LUND UNIVERSITY
School of Economics and Management

Innovation as a Recruiting Criterion

- A Case Study

MGTN59 Degree Project – Master Thesis

by

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June 2019

Master's Programme in Management

Abstract

Human Resources (HR) play a significant role in contributing to the implementation of innovation through recruitment, which enables innovation through an individual level. Therefore, HR can be seen as a gatekeeper for innovation. Research on HR-practices and innovation has increased over the last decades. However, prior research puts little emphasis on what role HR plays in the recruitment of innovative individuals in fast-growing organizations. This research explores what role innovation play as a criterion in the recruiting process. The material used in this case study consists of semi-structured interviews conducted with hiring managers and other relevant employees in a fast growing IT-company in Scandinavia. By using grounded theory in the qualitative analysis, this research aims to investigate what role HR plays in the recruitment of innovative individuals. This study's purpose is to contribute to the literature concerning how HR includes innovation in its recruiting process in fast-growing organizations. The results from this research suggest that innovation as a criterion exists on three levels: the individual, team and company level and that innovation forms an underlying structure from which the more practical criterion innovation enabler emerges. The findings serve as the groundwork for future research investigating the role of HR to innovation in the recruiting process.

Keywords: Innovation, HR, Recruiting Criterion, Fast Growing Company, Hiring Managers

Acknowledgements

We would like to thank all the interviewees at the company in focus for this study. Without you this research would not be possible. Thank you; to the managers, the student liaison, and all other employees who accommodated us and motivated us to complete this thesis. We will take the lessons from this thesis into our professional lives. Again, thank you.

We want to thank our supervisor Pauline for her guidance and feedback provided over the last months. We also thank our opponents for providing us with crucial feedback during the seminars. Also, we thank the rest of our MiM classmates for their support during the thesis. Lastly, we are thankful for the MiM program for providing both a practical and theoretical learning platform, we will never be the same.

David would like to thank his family and friends for always being there, and Santiago for this wild journey.

Santiago would like to thank his sister, his abuela, dad, mom, and friends back home in the US for their unconditional support in this academic endeavor abroad. Santiago thanks Hanna for her unconditional support during the thesis process. Lastly, Santiago thanks David for all his work and energy during this thesis project.

Abbreviations

FGIC   Fast Growing IT Company

HR   Human Resources

HRM   Human Resources Management

IT   Information Technology

LUSEM   Lund University School of Economics and Management

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1. Introduction

In today's globalized world where organizations face continuously changing and competitive situations, innovation is emerging as a crucial factor for organization's competitive advantage (Cohen & Levinthal, 1990; Damanpour, 1991; Hurley & Hult, 1998; Nooteboom, 1999; Roberts, 1998; Tanner, 1998; Utterback, 1994). Research indicates that sustaining innovation in fast-growing organizations can be challenging (Kotter & Sathe, 1978; Department of Trade and Industry, 2000; Katila & Ahuja, 2002; Kutcher, Nottebohm & Sprague, 2014). Throughout the entire innovation process, the human element is involved (Galbraith, 1984; Vrakking, 1990). Thus, Human Resources (HR) plays a significant role in contributing to the implementation of innovation through recruitment, which enables innovation through an individual level. Therefore, HR can be seen as a gatekeeper for innovation.

Research on HR-practices and innovation has increased over the last decades. Scholars suggest that innovation-oriented HR systems contribute to innovation performance of organizations (Henderson & Cockburn, 1994; Galunic & Rodan, 1998; Laursen & Foss, 2003; Shahnaei & Long, 2015). However, prior research puts little emphasis on how HR includes innovation in its recruiting process in fast-growing organizations (Lau & Ngo, 2004; Ceylan, 2012).

As organizations develop innovative activities, they encounter relatively greater uncertainty and variability in the innovation process when they attempt to develop innovative activities (Atuahene-Gima, 1996). This creates a need for creative employees who are flexible, risk-taking, and tolerant of uncertainty and ambiguity (Madsen & Ulhøi, 2005). Thus, HR needs to highlight these characteristics in the recruiting process. When organizations use creative capabilities and innovative characteristics as hiring and selection criteria, their employees are likely to spawn diversity of ideas and commit to more innovation behaviors (Brockbank, 1999; Atuahene-Gima, 1996). Hence, through effective recruitment, employees become essential sources of new ideas in the firm's innovative process. However, little is known about what role HR plays in the recruitment of innovative individuals.

1.1 Aim & Purpose

This research aims to explore what role HR plays in the recruitment of innovative individuals by investigating innovation as a recruiting criterion. In order to reach this aim, the following research question will be addressed:

What role does innovation play as a criterion in the recruiting process?

The purpose of this research is to contribute to the literature concerning how HR includes innovation in its recruiting process in fast-growing organizations. In order to reach the purpose, the authors have identified the case study design as the best available research design. The chosen case for this research is a global IT-company that is experiencing a fast growth of its workforce. The reasoning behind conducting a case study will be outlined in the method (see chapter 3.1), and the case will be further presented in the results (see chapter 4.1).

The authors identify job interviews as the main component of the recruiting process; therefore job interviews are the main focus of this research. Since hiring managers conduct job interviews, their perception of the role innovation play as a criterion in the recruiting process is crucial in order to answer the stated research question. Thus, by conducting semi-structured interviews with hiring managers and other relevant employees, the authors intend to develop an understanding of HR's role in the recruitment of innovative individuals. The chosen interviewees will be presented in the method (see chapter 3.3).

Ultimately, the findings will serve to explain what role innovation play as a criterion in the recruiting process in the studied company. The authors will attempt to offer some theoretical and practical implications from this research to stimulate future research (see chapter 5.1 and 5.2).

