

How Jabra views JWN:

I haven't seen it being elevated as people talking about it as something natural. JWN is something that lives its own life.

Threat: lack of support and fade out because they prioritize their real job.

Opportunities: It's probably to continue to gain further momentum and get more people into it. If you are nailed into a one question issue then it is easily just faced with one issue. There are other diversity issues that need to broaden the perspective.

Key: Support, demystify it. Invite all kinds of people into it and avoid to isolate it. Stay visible in a positive manner, and articulate the business impact further.

APPENDIX 6N - INTERVIEWEE 11

Barbara (00:03):

Right. So it started recording now.

Marc (00:06):

Great. All right. So yeah, you know, a little bit about our project already. Um, basically we want to study how, you know, actors and individuals can promote change or initiate change from within an organization, uh,

outside the, you know, normal strategic initiatives. Um, yeah, so I think we have made like 15, 17 questions, uh, about, uh, Jabra women's network and your own personal motivations, et cetera. Um, so now Barbara lead the, uh, the interview.

Interviewee 11 (00:40):

Yes, absolutely, can you hear me ok?

Barbara (00:43):

Yes, we can. It's great. Can you hear us okay as well?

Interviewee 11 (00:48):

Yes.

Interviewee 11 (00:50):

Perfect. All right. So, I mean, you discussed a little bit before with us about your role, um, in the communications part of the board and we were wondering if you could elaborate a little bit more about your exact responsibilities as a board member to JWN

Interviewee 11 (01:10):

sure. Um, I would say firstly, I'm an advocate, uh, at the Jabra women's network. And what I mean by that is to promote the, um, the board, the program that we have to our employees internally as well as generate awareness for that we actually have a program and a board with our external communities. Even though, um, we don't allow external parties to join the program as yet, um, in particular, uh, I'm in charge of communications, so sending out emails to our employees globally about our board programs, activities, our newsletters, currently still kinda sits under me. It's transitioning, uh, to someone else as I have, uh, growing responsibilities in my day job. Um, you know, I participate in, uh, you know, being part of the Jabra women's activities such as, um, in some cases hosting our webinars when [Anonymous] and [Anonymous] are unable to and interacting with the speakers.

Barbara (02:45):

All right, cool. Um, and you mentioned now that you'd be passing along the newsletter responsibility, uh, due to some more constraints. Is it, does that mean you're still gonna be within the board and this is the only thing that you're passing along or how has your participation going to change with that?

Interviewee 11 (03:06):

That is a good question. I'm not sure. I don't, I have not heard that I will be exiting the advisory board. It's just a passing, passing along, you know, that particular responsibility at the moment.

Barbara (03:21):

All right. Got it. Um, so maybe you can tell us a bit about your personal motivations for being involved with the JWN, uh, as far as now?

Interviewee 11 (03:34):

Absolutely. So in terms of personal motivation, I think it's really important to, um, talk about some of the limitations that women have experienced, in the fields of technology. Um, and I also want to encourage, you

know, new and, you know, new employees, especially the younger generation, and I don't even think they need any help because they're quite outspoken, but, um, you know, millennials or those early in careers to take part in these conversations and drive change. Um, I found that, you know, I've been in the technology field for over 20 years now and I've experienced, um, my own biases, uh, throughout my career and I think it's really important to create change.

Barbara (04:36):

Yeah, that sounds legit actually. Of course. Um, and in a more general perspective, what, why do you think there was a need for the creation of the network in Jabra?

Interviewee 11 (04:50):

So frankly, I don't know, um, how it started because the program was already instated when I joined. Um, I had heard, and I don't know if this is the case, that previously the executive sponsors, uh, who [Anonymous] was one and another who is no longer with the company felt like the conversation needed to be started within the, uh, Jabra global organization. So I don't know if there were personal instances, you know, I believe that they have the same passion as I have to create a change in what they want to be agents of change as well within Jabra and uh, GN audio. GN audio from what I understand has a program, but Jabra as a company did not. So that needed to filter through.

Barbara (05:54):

All right, so a few points here, actually I wanted to understand that a little better. Um, with regards to first you joining a little later, because I've heard that initially the board members were invited, um, as a starting point right so how, how did you get to participate into it in the advisory board? What was your, what, what made you join it? Who invited you or what was your yeah, your link`?

Interviewee 11 (06:25):

Um, so it was [Anonymous] who actually invited me, she learned through my interview stages with Jabra, I guess after I had joined her on board, my, my previous VP, uh, was [Anonymous] who was the other executive sponsor of the program and left the company and I interviewed with [Anonymous] and I had mentioned to her that, um, I was a strong advocate for women in technology that I was part of previous, um, programs in my other job. Prior to joining Jabra, I was with Cisco and, um, I was the single point of contact in Cisco Canada for our Cisco women's network program and I was helping to lead the program within Canada with our North American executive sponsor, Patrice Duran.

Barbara (07:28):

All right. All right, that makes sense. And for the other point I wanted to clarify a bit more is with regards to, um, the need for the creation. You mentioned a little about what [Anonymous] and [Anonymous] saw, but we also wanted to understand from your perspective, do you, from what you see and live in Jabra and in GN or even in the world outside, do you, what are aspects that tell you that there was the need for this creation?

Interviewee 11 (07:58):

Um, I see that, um, there are few... uh, when I first joined that there were few women leaders within the company that I had my eyes open when they learn more about, um, EMEA and how many female leaders there are. So that was good to see. Um, I would say in America here, uh, there is also a balance, but I also see the strength - and just to be transparent - they see the strength in the male leaders here and being in meetings how they're supportive, but I can tell that in terms of their interaction Um, it was much different

before. There's a candidacy, there's a transparency in how they speak, but it's in terms of their voice that it's interesting that it's almost dominating.

Barbara (09:15):

All right.

Interviewee 11 (09:19):

Don't get me wrong. I see there is a respect there by just the way things are positioned or responded to. It's very different. And, um, I see that, um, Oh God, I might be putting my foot in my mouth, but, um, um, okay. Okay. Let me just think about how to tailor this.

Barbara (09:45):

But okay. Interviewee 11, first of all, don't worry about it too much in the sense that this will be an anonymous interview and we're just trying to get as much input and transparency as we can to understand and have a more, um, truthful analysis of the situation, you know, so, and we've heard a lot of inputs. You're not the only one being interviewed.

Interviewee 11 (10:11):

Okay. I don't want it to be a career limiting move. Barbara.

Barbara (10:20):

No, no, no, no. Don't worry about it at all.

