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| Case B |
| Diversity issues & strategies |
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| This rapport will advise on plausible strategies for promoting diversity at Scania by briefly evaluating theories from the field of diversity management and analyse how IBM tackled similar issues during the period 1993-2004 |
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Case B

Diversity issues & strategies

# Scania’s predicament

In order for Scania to survive and thrive in the tough competitive environment that is today’s global economy, it is essential that they remain as the number one product leader within their field.

If our company wants to reach out to many different people, the people working in the company should be of different people. Scania, our client company, had 10 % women in the management team and 0 % women in the board in 2012 (All Bright). They really are missing out on talent.

# IBM’s Diversity strategy

IBM (International Business Machines) has always been open for diversity and equality, for example they hired three women already in year 1899, 20 years before women’s voting rights. Although they hired minorities, the culture at IBM discouraged recognizing differences among employees and promoted a uniform IBM identity. One employee recalled “When you walked into IBM you took off your own hat and put on your IBM hat”. In year 1995 therefore, a HR specialist Ted Childs, launched eight different task forces. They included Asian, Black, Gay and Lesbian, Hispanic, Native American, People with Disabilities, White Men and Women. Each group had an executive sponsor with direct contact to the CEO. The task forces were intended to provide a forum for people to share ideas, learn from each other and help develop their career opportunities. Most of the groups were highly successful and also led to new programs and committees, for example EXITE (Exploring Interest In Technology and Engineering), camps for middle school girls.

1. **Identify and list 3 success factors at IBM**

* **Ted Childs**: A passionate and brave leader who had the task force idea, changing IBM forever.
* **A good task force culture**: The creation of eight different, open and safe, forums for minorities for discussing their situation. The task forces were also given appreciation and respect.
* **WMC partners and IBM’s CEOs**: Without the sponsoring and advising from the WMC partners, the task forces would be hard to realize and they would not be as successful as they were. A history of equal and diversified leaders who have had these questions highly regarded made IBM a stable company leading the way for this task force implementation.

1. **Identify and list 2 challenges and pit falls at IBM**

* Segregation and Apartheid-like measures could erode trust between groups and diminish merits of individuals within minority groups. A more polarizing and excluding workplace could cause tension not unlike the uproar from people negatively affected by affirmative action.
* One of the primary challenges as told by IBM’s management was adapting or enforcing their equity standards to the religious, cultural and political context of their different locations around the world.

1. **Discuss what and how your client company can learn from IBM**

Scania should hire a person or a team who can take on equality and diversity questions, that is crucial. We also recommend for Scania to educate all employees about equality and diversification, and about the positive results you get out of having minorities represented in a company. When implementing this, Scania should have the dual agenda in mind. That means that it’s possible to challenge conventional ideas about ideal workers and ideal work. The changes Scania makes should benefit both. (Article 18)