1.2 Managerial Relevance

To meet future challenges in an increasingly complex and rapidly changing world, managers need to be effective in managing their human resources to further innovation. HR is one of the critical factors for success in any organization (Laursen & Foss, 2003), contributing to the implementation of innovation through recruitment, which enables innovation through an individual level. For managers, this means that it is critical to understand HR's role in

organizational innovation to be able to deploy fitting HRM practices that can further develop organizational innovation. This research is relevant to both recruiting managers and HR, but also for top management as they can influence the recruiting process and the strategy behind it. HR's key role in organizations makes it a necessary part of most business and management studies, which makes it highly relevant to the authors' masters program in Management.

1.3 Definition of Innovation

Research concerning innovation is often criticized for its ambiguous and capricious definitions, which makes it essential for the authors to clarify the definitions for the reader. This is also important to enable future comparisons between innovation researches and generate consistent theoretical argumentation that might otherwise prove to be difficult (Baunsgaard & Clegg, 2015). While keeping these challenges in mind, the chosen definition of innovation for this case study is presented below, which, for this study, will be kept broad as it serves the exploratory purpose.

Schumpeter defines innovation as "new products, new methods of production, new sources of supply, the exploitation of new markets, and new ways to organize business" (Schumpeter, 1934, cited in Fagerberg, 2005, p. 6). This definition gives an overview of what innovation is, with innovation seen as rooted in entrepreneurial activities (Fagerberg, 2005). Damanpour (1991) contributes to this definition by pointing out that organizational changes, caused by internal and external dynamics to further performance and productivity, are also covered by innovation. Therefore, innovation is not only about generating ideas but also implementing existing ideas into an organization (Damanpour & Wischnewsky, 2006). Damanpour and Schneider (2006) define innovation as "the adoption of a new product, service, process, technology, policy structure, or administrative system" (p. 216). This definition aligns with the use of the terminology innovation in this paper.

2. Literature Review

The literature review presents the best available knowledge concerning the research field linked to this study's research question. Earlier research is presented regarding human resource management and innovation, the importance of innovation for organizations, employees as a resource and finally, recruitment techniques used by organizations.

2.1 Human Resource Management & Innovation

Existing academic literature surrounding the topic of this study is scarce. Over the last decades, several HR-practices have been developed that contribute to organizations innovative capacity. Lately, the notion of best practices in human resource management (HRM) has become increasingly interesting for researchers. The research indicates that a set of best HR practices can further an organization's performance and effectiveness (Pfeffer, 1998). The current literature mainly focuses on bundles of HR practices and their effects and not on individual HR practices (Bowen & Ostroff, 2004; Delery & Doty,1996; Wright & Boswell, 2002). Thus, the research sheds little light on the role HR plays in the recruitment of innovative individuals in fast growing organizations. There is much research on innovation and HRM separately, but research combining the two concepts is scarce (Looise & Riemsdijk, 2004). However, the authors identified some recurring themes in the current research concerning HR's role in organizational innovation to recruitment that the authors found relevant for this study that will be presented in this chapter.

The relationship between innovation and HRM has been generally investigated in the existing literature from a contingent perspective. From this perspective, effective HR practices must follow other parts of the organization, precisely its strategy (Miles & Snow, 1984; Peck, 1994; Purcell, 1999; Raghuram & Arvey, 1994; Schuler & Jackson, 1987). However, the current research offers no consensus on what HRM practices enable innovation. Some research has been focusing on the HR system used by organizations, while others have shed light on singular HRM practices. Miles and Snow (1984) argue that providing the needed resources for a new market or product from within an organization is difficult, and suggest looking outside the organization for the abilities needed. This proposition gets support from the theoretical literature investigating the use of external sources of recruitment to achieve an innovation strategy (Gómez-Mejia, Balkin & Cardy, 2004; Miles & Snow, 1984; Olian & Rynes, 1984; Schuler & Jackson, 1987; Sonnenfeld & Peiperl, 1988).

2.2 Importance of Innovation for Organizations

As the business environments are rapidly changing, and technological development pushes organizations to reflect and improve continuously, the question of what role HR plays in the recruitment of innovative individuals is gaining importance. Research shows that there are two key areas where innovation is essential for organizations, radical developments (Colewell, 1996) and in smaller incremental changes (Bessant, 1992). Research suggests that innovation might be a key factor for organizational survival (Oldham & Cummings, 1996). Although this notion of the need for organizations to innovate is not new (Schumpeter, 1934), the pace of change is rapidly increasing, which requires organizations to be innovative to maintain and improve their position (Jackson, 1976). A crucial part of organizational innovation is that of fostering, developing, and utilizing the talents of the individuals within the organization (Amabile, 1988; Oldham & Cummings, 1996). Research suggests that innovation is not limited to individual creativity, but to implementation and application of ideas by groups within the context of the organization (Axtell, Holman, Unsworth, Wall, Waterson, & Harrington, 2000). Thus, organizations that aim to enable innovation need to select, motivate, and develop employees capable of coming up with ideas, as well as creating an environment in which these ideas can be developed and implemented. The need for this is also reflected in recent social-psychological models of innovation in organizations, which highlight that recruitment, is one crucial component in this respect (Guzzo & Shea, 1992).

Research indicates that when organizations focus on creative capabilities and innovative characteristics in their recruitment and selection criteria, it fosters innovative behavior in their employees (Brockbank, 1999; Atuahene-Gima, 1996). Some of the characteristics that scholars suggest HR to emphasize in the quest of furthering innovation is flexibility, risk-taking, and tolerance of ambiguity and uncertainty (Madsen & Ulhøi, 2005). While it is common for organizations to attach importance to innovation at a conceptual level, for instance mentioning innovation in the mission statement or core values, they often fail to translate this into a consistent HR policy (Searle & Ball, 2003; Mumford, 2011).

As organizations increasingly face pressure to be innovative, the resource-based view is gaining ground. From this perspective, an organization's capability to innovate is based on its ability to "integrate, build, and reconfigure internal and external competencies to address rapidly changing environments" (Teece, Pisano & Shuen, 1997, p. 516). To achieve this ability, organizations need dynamic capabilities, explained by Eisenhardt and Martin (2000)

as "processes to integrate, reconfigure, gain, and release resources - to match and even create market change" (p. 1107). For organizations, dynamic capabilities enable both the ability to spot potential technological shifts as well as the ability to adjust to changes through innovation (Hill & Rothaermel 2003). Precursors to dynamic capabilities can be found at the individual, network, or firm level (Eisenhardt & Martin, 2000).