Interviewee 11 (10:23):

Okay. Um, so, you know I've been part of some senior, I don't want to say senior leadership meetings, but part of, uh, meetings where senior leadership have sat and have been able to listen and even contribute. I see the males being supportive, but I also hear under their breath, their commentary and they are like .. Interesting. Um, I also hear that they say they are supportive of ideas and change, but I also don't see them coming to the webinar sessions or joining in so to me it's, um, you know, it's a catch 22.

Barbara (11:08):

Yeah. It makes sense.

Marc (11:09):

Yeah, of course. All right.

Barbara (11:11):

Um, and have you felt, eh, Oh, just one second please. Sorry.

Interviewee 11 (11:19):

Sure.

Barbara (11:28):

Yes. I was just a little lost in the questions cause now I'm kind of having my head deviating and going into things that are not super in the scope of this. But let me just go back to focus. Um, so in, in terms of the concrete impacts, um, what are you expecting JWN to be able to do? Um, for Jabra?

Interviewee 11 (11:58):

Opening up conversations, like I said, creating the change, having employees, males and females interacting with each other differently. Um, you know, having males support females, having employees, whether they be males or females. Um, encourage early in careers to create that change as well. And just being open. To me, a conversation changes at all and if we can just be open and honest, that will help and progress with all the progress that we're trying to make. I think being honest as well in, um, offering examples of situations that, that males and females have been in, so females maybe during their interview processes or situations in their career or males reflecting in how they have, um, having maybe subconsciously encouraged certain situations, you know, um, just understanding and realizing that would be great.

Barbara (13:20):

Yeah, that makes sense. And I guess from your time of joining up to this point, were you able to feel any of these impacts already or is it something that is still not clear to you entirely?

Interviewee 11 (13:38):

I actually see some of the impact, uh, and one of the ways I see that is the number of males who are joining our monthly webinars sessions. It's growing, which is great. Um, I do also see, um, emails. I receive emails from, you know, different folks, whether it be male and female. I have conversations with them about topics that they'd like to see integrated as part of our webinar sessions or the themes that you know, that they'd like the advisory board to think about. As, you know, creating conversations around. I also see that there are females, which is interesting to me. So I'm not, I don't want to just focus on the men, but it's interesting to me that there are females. That say that they want to be part of this group, but they don't actually act like they want to be part of the group. Um, so it's, you know, it could be a cultural thing. That's some of the feedback that I've heard, um, from people that have said, well, you know, uh, an example would be, you know, we have these networking groups and, and um, you know, people sign up, they want to join, but they never show up for a meeting. So it's like, do you really want to be then a creator of change if you never show up for meeting? You know, at least have the group leaders understand, maybe why you not showing up, is that a situation like in terms of conflict, are you not comfortable with the topic? Um, things of that nature. So again, you know, I think it's just being open and honest and people, they're vulnerable. Yeah. Right. vulnerability does not show weakness It shows that, you know, it might be a situation where there's a sense of discomfort and understandably when there's a sense of discomfort, you want to kind of protect yourself a little bit and that's fine. Maybe those are just points where you're encouraged to maybe listen versus being so vocal. And that helps create change too, if you just listen cause it'll help with how you face different situations.

Barbara (16:07):

Yeah, for sure. In your view, what is it, what is most fair to describe the JWN as? an independent network or an interdependent part of Jabra?

Interviewee 11 (16:23):

that is a great question. I would say it's interdependent because I think it helps all of us to be successful with how we do our work, how we interact with each other, how we encourage, uh, teammates and how our, how we help.. again, it's all about creating change and progressing in our careers and if we change, we can

and progress in our careers, we can continue to flourish in a different way and show, um, provide examples of that moving forward it becomes natural then.

Barbara (17:09):

Right. Okay. That makes sense. And I imagine that you might be aware of other movements or organizations similar to JWN, um, outside of GN. And how do you think that JWN compares to these?

Interviewee 11 (17:33):

I think we are doing extremely well with our program. Um, I think we can do better. Um, and that's just the involvement. So in other organizations in the other organization I was with, there was more involvement with male leadership and so that's a topic that I consistently bring up. And I find that maybe sometimes, I hope I don't sound like a broken record, but it's all about diversity and inclusion. Um, so not just with males but even with other nationalities. Um, and encouraging, encouraging the wholeness of diversity and inclusion.

Barbara (18:24):

Yeah, of course.

Interviewee 11 (18:27):

Early in careers, et cetera. Right. So we have a lot of millennials in our organization and so we do have millennials in our advisory board and I try to encourage our millennials to either and participate in terms of blogging. Um, so they share their experiences as well. So as who have been in our careers for for a couple of decades and in more understand them better. And how they work and how we can all collaborate.

Interviewee 11 (19:02):

All right and what, uh, what in your view influences the establishment of JWN goals?

Interviewee 11 (19:15):

I think what influences us is, um, a positive nature for us to want the organization to do well, um, for us to want to encourage everyone to be successful. And success isn't always just measured by numbers, you know, those typical metrics. But through mentorship, through relationship building and all those other effects that you have within your roles as a leader, right. Leadership qualities are not always you know numbers, it's about moving people as well.

Barbara (20:06):

Yeah, definitely. And how often do you feel like you have a clear direction to fulfill these goals?

Interviewee 11 (20:17):

Actually very, um, uh, it's consistent I think, I mean, I have extreme respect for [Anonymous] and [Anonymous] and those on our advisory board. I think we all have the same goal, which is nice. Um, we don't we don't, uh i mean we have a clear understanding of what our goals are and it's not a separate goal. Right. It's consistent.

Marc (20:46):

All right.

Interviewee 11 (20:46):

And that's what makes it very encouraging. We also understand the dynamics and differences between cultures as well. So that's what's interesting about, you know, our program in comparison to the companies that I was with. And it was very North American based. Right. Um, the women's program and the women's network program, uh, did not interact with, uh, other global women's network programs. It was very siloed. So this is one thing that I really love about Jabras program is we're interacting locally.

Barbara (21:25):

Right. Um, and I mean I understand that it seems to you that you have a, uh, clear, uh, what do you call it? Consistent communication of direction of how to fulfill these goals. And how is that communicated to you? Is it, you mentioned [Anonymous], is she the main channel or how does that work?

Interviewee 11 (21:49):

yeah [Anonymous] and [Anonymous], so we have monthly advisory board meetings where we, you know, we talk about, you know, again, what our goals are. You know, [Anonymous] and [Anonymous] actually on a biannual basis or annual basis we, you know, they review, okay, what have our achievements been, you know, in terms of our goals for this year, what have we, you know, what did we fall short on? If we fell short on anything they have, they report it all back to [CEO]ee. So that he understands the needs and the effects of the program and he's in full support of it.