Mumford (2011) emphasizes the importance of HR to manage the people in the organization in a way that furthers innovation. Factors such as team composition, job design, and organizational innovation and influences on individual creativity are crucial. Moreover, Mumford (2011) shows that organizational culture, team composition, job characteristics and team process are of importance to provide the freedom and support for individuals to come up with new ideas, share them with colleagues and finally implement them by developing new products and processes. High-performance HR practices, in general, enable innovative new products and help in competing and outperforming competitors across a wide range of industries (Mumford, 2011).

2.3 Employees as a Resource

Employees are, with their skills, knowledge, and expertise, a valuable resource of organizations (Lado & Wilson, 1994; Delery & Doty, 1996; Wright and Dunford, 2001; Collins & Clark, 2003). Effectively managed, these resources can help an organization reaching a higher level of competitive advantage and further innovation (Damanpour, 1991; Ruggles, 1998; Scarbrough, 2003). Research shows that an obstacle for this to happen is employees' unwillingness or inability to share their skills and knowledge with others because of lack of trust and self-interests (Currie & Kerrin, 2003; Hayes & Walsham, 2000; Mueller & Dyerson, 1999; Davenport & Prusak, 1998). Schneider, Goldstein, and Smith (1995) show that organizations are inclined to recruit and retain people who have similar characteristics as to those already employed. This puts pressure on newly recruited individuals to conform, rather than challenge the way of thinking in the organization (Schneider et al., 1995). Thus, it is essential for HR to meet the needs of the organization through its practices (Martinsons, 1995; Youndt, Snell, Dean & Lepak, 1996; Collins & Clark, 2003). Recruiting is a strategic HR practice that can aid organizations in choosing and allocating competent and qualified employees to perform the required tasks. Currie and Kerrin (2003) suggest that employees that understand the broader perspective and have a proper attitude are more likely to share

knowledge effectively. Thus, HR can enable and stimulate innovation by making sure that these factors are highlighted in the recruiting process (Martinsons, 1995; Scarbrough, 2003).

Campbell, Gasser, and Oswald (1996) indicate that employees behavior and personality are vital factors for innovation in organizations, as innovation-specific behavior is linked to organizational performance. According to Campbell, Gasser, and Oswald (1996), in the aim of becoming more innovative, organizations need both the organization as well as its people to change. However, Searle and Ball (2003) point out that although many organizations promote innovation as a strategic requirement, it is hard to identify evidence of it implemented in HR practices such as recruitment.

Rothaermel and Hess (2007) investigates the individual level and suggests that intellectual human capital is crucial for organizations ability to generate new capabilities. Researchers point to the tacit knowledge generated from interactions among highly skilled human capital (Almeida, Song & Grant, 2002; Kogut & Zander, 1992). For example, Henderson and Cockburn (1994) show that locally placed skills and knowledge within intellectual human capital may be a distinctive origin of innovative competence for the organization. Moreover, they argue that the reason for this is that the knowledge is deeply rooted which makes it hard to codify, which in turn makes it difficult to imitate or transfer (Henderson & Cockburn, 1994). Research indicates that organizations that invest in and notable support levels of intellectual human capital have a higher degree of innovation, meaning that an organization's human capital plays a role in the innovative performance of the organization (Hitt, Bierman, Shimizu & Kochhar, 2001).

As innovation is, by default, a knowledge-intensive activity, Simon (1991) points out that recruitment of intellectual human capital might be an effective way for organizations to learn and innovate. Simon (1991) argues that since organizational learning is generated inside the human brain, there are only two ways for organizations to enable it "(a) by the learning of its members or (b) by ingesting new members who have knowledge the organization didn't previously have" (p. 125).

Findings from meta-analytic research of team-level antecedents of creativity and innovation in the workplace show that the most critical process factor in furthering innovation is goal alignment within individuals in teams (Hülsheger, Anderson & Salgado, 2009). Moreover,

interdependence and goal alignment is shown to be of importance to generate and implement new ideas by enhancing cooperation and interaction (Campion, Papper & Medsker, 1996).

2.4 Recruitment Techniques Used by Organizations

Forrester (1994) conducted fieldwork that showed a variety of different techniques used by organizations to promote or select innovation within their employees. According to Forrester (1994), data from field studies that focused on several large organizations shows that innovation is used as a criterion during the recruitment process. He further describes that organizations use the innovation-criteria during individual or group exercises or criterion-based interviews as well as in existing personality tools.

Mumford (2011) shows how the importance for innovative organizations to recruit individuals who can contribute to more innovation might best be illustrated by companies in Silicon Valley that during the last decade have put efforts into new recruiting strategies. He further describes techniques, such as programming contests and video games as examples of how far beyond the traditional job ads these organizations have moved, intending to attract gifted individuals that can, among other things, further innovation (Mumford, 2011). Once the candidates have been identified, organizations use a variety of traditional and nontraditional approaches to select and recruit creative individuals. However, he points out the efforts of doing so have taken different routes over time with different outcomes. According to Mumford (2011), what is normal today, is for organizations to use a mix of formal tests to measure personal characteristics, behaviors related to creativity, and thinking styles. He claims that usually, the tests have been validated against job performance criterion measures. Moreover, the use of informal means to identify and select creative individuals is also widespread. However, Mumford (2011) points out that the informal ways are not always supported by research, which begs the question of how relevant these techniques are in the quest to drive organizational innovation further.