Barbara (22:35):

Okay. That makes sense. And um, are you ever meeting in person with the board members or is it just that, uh, that monthly online call or how is your interaction with them?

Interviewee 11 (22:53):

Uh, currently it's been mostly online. Um, I know [Anonymous] and [Anonymous] meet if they're both in Copenhagen at the same time, but the board itself has not really met in person. Uh, we have, we host like, so if we were to have a global SKO this year, there was a plan, to host an in person meeting and an event for employees. Um, but we're, we don't have that this year, unfortunately.

Barbara (23:30):

All right.

Interviewee 11 (23:31):

There have been plans to do that. So I think, I think once travel gets reinstated or you know, as, as budgets become more available then I think, you know, there will be those opportunities in the future.

Barbara (23:52):

Yeah, that makes sense. And also in terms of like, what do you call sub subgroups meeting, right? Cause you have the board, but do you usually work alone or do you gather with some of these members separately in smaller meetings yourself? Or is that not a thing that happens for you?

Interviewee 11 (24:17):

Well, we have our networking groups that happen, uh, the female networking groups that happen on a monthly basis where we have themes or topics that we talk about in groups of six or eight people, uh, in the

group. Um, but aside from that, um, that's pretty much it. Uh, and then we have our monthly webinars, but that's, you know, so broad that's not specific to, uh, the advisory board.

Barbara (24:51):

Okay. In the smaller group meetings, it's, it also includes, it's not only for the board members right? It also includes...

Interviewee 11 (25:02):

Employees correct.

Interviewee 11 (25:02):

Okay. Yeah. All right. Um, and then let's see. How in a general view, so from top management to other employees to people that have just recently heard of it, how do you believe that Jabra reviews JWN?

Interviewee 11 (25:22):

I think it's a highly respected program. You know, when we have um, um, events, if you were to call it right regional events, there is always a thought to include JWN in an aspect to increase awareness and interact with employees so they can learn more about the initiative, participate in the initiative. So we saw that career leap in and our short video about JWN you will see millennials, you'll see, you know, um, male managerial leaders participate in that video and provide their feedback on what they believe JWN is and how effect.. You know, what type of effect it can have with employees, which is great. it's not something where you force them to be part of it as I understand that they volunteer to take part.

Barbara (26:26):

That's great.

Interviewee 11 (26:28):

I also know that there is a particular early in career employee who's a male who has been incredibly supportive of the program. I've been trying to get him to write a blog, but it's just a matter of, you know, you don't want to press somebody. He's really interested in writing a blog, but it's kind of, you know, his job comes first. So it's about time.

Barbara (26:55):

Yeah. And Oh, I think something happened with Marc. Um, but I'm sure he's going to be joining us soon. Can you still hear me?

Interviewee 11 (27:06):

I can.

Barbara (27:08):

right, great. Um, so we're reaching, Oh, there he is. Let me admit him back.

Barbara (27:17):

So, um, we're reaching actually the final questions. Maybe you could tell us on your view what the biggest threats for JWN are.

Interviewee 11 (27:31):

The biggest threats... It's a great question, Barbara.

Barbara (27:46):

let's rephrase it as challenges, right? So if, do you see any obstacles or challenges to JWN?

Interviewee 11 (27:59):

So people do this. People participate in the JWN willingly. They volunteer as an advisory board members. So the challenge, here the biggest challenge is time, right? We are all so busy, so it's not a person's job per se. And I think that if we dedicated... So like as a full time employee to the program, um, we will maybe see some progression. Um, that's the risk, right? Is people just, just putting things off all the time and I don't think if we didn't have the passion as the leadership of the program, it could easily, easily slide off to the back corner and kind of widdle away.

Barbara (29:08):

Yeah, that makes sense. Of course. And on the other hand then, what do you see as the biggest opportunities for JWN?

Interviewee 11 (29:23):

the biggest opportunities, and this is where I sense of maybe we need some dedicated employees for the program as part of meeting the corporate and social responsibility type of, uh, aspect as, um, making the program available to, our partners and customers externally and that's a want! And it's part of a discussion we've been having for a while, but there's a lot of things that need to happen for that to become available. Um, First of, you know, we want to create a social media, an external social media group on LinkedIn, which is great, um, and all are in full support of that. So we need somebody who's going to dedicate time to making sure that there are messages, there's content, there are posts that are going out that there's, they're mediating people's responses to that content. You can't just do that and hope, well, you know, it's going to go out there, but if somebody responds, you don't respond to them. That's not, that's not a good way to build the program or create awareness for Jabra because then people think, Hey, they just want to do this from a brand perspective, but they're not really interested in interacting.

Barbara (30:51):

Right

Interviewee 11 (30:53):

So, um, you know, if we create and open this up externally with opportunity for external parties to join in and share their views, their stories, male, female, young, old and it just comes a larger part of the conversation and we continue to learn from each other. And um, that's what progress is about. It's about learning from each other.

Barbara (31:20):

Yeah, for sure. And now it's our last question and maybe also wrap up point where we want to know, what's for you is key for JWN success?

Interviewee 11 (31:38):

Well, it's, well, what's key is, uh, from me that we continue to communicate with our community, right? Our internal employee community, um, that we are bringing content to them that is going to resonate. So, you know, whether it be stories, whether it be self-help, whether it be educational, whether it be inspirational. Um, I think that we always need something that will capture their attention. It needs to be, it can't be just from one point of view either. I think we need to have a holistic view and that's why I really try to encourage, like I say, diversity and inclusion. Because if it's always from a female aspect, we're never really gonna garner, um, uh, you know, male participation. If it's always from a leadership aspect, we're not necessarily going to garner millennial participation in terms of if they need help with how to progress themselves in their careers. So that to me is very, very key and critical.

Barbara (33:08):

Yeah, that makes sense. And I actually have just an extra curiosity point. Um, are you aware of whether there are any, so I mean, sorts of quota or anything like that, uh, for women in Jabra or any formal formalized requirements for hiring or something? As of now?

Interviewee 11 (33:33):

That's a good question.. No, I'm not aware of anything. I think part of our conversations have been not hiring just because the person is a woman. It's about our conversations and some of the topics we have talked about is as a woman, don't be afraid to submit your resumes for leadership roles, right. But the goal is to hire based on qualification. So you may not necessarily have on paper that particular skill, but you're qualified to learn that skill and still do a great job in the position that you're interested in.

Barbara (34:26):

All right.

Interviewee 11 (34:26):

It could be a learn scale, something you can learn within that role.