The formal tests for creativity roots from research on the characteristics of creative people dating back as early as the 1960s, where studies investigated the personality traits and backgrounds among occupations such as architects and engineers (Buel; McDermid, 1965). This research gave birth to many different tests aimed at identifying creative ability and cognitive styles. Many of the recurring traits included in the tests are openness to experience,

willingness to take risks and proactivity that all have been identified to be good indicators for individual creativity (Malakate, Andriopoulos & Gotsi, 2007).

Mumford (2011) shows that organizations are still using formal selection testing to a large extent. However, as earlier shown, organizations today also use a wide variety of informal techniques that move further than formal tests, such as games and puzzles. While job knowledge questions have been widely used for years in organizations' recruitment process where candidates are asked to solve a challenging engineering or programming problem, the rise of creative questions goes further. Mumford (2011) describes how these questions are formulated with no right or wrong answer; instead, the intention is for the recruiter to get a better picture of the candidate and to indicate their level of creativity. However, Mumford (2011) points out that the research validating and supporting the effectiveness in identifying creativity using these kinds of questions is scarce.

Mumford (2011) claims that although the methods used for identifying creativity in individuals are many, the most common one is to look for proof of earlier creative work. According to Mumford (2011), this is usually done in the early stages in the recruiting process, when selecting candidates to interview. However, Mumford (2011) points out that the problem with looking for candidates with a history of doing creative work is that the earlier work is not always an accurate representation of future work. Hence, a candidate with a creative history does not necessarily mean that the candidate will stay creative in their new job. According to Mumford (2011), this is a problem for researchers as well as organizations as the question embarks if organizations should focus on candidates' earlier successes or future potential.

3. Method

The method chapter presents the chosen research method. Background information is presented regarding research design, data collection, and the analysis of the data. Finally, the quality of the data and the limitations of the chosen research method are discussed, as well as ethical considerations.

3.1 Research Design

The research design for this paper consists of a case study due to the investigative nature of the research. The focus of case studies can be described as "collecting information about a specific object, event or activity, such as a particular business unit or organization" (Sekaran & Bougie, 2016, p. 98). Adapting the previous description, the studied case helps in furthering knowledge of how HR involves innovation in the recruiting process and point to further research. A case study is considered useful in this research as it enables the authors to examine data at the micro level, more specifically, what role HR plays in the recruitment of innovative individuals. In the scope of this research, a large sample population would prove challenging to obtain, and thus, a case study is more practical. Other advantages of using a case study are the presentation of data of real-life situations and therefore providing better insights into the specific behaviors of the subjects of interest than what other research designs might capture. As this research is concerned with the generation of an explanation from the collected data, an inductive approach is adapted (Sekaran & Bougie, 2016; Bryman & Bell, 2011).

3.2 Qualitative Data Collection Method

This study used a qualitative research method to capture multiple opinions and personal insights from the interviewees. This approach could be described as stepping "beyond the known and enter into the world of participants to see the world from their perspective" (Corbin & Strauss, 2015, p. 14). Thus, each interviewee was of high information value for this study. As this study is exploratory, interviews were deemed most appropriate to collect relevant information about the chosen topic.

Conducting interviews is a widely used method of collecting data in research (Sekaran & Bougie, 2016). An interview can be described as a "guided, purposeful conversation between two or more people" (Sekaran & Bougie, 2016, p. 113). When choosing to conduct interviews, there are some alternatives in the design, meaning unstructured, structured, or

semi-structured. Structured interviews are usually conducted when it is known at the outset what information is needed, which makes it possible to prepare the content in advance. Unstructured or semi-structured interviews enable a more exploratory approach, to probe into the several factors in the situation that might be critical to the broad problem area. Thus, semi-structured interviews give the researcher the freedom of entering an interview without a predetermined sequence of questions to ask the respondent. Instead, the researcher has the opportunity to add questions and follow-up on the answers as the interview is progressing, which can help trail the interviewee's thoughts. Structured interviews limit the possibility of doing so, but increase the generalizability of studies through its rigidity (Sekaran & Bougie, 2016).

For the chosen topic of this paper, the authors identified in-person semi-structured interviews as the best available collection method. The choice of semi-structured interviews meant that the interviews conducted in this study started with structured questions, at the same time as there was an opportunity for the authors to ask follow-up questions to explore some areas further (Sekaran & Bougie, 2016). Thus, the authors asked open-ended questions to the interviewees while still letting them extrapolate when answering the questions, as well as asking follow-up questions to generate in-depth answers and ensuring that the interviewees kept to the subject.

Alternative data collection methods, suchlike surveys, or questionnaires would limit the scope for the research conducted in this case. Surveys limit the possibility for respondents to elaborate their answers as well as the researcher's opportunity to ask to follow up questions (Sekaran & Bougie, 2016). As this research is of explorative nature surveys would limit the authors' ability to explore the interviewees' answers further. Furthermore, due to the time constraint, conducting surveys in a satisfactory matter might be proven difficult, as they often take longer to field correctly (Harrell & Bradley, 2009). Observations could have been used to collect additional data. However, this was deemed unnecessary by the authors as the interviews rendered useful quality data, and the authors assessed that it would be difficult to gain access to the actual job interviews due to confidentiality issues.

In considering what method to use for data collection, there were two significant limitations, namely time constraint and execution ability. As this research is completed as part of a one-year Master's in Management program, the authors' ability to use multiple methods for the

data collection is limited by the time frame. Furthermore, the authors assess that the studied organization would not consent to observations, as this would impose on their recruiting practices. Therefore, interviews became the most appropriate and viable method in this research to collect relevant data. One of the significant limitations associated with qualitative research is that it is a time-consuming process (Bowen, 2006). For example, qualitative research demands a labor-intensive analysis process, such as categorization and coding (Elo & Kyngäs, 2008). Furthermore, as qualitative research is open-ended by nature, the interviewees have more control over the content of the data collected (Bowen, 2006). For this study, this meant that the authors could not verify the results objectively against the information given by the interviewees.