Barbara (34:31):

Yeah, for sure.

Interviewee 11 (34:33):

But no, I don't know of a particular number. I don't think we have set a number that says, Oh, you know, Jabra has to have 50% female leaders globally. I have never heard of that.

Barbara (34:48):

All right. Good to know. And I think that just concludes it from our side for now, and we really appreciate your help and your time and availability. It's been really insightful to talk to you, Interviewee 11.

Interviewee 11 (35:03):

uhhh thank you.

APPENDIX 60 - INTERVIEWEE 12

Bárbara (00:03):

Okay. So we already told you a little bit about the study before and then Marc will briefly wrap that around and then I'll start with some questions.

Interviewee 12 (00:13):

Okay.

Marc (00:13):

Yeah. Basically we want to study how, um, people or individuals within larger organizational settings can, uh, ignite change from within and through, uh, what we call sense-making and, uh, through their interactions and, um, group making within the organization. And that's why we chose to, to work with the JWN because we think that's kind of similar to what to what you're doing in, in Jabra. Yeah.

Bárbara (00:51):

Yeah. So to start off.

Marc (00:53):

Bárbara, you go.

Bárbara (00:53):

Yeah, thanks. So to start with the, we would like to know a little bit more specifications of your role and responsibilities within the board of advisors in JWN. Could you tell us a little bit about that please?

Interviewee 12 (01:12):

Yeah. Sorry. Because the network is not good enough. Eh, may, I know your question is that you, you want me to introduce myself?

Bárbara (01:22):

Your role and responsibilities.

Interviewee 12 (01:23):

Yeah. Okay. Uh, my role is that, uh, I, uh, I'm from China and I work in, in Jabra [Name] team and I lead, um, share [Name] center in China. And at this share [Name] center is a mini share [Name] center for Jabra, which is Audio apart. Not covers in GN Store Nord [inaudible], but only Jabra part. And the, my team provides the accounting service plus persons analyzes for our regional sales office in APEC, uh, plus some, uh, off shore service for our GN Audio Denmark.

Bárbara (02:08):

Okay. And in JWN more specifically?

Interviewee 12 (02:12):

The role for JWN I, I, I joined that committee, a committee and, uh, I was, am, the, the responsible for the, for the budget part, but this is my role originally at the JWN and... but I think my role is maybe for, uh, to join

this team and we work out together to, to, to, uh, achieve our target, uh, for, for the purpose of this JWN. Because I'm from [Name] team, so they assigned me a role of budget.

Bárbara (02:53):

Okay. Understood. And did you join the network at the very beginning?

Interviewee 12 (03:00):

Yes. When it is filled out, I join the team.

Bárbara (03:06):

All right. All right. And what are your personal motivations for being involved with the JWN?

Interviewee 12 (03:15):

Okay. My personal, uh, is that for me, I, I would like to join this team to. [connection breaks]

Bárbara (00:03):

[connection returns] Alright. So, um, let's pick, pick up where we left off. Um, you already told us a bit about your responsibilities. So we wanted to know what are your personal motivations for being involved with the Jabra women's network?

Interviewee 12 (00:23):

Yeah, I, I, I want to join this network because I want to, uh, to have, uh, more contact with our colleagues worldwide for networking. Besides I think, um, uh, I like to have some different ideas through this meeting - through this committee. Uh, a kind of open minded way to get more things in. Besides I kind of also, um, impacts others.

Bárbara (00:57):

Yeah. All right. And then the, in a broader perspective, why do you think there was the need for the creation of the network?

Interviewee 12 (01:07):

Sorry?

Bárbara (01:09):

Why do you think there was a need for the creation of the network?

Interviewee 12 (01:17):

Okay. Um, I think the need for creating this network's, uh, because, uh, if you say I want to influence others, or, I can have, I want a more open minded environment or I want to, um, have more network. You'll have different ways to do that. But in case, but it seems in our company we have this extra tool, to, to help me to, to meet, uh, my, my, my general motivations that why I, why don't I just join that? So this is, uh, my answer.

Bárbara (02:00):

Okay. And I understand your side of it, but also in general, in a Jabra context or in a world context, why do you see that this network needed to exist?

Interviewee 12 (02:20):

I'm sorry, I am, I am not sure I fully understand your question. Would you please repeat that again?

Bárbara (02:27):

Yeah, of course. Um, we were wondering, uh, in a general perspective, so not only about your motivation, but also what factors in the world do you think that made, uh, the Jabra women's network, uh, need to be built or in what aspects in Jabra have, have influenced the fact that this network needed to be created?

Interviewee 12 (03:02):

Okay. Um, I think, uh, if talk about all all Jabra - Jabra team for, for women, perhaps we would think that, uh, in our company, we, we are, having uh, not a big company or small company. If we, if we talk from the scale level and our people just, uh, uh, work around worldwide and, besides our daily work, we may have some contact for, for our colleagues, uh, worldwide, but we don't have other, uh, due tool, to contact each other. And the, if we have this Jabra woman team, it's a kind of way that enlarge the, the, the capability to, to contact others. And the, we have a good platform to do that. So I think this is - in this Jabra teams, Jabra woman team. Yeah. I would think we can, we can have a lot of things to do going forward. Uh, depends on our internal initiatives or other things that at least now we have this platform and through this platform, uh, we can by brainstorm, to think more. So that's why I think we need to have this brainstorm first. Sorry, this platform first.

Bárbara (04:26):

Yeah - Oh I'm sorry. Sorry, I didn't mean to interrupt. What were you saying?

Interviewee 12 (04:35):

Yeah, and I think through this, through this platform, uh, we do have some, some good things in. Uh, sometimes people may have some their minds - thought in their mind, but they don't have, uh, a way to speak out, especially regarding, uh, women part. Uh, but we have this platform and we also we have the meeting. So there is, um, there is a channel we can speak out our concerns. I just give you an example. Uh, yesterday night we have a JWN committee meeting and we just talk about the current, uh, uh, crisis on the, on the coronavirus and we have a lot of, um, Jabra, um, team, uh, Jabra colleagues that are women and they need to stay at home, not only work, but to also have to look after children, uh, on eating education, other things. So it's a kind of a, we don't, some people may feel frustrated so we can discuss this and we can discuss how we should do and how, how, how, how can we communicate with the, uh, top management team on how to get the things eh, uh, run smoothly and relief people's frustration, something like that. So I think this is a very good platform that we can view the things not only from the business purpose, which we already have that, but now we have this platform to talk about this thing may sometimes forgotten by people.

Bárbara (06:19):

Yeah. Yeah. That definitely clarifies it. Thank you for explaining. Um, and what exactly are concrete impacts that you are expecting the network to have?