3.3 Sampling

As qualitative sampling begins with defining the target population (Sekaran & Bougie, 2016), the case study defined that the target population was employees that were involved in the hiring process. The selection process of who to interview often relies on identifying those individuals who have been given access to the most relevant information for the study; this sampling technique is often referred to as purposive sampling because the "subjects are selected on the basis of expertise in the subject that is being investigated" (Sekaran & Bougie, 2016, p. 265). The authors determined that the most relevant employees in the hiring process were the hiring managers as they conduct job interviews with the candidates.

When conducting interviews, the selection might need to be supplemented, often by a so-called snowball selection. A snowball selection is characterized by a respondent pointing to the next person who has relevant information, which in turn points toward the next person and so on. This process continues until the researcher can, in a source-critical credible manner, report what has happened in a given situation (Sekaran & Bougie, 2016). While most research that uses interviews as a data collection method benefit from some amount of snowballing, it is not without risk if used as a primary sampling design. The risk is the overrepresentation of a single, networked group (Harrell & Bradley, 2009).

This case study was conducted in a fast growing and innovative IT company which, for the purposes of this study, will be referred to as *Fast Growing IT Company* (hereafter FGIC). FGIC were briefed before the authors visit on the focus of this research as well as the topics covered by the predetermined questions. The authors asked FGIC's student liaison to identify

hiring managers that were best suited to answer the questions. The student liaison is responsible for all students researching within FGIC and has, therefore, adequate knowledge about the organization and its employees, which made the student liaison ideal to find relevant interviewees for this study. During this sampling process, the authors were in close contact with the student liaison to ensure that the individuals selected for interviews would have relevant knowledge for this research. The student liaison provided the authors with a sample group of seven managers in the following positions: HR Director, Legal Director, R&D Senior Manager, GTS Director, R&D Product Director, Marketing Manager and Engineering Manager. The chosen managers' roles in the recruiting process varied, which will be presented further in the results section (see chapter 4).

As the interviews were conducted, one interviewee suggested that the authors should conduct an additional interview with the Technologies Director as this recruiting manager had vast experience of the company and its recruiting process, which would potentially be of relevance for this research. The authors followed through with this suggestion and obtained relevant data, which meant that a snowball selection was used in this case. Besides the above-described interview, the authors did not further use a snowball selection as the authors reached theoretical saturation. Theoretical saturation is reached "when no new information about the subject emerges in repeated cases" (Sekaran & Bougie, 2016, p. 266), which means that the authors were obtaining the same answers and the same patterns were identifiable through the chosen analytical method.

The authors interviewed one employee (Electronic Engineer) that was not a recruiting manager but had additional insight into the recruiting process as this interviewee was used to be involved in the recruitment of new employees. A snowball selection did not sample this supplementary interviewee. Instead, the authors were initially put in contact with this interviewee as the authors asked FGIC to provide the authors with information about the company's background as well as their structure. The student liaison referred the authors to the Electronic Engineer for this request. Upon meeting the Electronic Engineer, the authors learned that the Electronic Engineer is usually involved in the recruiting process, which led the authors to conduct a supplementary interview with the Electronic Engineer as well. The authors believe that this supplementary interview helped in creating a deeper understanding of FGIC's recruiting process, which in turn has made this research more relevant. Thus, the total

number of interviewees for this study was nine. The interviewees are presented in the table below.

Appendix	Interviewee	Date	Duration
B	HR Director	4/4/2019	57 mins.
C	Legal Director	4/4/2019	59 mins.
D	R&D Senior Manager	5/4/2019	48 mins.
E	GTS Director	5/4/2019	47 mins.
F	R&D Product Director	8/4/2019	40 mins.
G	Marketing Manager	8/4/2019	40 mins.
H	Engineering Manager	9/4/2019	31 mins
I	Electronic Engineer	12/4/2019	18 mins.
J	Technologies Director	23/4/2019	37 mins.

3.4 Conducting Interviews

During the interviews, the authors sought to use short questions and receive long answers. The questions were formulated to make them easy to understand for the interviewees. The authors conducted all interviews during April 2019. The interviews were held individually with each interviewee with one or both authors present. During the interviews, the authors have focused on keeping the conversations alive as well as making sure that the interviewees were allowed to develop and clarify their answers.

As the method for data collection was semi-structured interviews, the predetermined questions were divided into different themes that allowed for follow-up questions based on what the interviewee answered. The time for each interview has ranged between 18-59 minutes. By controlling the interviews to some extent, the authors ensured that the interviewees answered the questions during the interview (Sekaran & Bougie, 2016; Bryman & Bell, 2011). All but one interview was conducted at FGIC's conference offices, a place the interviewees have chosen themselves. Through the possibility of choosing a place for the interviews themselves, the aim was that the interviewees would feel more secure in their professional roles during the interviews.

The interview with the R&D Product Director was not conducted in one of FGIC's conference offices but in a quiet open section of the basement of FGIC's headquarters, which

was the choice of the interviewee. During this interview, a recording error happened that caused the recording device to only create a recording file with the first 10 minutes and the last 20 minutes of the approximately 45-minute long interview. The authors decided to complete a second interview via telephone to obtain the data lost in the recording. This was explained to the interviewee, and the second interview via telephone was approximately 15 minutes long. The authors feel confident that the data that was lost during the first interview was obtained during the second, telephone interview.

Before each interview, the authors made clear to the interviewees that the interview would be used in this research. The company in focus for this study, FGIC, requested anonymity for both the company name and the interviewed employees. Some interviewees asked the authors do not use their titles as well. Therefore, the authors have chosen to present the interviewees using not their real titles but similar titles in this research. In doing so, the authors both make sure that the anonymity of the interviewees are protected as well as their positions in the company still being accurately presented. Since it is not deemed relevant for this research, the authors have chosen not to report the interviewee's age, gender, or how long they have worked in their current position. Additionally, the authors changed the name of the studied company to FGIC to keep the anonymity of the company intact. The authors assess that this level of anonymity should be satisfactory for the interviewees as well as for FGIC.

All interviews were audio-recorded to facilitate the data analysis process. The authors asked all interviewees for permission to audio-record before starting each recording, as well as explaining that the purpose of the recording(s) was to ultimately enable a more accurate data analysis. The audio-recordings made it possible for the authors to go back to the recordings to ensure in a reliable manner that nothing important was left out or missed from the answers.

The interview(s) started with questions regarding the title and role of the interviewee, followed by openly formulated questions about the department and the company. The aim of this was to gain a better understanding of the study's focus as well as ensuring that the interviewees would be comfortable during the interview(s) by answering easy questions first (see Appendix A for the interview guideline). By formulating the questions openly, the aim was also to receive clear and unbiased answers from the interviewees.

By dividing the questions into different subjects, the aim was to get the interviewees to clarify what they perceive as the essential dimensions of the phenomenon that is at the center of this study (Sekaran & Bougie, 2016; Bryman & Bell, 2011). The subjects in which the questions were divided into were the following: 1) *recruiting strategy*, 2) *recruiting criteria*, 3) *innovation*, and 4) *development*. The authors asked different follow-up questions depending on what the interviewee answered. The aim of this was to produce a more substantive answer, as the predetermined questions were not enough to obtain the interviewees' full thoughts on the chosen topic. An example of a recurring follow-up question used in the interviews is: *Can you develop your reasoning?* When the answers began to thin out, the authors asked more direct questions about what the interviewee had not yet addressed to create relevant data. Additionally, the follow-up questions allowed the authors to explore trajectories that were deemed relevant to this study. All the questions were asked one at a time to receive as complete answers as possible as well as decreasing the risk of confusing the interviewees.

3.5 Data Analysis

The authors audio-recorded all interviews before transcribing them using the automated transcription program Trint that uses automated speech-to-text algorithms to generate transcripts (Trint, 2019). Trint's transcriptions were not wholly accurate as the interviewees had different accents, and there are audio-limitations with the program. To make sure that the transcripts were accurate, the authors listened to the recordings multiple times while manually editing any errors in the transcripts. At some occasions during the interviews, interviewees used incomplete sentences or filler words while responding to the posed question. Therefore the authors manually deleted the filler words whenever it was deemed appropriate to make the structure of the sentences more comprehensible in the transcripts. The authors were careful in making sure to maintain the intended meaning behind the interviewees' words. The authors also deleted names and terminologies used by the interviewees that could be used to identify the interviewees or FGIC. For example, some of the interviewees used terminologies specific for FGIC, which is easily searchable online and directly links to FGIC. Thus, the authors changed the names of the terminologies to protect the company's identity. After these steps, the authors analyzed the content by using grounded theory as it fits the exploratory nature of this study.

A grounded theory analytical approach involves a series of coding stages to analyze the collected data. There are three stages of analyzing: *open coding*, *axial coding*, and *selective*

coding. The first stage, *open coding*, means that the data will be "disaggregated into conceptual units and provided with a label" (Saunders, Lewis & Thornhill, 2009, p. 509). This approach aims to "derive meaning from the subjects and settings being studied" (Saunders, Lewis & Thornhill, 2009, p. 509). Thus, the authors read through the transcripts multiple times and identified similar units of data that generated categories in which the data was divided. While conducting the analysis, the authors were continually comparing the data being collected with the generated categories to determine the consistency in the coded data. New categories were created whenever there was data that did not fit in any existing category. To be able to generate the categories, there was a need for the early analysis to be focused on smaller rather than more substantial units of data; this meant that the authors had to compare the categories and then again, place the data into broader, related categories, which aided the development of the analytical process. The categorization indicated significant themes, which helped in focusing the collection of data as well as developing a sharper focus to the study's research question, which made it possible to refine the research question into a more limited scope (Saunders, Lewis & Thornhill, 2009).

The second stage of the analysis when using grounded theory is *axial coding*, which aims to find relationships between the categories that were identified from *open coding*. As these relationships are identified, the categories are regrouped into a hierarchical form, with subcategories. This approach aims to "explore and explain a phenomenon [...] by identifying what is happening and why" (Saunders, Lewis & Thornhill, 2009, p. 511). As the relationships were identified, the authors sought to verify them against the actual data by formulating questions that were tested on the identified relationships.

The final stage, when using grounded theory for the analysis, is *selective coding*. As the previous stage focused on identifying relationships between categories, this final stage focuses on "recognizing and developing the relationships between the principal categories that have emerged from this grounded approach in order to develop an explanatory theory" (Saunders, Lewis & Thornhill, 2009, p. 511).

3.6 Data Quality & Limitations

To answer the research question and fulfill this study's purpose, a certain level of validity, reliability, and generalizability need to be upheld. When conducting qualitative research, some of these notions differ slightly from when conducting quantitative research (Sekaran &

Bougie, 2016). One of the main limitations of this study is generalizability. The reason for this is first of all that the case study is only one from an entire industry, and is limited by a small sample of nine professionals within the same country. Thus, although the chosen sample was selected to improve generalizability, it would be difficult to generalize the findings from this case to other contexts. Instead, the findings are restricted to similar or even homogeneous conditions. However, this limitation in generalizability does not automatically lessen the scientific value of this research, as the purpose was to explore a phenomenon that is not explained in the existing literature.

Regarding reliability, the aim is to ensure consistent measurement through the chosen research design (Sekaran & Bougie, 2016). The selected interviewees that are the origin of the collected data in this study are professionals in their different fields of work and highly relevant for this study's topic. Thus, the sources could be deemed reliable. However, to conduct an exact repetition of this study could be proven difficult due to the research design, which is exploratory by its nature. Furthermore, the use of semi-structured interviews, open questions, and subjectivity when categorizing the data adds to this challenge. Repeating the study could, therefore, provide some inconsistency in the interviews.