Interviewee 12 (06:34):

Okay. Um, for me, I, I cannot promise there will be a concrete impact through this Jabra women team. We can have a, a concrete impact to the people. Uh, because this, this, uh, this committee for me, I think it's, uh, newly set up. I think, uh, um, it's a about a one year now and, uh, we still, I also think we're still in a development [inaudible] rate and we need to, uh, through, uh, through our practice, then we know our focus, our area. And for now I think, uh, our, our target from my point of view, maybe different a committee member may have different, but my, uh, my part, I also think, we may think about the gender equality and help our women, uh, colleagues have, uh, work, uh, uh, work happily in the company and also to develop their capabilities. And then we, we, I think we follow this path in the, in the past one one year and we also have some lectures to periodically to, to, to have to our colleagues. So give that, give us some insight. Um, where we can go.

Bárbara (08:07):

Okay. Okay. What is for you most fair to describe the Jabra women team as an independent network or an interdependent part of Jabra?

Interviewee 12 (08:24):

Um, I [inaudible] think, uh, it's a, um, it's not a independent, uh, woman's team because, uh, we naturally came from Jabra Jabra company. So when we discuss something, uh, no matter what it is, we may have the, uh, the, the, the DNA for the company part. So I would think this is a mix.

Bárbara (08:51):

Okay. Okay. And how are you, if you are aware of any other movements that are similar to this one, how do you think that the Jabra women's network compared to them?

Interviewee 12 (09:08):

Are you saying that, uh, compare Jabra woman team with other woman and collab or team?

Bárbara (09:16):

Yeah, exactly.

Interviewee 12 (09:20):

Okay, eh, I actually didn't have the chance to join a club for woman or for, for business for woman. So I cannot do this specific comparison, but I do join other clubs. I would think it's, it's not a, uh, it's not, it's not organized by a company, but it's for the, for the, uh, for the clubs that people just gather together for some interests and the, and if I compared the club, uh, , it's two kinds of club. Uh, I think, um, as I said, because Jabra woman team, because we all come from the, the, the one company. So sometimes all topics may, may relevant to the companies, uh, relevant to things. But of course we also talk about the general topics, um, uh, work life balance, uh, equality of the gender equality, but still have the sense of the company paced. And, um, I, this is one thing. The second thing is that, um, so that for other clubs we can meet each other, sorry. I need some cup of water.

Bárbara (10:49):

No problem, of course

Interviewee 12 (10:56):

I talk too much. I have three meetings [inaudible] as well.

Bárbara (11:00):

Oh wow.

Interviewee 12 (11:03):

Okay. So, so that's why I missed the why I think, "Oh, I've got to finish the media" and then "Oh I have another meeting", I'm sorry. So, but let me continue because there's a general committee, um, uh, it's a, a more watched one instead of face to face. So people should have, uh, the, the, the, the members should, uh, put more focus on engagement on this to make this a virtual team, um, more close and the people can share their, their thought. If we can meet periodically face by face I think the communication will be, will run more smoothly. I, I think, uh, more openly sometimes. Okay.

Bárbara (11:51):

Okay. That makes sense. And what would you say influences the goals that Jabra women's network has?

Interviewee 12 (12:04):

And sorry, can you, can you repeat again?

Bárbara (12:10):

Yes. Um, what would you say are aspects that are influencing the goals that the network has?

Interviewee 12 (12:26):

Could you please, uh, give me an example? I am sorry. I cannot understand what exactly the question is.

Bárbara (12:33):

Of course. Um, so is it perhaps, uh, what is going on in Jabra that is interfering with what direction the network will take? Or is it what is going on in the world or is it requests from employees? Is it requests from the top management? Is it what the board of directors - of advisors are saying that should be done? So what are the different angles that in your opinion are shaping the goals of the network?

Interviewee 12 (13:06):

Okay. Okay. Since I can, I knew what your, you are asking. I would think, uh, the Jabra women's goal will not, uh, be dominated or can told by the management team. Actually the topics, uh, the focus is, is based on different, uh, uh, committee member input. And if we agree, then we will do that. So that's why I, I think it's, I, I guess gave the example before that it's more on the gender equality, uh, people, uh, want to work life balance, or there has some, some emotion issues, those things. And then we also have some urgent case like for example, the, the charity and the donation. So I, I, I, I think this is this, our, our team members, uh, input based on their day to day, what they think we should, we should raise out to be a topic we can, we can discuss and that we can have, why do we should need to take some further action on that.

Bárbara (14:24):

Okay. Okay. And how often do you feel like you have a clear direction for how to fulfill these goals?

Interviewee 12 (14:39):

That clear direction? I, I would say, um, for me, it is a team club. I think the first thing is that, uh, we should, uh, um, um, to, to summon all the people, uh, from, from Jabora to join this first. And because this is a club, we want to, to collect their ideas and we know the focus, and then we, we work on to see whether we can have more things to do in those focus. So I, I would think this way. So I think this is network, uh, in general, I also think the club essential target is that to, to make all our lives sound better. This is also our company's mission. So I think it's, it's this thing. Maybe you can have some [inaudible].

Bárbara (15:42):

Some what? Sorry.

Interviewee 12 (15:46):

No, no, that's okay.

Bárbara (15:50):

I'm sorry, I couldn't hear the last thing you said.

Interviewee 12 (15:59):

I, I, maybe I said that, uh, maybe in different, uh, uh, period, you'll have different focus on different aspects, but the, the general mind is that we want our lives to sound better.

Bárbara (16:12):

Yeah. And I mean in the end it seems that that direction is coming from the board of advisors together, collectively, right? Is that what you're saying?

Interviewee 12 (16:27):

Yes. Yes. Yes.

Bárbara (16:27):

Okay. Okay. I understood.

Interviewee 12 (16:32):

And also of course that board advisors will, uh, will also, uh, uh, have the intention to discuss locally to understand the local, uh, request or sense by themselves to see what we really need, uh, for us. Then we raise this in the, in the committee team.

Bárbara (17:00):

Okay. So it seems like you are quite involved in the creation of the strategic initiatives. Is that the case?

Interviewee 12 (17:11):

Sorry?

Bárbara (17:12):

Um, would you then say to what extent you are involved in the creation of the strategic initiatives for Jabra women's network?

Interviewee 12 (17:25):

I would say this way.

Bárbara (17:32):

And um, how much influence do the members of the network have in shaping its direction? So not only the advisory board but also those that are joining the webinars and so on?

Interviewee 12 (17:50):

Um, you mean through the last years' practice, what we have influenced, right?

Bárbara (17:58):

No, I mean if you consider the people that are joining the webinars, um, so not only the board members, how much influence do they have in deciding what direction the women's network should go?

Interviewee 12 (18:19):

Okay. I think, um, so this part, I cannot give you a clear answer. I would just say, um, we have those webinars, uh, in a quarterly way or bimonthly way, I cannot remember the frequency. And we do have people, have our colleagues, um, maybe sometimes also have gentlemen to join us and uh, regarding what, what's the output after they join the webinar. Um, I didn't do a statistic on that to unders- to know what's their thought after they joined webinar. But if you, you're asking me how the, how, how, how I have some, uh, do, do I have some, uh, uh, some insight or output, uh, by join that webinar, I have to say that, uh, um, for some webinar I would say due to the timing difference, because the webinar is a, sometimes it's a, it's very late. If we, we joined from APEC, then we cannot join. Then we have, uh, uh, uh, recordings, uh, for that part. For some of that. I may, I may, um, uh, listen twice, but then for some of that, I just didn't have the, uh, have the time to, to listen because, uh, actually we, for me, I also have a kind of a conflict, um, that, uh, people are really busy and sometimes you just cannot, uh, have time to, to fully involved in this. But for the webinar, I joined one webinar, I think it's quite good on the career development and I, I, I really, uh, listened that twice when I take on [inaudible], that I have the chance to, to, to hear it clearly. So I think it's good. And, uh, this is one example. Another example is that, um, we also have some local webinar and I also joined one in China and I think it's a, it's a very good, uh, uh, uh, webinar and, and the result is that I not only listen to the lectures in our webinar. Later, I also pay by myself to, to, to, to join, uh, her, uh, her, her training programs. So you can see this gave us, uh, um, a tool that we can explore more about ourself, her different, uh, uh, people's thought or perspective.

Bárbara (21:14):

All right. All right. So are you, are you always communicating with, uh, the network members and the board members online or do you ever meet in person?

Interviewee 12 (21:30):

I would just say, um, I I would say that I just as meet them online for most of the, uh, of the committee member. Um, only [Anonymous] I think, and the, and the two or three people I can might meet up, I can meet them, uh, one, or two times in a year. So that's why I, I explained before, if we have the chance to meet, I think it will be more helpful for our collaboration.

Bárbara (22:10):

Yeah. Yeah, definitely. Um, and how does, um, how do you think that Jabra as a company views this Jabra women's network?

Interviewee 12 (22:33):

And you can say that to compare this Jabra network collab versus our company, right?

Bárbara (22:44):

Well, it's more, uh, what we're trying to understand is how do you believe that people who are not actively engaged in the network - if you have heard any feedback from them, how do you think that they see it?

Interviewee 12 (23:03):

Mmm. Okay. Actually, maybe I'm optimistic on this part. I don't think that people don't want to join this network, but, uh, due to some reason, uh, stop them to do that. Why I say this way, it's that when we have the first and the second session of the webinar, or some, some statistic I proactively to, to talk to all our local colleagues, uh, to check with them "How do you think that?" Something like that. And, um, my feedback is that they, they really happy that we have this, eh, Jabra women team or Jabra women club and we set up this. They feel it's very good. And regarding whether they will join that, they definitely will join. But at later, well, I see a statistics. We have a statistics, on that, uh, how you see the Jabra woman network. And I remember some people that they, they, they want to join, but, uh, they, they are very busy so they cannot allocate the time to join that. I think for me, I also have this conflict as I mentioned, that is some - some of the webinar I just don't have the time to, to, to, to, to, to, to listen to that. But, uh, I just, put it in my, in my to-do task to-do list - Yes. I will listen that but, because you are very busy so you, you'll keep on postpone that. But it's still my to do list. So this is um, interesting phenomenon that uh, people, uh, cannot allocate more time on that. But I also think it's a, it's a, uh, a portion of that. We still have - but, I don't know the percentage - we still have people that, uh, they, they really join the webinar. They really proactively to join the webinar because for me, that webinar will give them, um, um, a kind of, uh, uh, inspiring to them and then they can dive in more if they are interested. So it means that this is a kind of a, uh, more outside information to, to trigger their inside such, so I think if they are interested they can go in.

Bárbara (25:48):

Yeah. Yeah, I understand. And what do you see as the biggest threats or challenges for the Jabra women's network?

Interviewee 12 (26:03):

Eh, the threats and the challenge of the Jabra network?

Bárbara (26:08):

Yes.

Interviewee 12 (26:11):

Okay. I think about that. I, I, I really don't think that we have threat, um, on this part. So I would, uh, I would call it a challenge. Um, and the, the challenge here is that how, how, how, how can we make this team, um, work functionally well because it's just not just a team. And then we have this and we just blah blah talk and but, we don't have a, um, uh, uh, initiative and impact to others. So this is the challenge for us. So for me, I also think, uh, we need to collect the input from the, from our, uh, uh, Jabra woman, woman team, and they get this, uh, club really work. And they know that if they have some - not they have - sometimes - because

yeah, I think I would say another thing that, um, because in GN, in Jabara I also think, uh, our communication channel channel, uh, already runs quite good. So if people have their issues, they may already go to their, uh, uh, leaders of function head, something like that or HR, so the issues part. So I would think, um, for Jabra woman it's more inspiration part.

Bárbara (27:55):

Okay. And on the other side, what would you think is the biggest opportunities for the network?

Interviewee 12 (28:11):

The opportunity for this network? I think that the opportunity for network is that if you want to, to, to attention, or a checked our Jabra woman to, to, to, um, uh, like this club or like this team, then you, we must have some interesting topics and they are interested in, and this topics also can help them. So I think this is opportunity for us and we need to, uh, I mean, as the committee member or advisor, we need to better sense that and collect that and then, uh, we make it happen. And I also think a just today, just, uh, yesterday I really appreciated that uh, one lady just to resolve this, our Jabra women now work at home, uh, there are challenges. And I actually didn't realize that because I already work from home for more than one month. You know, I'm from China, we already do this for one month. So to some extent I already forgot the frustration at the beginning. And my kids is grown up so I don't have these troubles, but because other advisor they, they have this so they resolve this and I think it's really good. And going forward, if, uh, if this, um, we do have some proposals or thought and if this proposal and this thought will pass to our management team and I think we can have impact the - influence the management team, then we have a more, a more better communication with our employee that it will be very good. It's not only for company run smoothly, but also to, to, uh, but it's more important to, to all our employee, our women that we feel better.