Interviewer effects different types of unwanted effects can occur in the interaction different types of unwanted effects can occur in the interaction between interviewers and interviewees (Groves, Fowler, Couper, Lepkowski, Singer & Tourangeau, 2009); this involves, among other things, conscious or unconscious influence from the interviewer and adaptation from the interviewee. Visible attributes such as gender, age, and ethnicity of the interviewer may, for example, affect the answers given by the interviewee. What is perceived as sensitive issues by the interviewee can affect the response(s) they give. While conducting the interviews, the authors attempted to be aware of these potential interviewer effects by, for instance not sharing answers from one interviewee to another interviewee to avoid any influence of their answer(s). Furthermore, the authors did not explain in detail to the interviewees what they were looking for as not to cause the interviewees to give answers that they thought the authors wanted. However, before each interview, the authors sent a confirmation email to the interviewees in which a broad description of the study's topic was presented. The different themes of the predetermined questions were also included in the emails, but no specific question was presented to avoid the interviewees to prepare to answer in a certain way. The

authors assess that interviewer effects have not affected the interviews conducted for this paper.

Regarding validity, the goal is to accurately represent the collected data by making sure that the research design is suitable for the case study's purpose and deals with the research question (Sekaran & Bougie, 2016). This study's research question demands the opinions and the subjective descriptions from professionals on the role innovation play as a criterion in the recruiting process. Thus, the choice of semi-structured interviews meets the aim of validity.

The interviewees' own presuppositions and subjective worldviews are significant limitations of this research design as well (Sekaran & Bougie, 2016). Their preconceptions shape the interviewees' knowledge of the organization and in particular the role of innovation as a criterion in the recruiting process. Furthermore, the interviewees could be said to be limited to their respective role within the organization. Thus, the interviewees might not be seen as spokespersons for the entire company as their answers are influenced by their subjective worldviews and personal preconceptions of the topic for this study. A suggestion for future research is to increase the validity of the results by having a larger sample size. Future research could also focus on multiple, similar, cases and compare the results emerging; this can gain further knowledge on the role innovation play as a criterion in the recruiting process,

The authors' preconceptions and subjective worldviews are additional limitations as interpreting and understanding the collected data could be affected by this. As earlier stated, the authors did not select the interviewees, but instead, the student liaison at FGIC made the selection in consultation with the authors. The authors assess that the student liaison's role in the organization enabled better identification of relevant individuals for this study that the authors could have done by themselves as they have not in-depth knowledge about FGIC and its employees. Another limitation is the broad and non-defined topic of innovation that can be misinterpreted.

Finally, all interviews were conducted in English, due to the spread in different native languages of the interviewees; this could have had an impact on the answers given as interviewees that is not native English speakers might have a harder time expressing themselves in English.

3.7 Ethical Considerations

The authors do not have any conflict of interests with the company selected for this case study. The authors were not compensated for conducting this case study at FGIC. The authors have never been compensated in the past by FGIC. The authors are both Masters students at Lund University School of Economics and Management (LUSEM). FGIC is not compensating LUSEM for the completion of this case study.

The authors made their best efforts to be as neutral and objective as possible while conducting this case study. All interviewees have been informed that their participation in the interviews and this study is entirely optional and based on their free will. The company in focus for this study, FGIC have agreed to respect the confidentiality of the data obtained by the authors and will not be provided with information that could reveal the true identities of the interviewees.

4. Results

In the following chapter, the findings from the interviews connected to this case study research questions are presented. The results are categorized into five different themes that were generated by using grounded theory. The themes are: 1) *recruiting strategy and recruiting process*, 2) *recruiting criteria*, 3) *innovation as a recruiting criterion,* 4) *innovation as a criterion - three levels* and 5) *future role of innovation as a criterion.* First, background information about the company is presented to provide a context to this case study.

4.1 The Case - FGIC

This case study was conducted in a fast-growing and innovative IT company, FGIC. As IT companies rely on highly skilled employees to innovate and develop new products, FGIC are an ideal environment for exploring the strategies employed for recruiting employees. The objective was to understand human resource strategies within the context of the company's strategic orientation, taking into account the views of managers involved in the recruitment process. IT companies are traditionally considered to be both early and quick adopters of technological innovations (Bhens, Lau & Markovitch, 2015). The recruitment process is becoming increasingly relevant and significant for the IT sector as, despite the technological advancements, the human element remains crucial to the industry (FGIC's website, 2019; Interview HR Director).

Currently, FGIC employs more than 3000 people in more than 50 countries (FGIC's website, 2019). Initially, in the 1980s, the company started with hardware products. Today, FGIC's core activities include not only high technological products but software and solutions as well (Interview HR Director). FGIC relies on highly skilled staff and prides itself in having an influential culture of innovation. As one of the global market leaders in one of its core products, the company is driving the industry by continually launching innovative products and solutions based on an open platform (FGIC's website, 2019). For FGIC, innovation has been central since the company's foundation. Significant investments in research and development as well as having over 1000 engineers working on new technology ensures that FGIC is at the forefront of innovation (FGIC's website, 2019). This case study is directed at the headquarters of FGIC, which is located in Scandinavia. FGIC emphasizes innovation to stay competitive in a global market. For FGIC, this means making sure that the right people are recruited to maintain a market leader position and stay innovative as technological advances happen (FGIC's website, 2019).