Bárbara (30:26):

Yeah. Yeah, for sure. And to finish, this is our last question we wanted to wrap up. Uh, what is key for JWN success according to you?

Interviewee 12 (30:45):

Um, I'm from [Name] team. Maybe our chairman may have different value on that. Uh, for me, I think that the key is that, uh, uh, we can bring some benefit to our Jabra woman. And the benefit is, uh, the, um, the, the mind, uh, inspiration, uh, um, solve, their, uh, problems and I also think this way.

Bárbara (31:17):

Yeah. Yeah. Great. Um, I was actually just a little bit curious about, uh, your role, the fact that you are dealing with budget. Um, how does, how does this get communicated to the rest of the board of advisors members - when you have a budget and how much of the budget do you have, how does that communication come from your side?

Interviewee 12 (31:43):

Okay. Um, first, uh, I have, uh, a budget, uh, uh, agreed from the management team and I know this budget and I didn't share this, uh, periodically to what, uh, what our budget is remaining or what. But we just share at the beginning how much of the budget and in case, some, some, uh, some advisor they, they like to have a project and they want to have that they will first to talk to, to, to chairman, uh, [Anonymous], uh, to discuss whether this is okay. So as long as [Anonymous] says it's okay and I also think it's reasonable, then we just let it go. And, uh, my goal is that because I'm, I'm [Name] team and the brand team maybe spend from different

GN legal entity, so I can coordinate on, how can we make the money paid out, uh, quickly and smoothly so I can give them some advise, and even to coordinate within [Name] function to make it run quickly.

Bárbara (32:59):

Okay. Okay. That makes great sense. And that was basically it from our side. We want to thank you very much for your time and your insightful inputs. Yeah.

Interviewee 12 (33:14):

My pleasure! I think this is also giving me a chance to rethink the thing, so it really benefits for me. Thanks.

Marc (33:24):

That's great. Glad to hear that!

Appendix 7 - Unstructured Interviews Detailed Findings

Findings - Unstructured Interviews	
WHAT BEING IN JWN IS FOR INTERVIEWEES	<ul style="list-style-type: none"> • Passion about women in leadership and women in tech • Wants of having a family in the company • Wants of being part of the conversation that will enable giving voice to other employees
CURRENT OBSTACLES FOR JWN	<ul style="list-style-type: none"> • No information on rate of women leaving vs. men; on amount of female candidates coming in vs. male; on pay equality; on men vs. women rate in Jabra; on rate of female employees in each level • No way to see if anything has changed, any impact was created, by JWN - or defining causality of impact as tied to JWN • No way of knowing how to create impact • No way of making sure the empowerment goes out to all • Not all JWN Network Groups are working well • JWN does not have any data, as Jabra HR did not give any yet. JWN keeps pushing HR to get data • Jabra HR is working on mapping out the organization and organizing data • People having multiple things to attend to, creating need to prioritize; and they tend to prioritize Jabra work • Difficulties in understanding the level of demand that can be put on JWN contributors, when JWN itself preaches work-life balance • People do not understand what is the value of JWN • There is no visible threaded strategy across the program • Difficulties in getting speakers due to limited budget
GENERAL INFORMATION ABOUT JWN	<ul style="list-style-type: none"> • JWN board is an extra work, extra job for all involved, and no one is employed for it • JWN has existed for almost two years at this point • JWN is about webinars and Network Groups, the latter with around 150 participants attending through monthly calls

	<ul style="list-style-type: none"> • JWN is not a membership based network. JWN automatically signs up for emails Jabra workers who are women • JWN started with two passionate women went to an inspiring event with women organized by Microsoft, and heard an inspiring speech • The two JWN founders escalated approval at a time in which Jabra CEO had given a speech about women and their importance
LOCAL AND GLOBAL JWN	<ul style="list-style-type: none"> • Wants of seeing, understanding and using a roadmap of how to support women within the organization, and how it differs from region to region • Jabra US pools for more diverse groups as candidates than global • There are differing views as to how JWN can support female employees, depending on region • Wants of seeing differences around the topic between the various regions that Jabra is present • Starting a conversation between the regions could get them to help one another • Some topics play across all regions, but some regions talk about them more than others
MALES IN/WITH/FOR JWN	<ul style="list-style-type: none"> • JWN in need of men involved to achieve more; change cannot happen without inclusion • Men have been joining webinars and writing blog posts - how they are raising women in their work and combatting unintended bias • Male voices are present in JWN more often, through blog posts; but a more active role is important • Ways in which males could be more active include volunteer to be a webinar speaker, get more males to be webinar speakers • There are males in the JWN advisory board
WHAT JWN TRIES TO ADDRESS	<ul style="list-style-type: none"> • Balancing work and family; self and colleague promotion; attracting employees through diverse content in website and job posting; improving Jabra image • JWN is about empowering women and creating impact; addressing unintended bias • JWN is an attempt to creating a "safe zones" environment for open conversations • What are the gender differences in Jabra and in the world, and how to overcome them?
THE EXTERNAL CONTEXT AROUND JWN (OUTSIDE OF JABRA)	<ul style="list-style-type: none"> • Women in tech and in leadership dropping out throughout careers • Real world is not so easy to achieve things as negotiation and promotion • North America as more advanced region with increased support of women in the IT / technology workforce, also top down • There's a trend around the topic of supporting women in careers for over five years • Different regions turn to different points, depending on what has been fulfilled and what has not • External parties (Jabra partners or customers) could teach and support JWN
THE CONTEXT WITHIN JABRA	<ul style="list-style-type: none"> • Need for sharing data • Need for focusing more on diversity • Jabra with diminishing numbers of women as position escalates

	<ul style="list-style-type: none"> • The CEO is supportive of JWN, but there is a need for more of the executive leadership team to take a stance • Would the amalgamation of JWN into GN Audio make sense and be beneficial to JWN?
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Appendix 8 - Semi-structured Interviews Detailed Findings

Findings - Semi-structured Interviews	
ROLES, RESPONSIBILITIES AND PARTICIPATION	<ul style="list-style-type: none"> • JWN board member roles vary between advisors and executors, but all as JWN advocates • Roles are not predefined, and responsibilities are based on wishes of what to do, as per agreement with rest of board • Some responsibilities are given based on region (e.g. board members responsible for NA, APAC, Africa, etc) • Initiatives, agendas and their status are not clearly communicated, neither are their status • Initiatives of the present: webinars, Network Groups, sponsoring of women events, charity projects, donations. Initiatives for the future: mentorship program • JWN board serves to guide Network Groups and their discussions • There are board members who are not too involved with creating initiatives, and those who are • When not all board members can be present at meetings, follow ups and surveys are sent so that all voices are heard
ADVISORY BOARD MEETINGS AND ENCOUNTERS	<ul style="list-style-type: none"> • Meetings can be fixed (monthly board member meetings), ad hoc (meetings of smaller silos based on initiative), or casual (random encounters at the office) • Annual one-to-one meetings between board president and each member also happens • There are no meetings to discuss JWN targets • Microsoft Teams is available for casual communication in between meetings, but it's not being used so much • One JWN dedicated physical event: JWN board dinner in Ballerup
BUDGET CONSTRAINTS	<ul style="list-style-type: none"> • JWN budget is tight and unclear, given by Jabra, controlled by two board members • Private network is key to balance budget issues; they source of volunteer guest speakers
EXPECTED IMPACTS	<ul style="list-style-type: none"> • Expectations revolve around JWN impacts on Jabra's external image in the eyes of the public (other companies, customers, potential job applicants...) • Expectations of JWN impacts getting Jabra to become a leader in gender equality, through increasing internal diversity levels, recognition, retention and career satisfaction; and that this will increase Jabra's bottom line • Expectations of JWN compensating for initiatives that Jabra does not have • Expectations that JWN can be seen as something that creates value, to attract all gender employees to be involved and passionate - or to create new, similar groups on their own

JWN DATA	<ul style="list-style-type: none"> Jabra data, wanted to justify JWN actions and define their progress, is not made available by HR, except to board members in a senior management position in Jabra JWN members resort to data outside of Jabra, from other networks, or books and reports JWN is trying to build their own data by making feedback templates available to JWN Network Groups
WHY CREATING JWN	<ul style="list-style-type: none"> JWN's creation is associated to a way to initiate change instead of waiting GN to come around, which could give an image of equality of Jabra in the eyes of investors; become a place for women to speak up, get support, inspiration and encouragement; respond to tendencies of inequality in a technology focused environment; create awareness about issues in Jabra
LACKING AND PRESENT IN JABRA	<ul style="list-style-type: none"> Jabra as a company of homogeneous board members, and a male skewed organization Less and less social activities are happening in Jabra It's difficult to be in touch with colleagues outside of the daily work, especially worldwide Jabra does not have diversity officers, or anything related to diversity and culture in its organization Jabra is an empathic company that values and gives room for different points of view, but has never actively asked for the creation of JWN
MALES IN JWN	<ul style="list-style-type: none"> Both men and women need supporting initiatives to help them at all stages of their professional lives Men and women are equal, and should equally be included and addressed in JWN "Women" in JWN may prevent men from joining in, makes them think they would not belong or are not even welcome Males did not know of JWN and did not have dedicated webinars to them, so they are now included in the email communications JWN is opened to men and sees them as part of the solution to the problem
GEOGRAPHY AND JWN	<ul style="list-style-type: none"> JWN has board members located all around the world, and is therefore an online based movement, without physical meetings of its own, with online meetings which not all can join due to time and language differences, and Internet problems Virtual nature of meetings make informal dialogues difficult to happen, slowing down the trust process Some board members speak to one another because of their Jabra roles in an informal or work related manner, even when physically distant JWN is a global program that considers culture and location in its approaches, through location and language specific initiatives that are later shared online to rest of globe
(IN)DEPENDENCE FROM JABRA	<ul style="list-style-type: none"> JWN is seen by some as a fully independent organization from Jabra; by others as rooted in Jabra Jabra HR giving little support to JWN, of which initiatives are too big for HR Jabra view of JWN Some in Jabra respect and love JWN; some disagree upon and laugh at it; some do not even know of its existence Jabra as more accepting of JWN than at the start

BOARD MEMBER PERSONAL MOTIVATION TO PARTICIPATE IN JWN	<ul style="list-style-type: none"> Board members are inspired to join JWN by their own female family members or those who believe in them for being females Desire to address inequality limitations in Jabra Desire to be more in touch with, learn and get inspired by other board members and worldwide colleagues
JWN BOARD MEMBERS SELECTION	<ul style="list-style-type: none"> Board is composed of diverse members, in its majority selected by JWN founders via recommendations; some came in later as a replacement to previous board members
JWN AND OTHER NETWORKS FOR WOMEN	<ul style="list-style-type: none"> JWN is seen as a smaller, less famous, younger, internal movement when compared to other women networks, which it uses as inspiration for discussion points Other networks as source of inspiration for the beginning of JWN Other networks as movements to exchange knowledge and collaborate with Other networks as pools of talent to attract
JWN GOALS	<ul style="list-style-type: none"> Goals of JWN are influenced by top management, women in Jabra, board members' experiences, global data and trends, other organizations' approach Goals are seen as clear and consistent by some; unclear, changing and hard to measure by others Goals seen by some as rooted in individual factors; and by others as group decisions Goal of empowering and attracting diverse talent through gender equality in Jabra
JWN ENGAGEMENT OF NON-BOARD "MEMBERS"	<ul style="list-style-type: none"> Sometimes Network Groups participants do their own initiatives, planned by themselves
OPPORTUNITIES FOR JWN	<ul style="list-style-type: none"> Bringing transparency about the diversity scenario in Jabra Becoming a larger program, in terms of who it is for: more than gender only diversity, beyond Jabra (GN as a whole, and even public)
THREATS TO JWN	<ul style="list-style-type: none"> Investment of time, money, support and resources on JWN is withdrawn Strong disapproval from low value perception Board members' disagreement overcomes relevance and clear purpose
TIME AND/OR RESOURCES CONSTRAINTS	<ul style="list-style-type: none"> JWN progression as dependent upon a full time employee, not possible to be given by Jabra HR Workload in Jabra as inversely proportional to board member involvement and new participants in JWN Too many things in board members' hands means great ideas and new initiatives cannot be taken upon
TOP DOWN APPROACH IN JWN	<ul style="list-style-type: none"> JWN is seen as a grassroots developed network JWN is part of Jabra's CEO agenda and financing, and it needs to keep being so to keep running JWN is allowed to instill change as long as still meeting Jabra organizational goals JWN always communicates to Jabra CEO and HR where Jabra is behind The dependency makes it so that trust is needed between top and bottom to make JWN successful
VOLUNTARINESS	<ul style="list-style-type: none"> Most JWN board members are not measured in Jabra by JWN's performance There is not a salary tied to the JWN work; it is done on top of the Jabra job Passion drives people to work in JWN board

	<ul style="list-style-type: none">Some board members see a difficulty in prioritizing JWN, seeing it as always second to Jabra; others see it as a definite priority, even at potentially inconvenient times of the day
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