FGIC is currently experiencing a fast growth in terms of its workforce. In 2018, FGIC hired an average of one person a day (Interview HR Director). FGIC's position makes it an interesting case study for exploring the role innovation plays as a criterion in the recruiting process in a fast-growing company. FGIC's innovation strategy is built on the philosophy of working closely with its customer base to gather feedback on their current products and solutions to gain ideas for potential improvements as well as ideas for developing new products. FGIC recognizes that the value is at what they create for their customers, therefore FGIC priorities innovation to improve the simplicity and user-friendliness of their product and solutions (FGIC's website, 2019). This strategy allows FGIC to be agile to its customers' needs and market demands. FGIC's innovation strategy depends on creating dialogue and openness amongst the employees as well as giving them freedom in their work to try new ideas (Interview R&D Senior Manager). More specifically, when developing a new product, the team in charge of the product usually gets to develop different prototypes only limited by some frames concerning the quality and functionality, as well as having a timeframe for when the prototypes need to be presented (FGIC's website, 2019). Besides these frames, the team gets much freedom in how they choose to develop the product. FGIC's innovation strategy is characterized by an entrepreneurial spirit, openness, and responsibility and is presented as crucial for maintaining innovation (FGIC's website, 2019). All employees are expected to be involved and take responsibility for what they do. Employees get a great deal of freedom under responsibility, which helps to promote innovation and creativity (Interview HR Director); this is also mirrored in the R&D Senior Manager's statement about the importance to give freedom to the employees:

> *I think the more freedom you give them to do things the more they are feeling that it's fun to work and they are feeling more committed to the company [...] if they feel freedom and trust from the management that they are allowed to invent new things, the more it will happen I think.* (Interview R&D Senior Manager)

In making sure to stay innovative and to keep a competitive market position, FGIC needs to recruit creative individuals (FGIC's website, 2019). As FGIC is experiencing fast growth in terms of its workforce, the company is facing challenges in making sure that new employees contribute to innovation (Interview HR Director).

4.2 Recruiting Strategy & Recruiting Process

To understand what role innovation play as a criterion in FGIC's recruiting process and to provide a background to the findings, it is of importance to first understand the recruiting

strategy. Therefore, FGIC's recruiting strategy explained by the interviewees is presented below.

FGIC's recruiting strategy is focused on bringing in students and recent graduates from technical universities, which is described as a "[...] key factor for our recruitment" (Interview GTS Director). By involving students in many different areas of the company, the goal is to bring in new ideas as well as attract new employees. Using the network developed with the local university, FGIC manages to keep a steady stream of students involved in different projects. As the HR Director explains, in FGIC's headquarters alone, around 80 students are working with their master theses, and each summer, almost 200 students from technical universities are hired temporarily. Furthermore, about 80 students are working hourly for the company. This strategy of involving students works well according to the HR Director, who emphasizes that many of FGIC's products originate from students' work on master theses (Interview HR Director).

When it comes to the actual recruiting process, FGIC usually conducts two interviews with the same candidate before recruiting them (Interview HR Director). During the first interview, the candidate meets the recruiting manager in which is described as a more traditional interview, where the main focus is on the candidate's formal competencies, although there are questions about the candidate's values and personality as well (Interview HR Director). If the candidate is still deemed a good fit for the position after this session, a second interview takes place (Interview HR Director). In the second interview, the focus is directed toward the personal values of the candidate to assess if the candidate's values fit the core values of FGIC (Interview HR Director). The participants are also different, as a person whom the company calls a grandparent will sit in on the interview (Interview HR Director). The grandparent is an employee already working in the department that the candidate has applied to (Interview HR Director). The grandparent asks questions to the candidate and can discuss more in-depth about technical issues concerning the work being done in the department (Interview HR Director). The grandparent's knowledge about the details puts them in a better position to discuss the technical matters as well as assessing if the candidate has the technical know-how, creative skills, and personality needed to fit in the position as well as the team (Interview HR Director). The grandparent has a veto-function, meaning that if the grandparent, for any reason, thinks that the candidate is not suited for the position or would not fit in well with the

team, the candidate will not be hired, even if the recruiting manager is of a different opinion (Interview HR Director).

The Product R&D Director explains that the grandparent fills another essential function as FGIC's workforce is rapidly growing, namely, making sure that the company avoids to "[...] lower the barrier and get the wrong people just because we want the headcount" (Interview Product R&D Director). This resistance against hiring individuals that might not fit the organizations is also mirrored in that FGIC currently "[...] are a bit behind recruitment because we don't find the persons that we want to, and that is mostly not the level of their CV [Curriculum Vitae]. It's because of the mentality and the ways of thinking" (Interview R&D Senior Manager). Similarly, the R&D Senior Manager describes the grandparent as a gatekeeper for innovation. In addition to the grandparent, the second interview is also attended by one person from HR and the recruiting manager's manager. Sometimes this manager is also acting as a grandparent. As the HR Director puts it, "[...] we will dig in under your skin about your values, your culture, your way of thinking, your history, your choices in life [...]" Interview HR Director). When the company is recruiting a manager, a second opinion is also given by a psychologist to confirm that the person is fit to lead and motivate others. The HR Director expresses that one of the success factors for FGIC's recruiting is the involvement of the grandparent in the second interview (Interview HR Director).

During the second interview, it is common for the company to have the candidate perform exercises to show their way of thinking. As the R&D Senior Manager explains, although the company sometimes uses typical test cases, the focus is on "[...] the more tricky ones or odd ones" (Interview R&D Senior Manager). The goal with these kinds of tests is to make sure that the candidates are "[...] critical in their thinking" (Interview R&D Senior Manager) and "[...] question our processes [...]" (Interview R&D Senior Manager). A test like this could, according to the R&D Director, be outlined in a way that not only makes the candidate perform a task, but also assess the candidate's ability to think outside of the box and step into the shoes of the customer by questioning how the products might be used by customers in different ways than originally intended.

All managers at the company spend "[...] approximately 10-15 percentage [...]" of their time working with recruitment (Interview HR Director). The recruiting managers do get training in recruiting before they are allowed to recruit, as well as education on the company's core

values and knowledge about how to discuss salaries with candidates. However, besides this underlying structure, the managers get much freedom in their recruiting practices. As the HR Director explains, "[...] it's important to have this kind of structure in some way, and then you are allowed to move within that area" (Interview HR Director). The Legal Director states that the recruiting managers "[...] have an open and free way of picking the persons that we believe are the best fitting for the position that is open" (Interview Legal Director).

4.3 Recruiting Criteria

FGIC has three core values that could be said to build an underlying structure on which the recruiting criteria are based. The interviewees explained that the core values are "[...] critical when recruiting [...]" (Interview Product R&D Director) and that candidates need to be "[...] compatible with our core values" (Interview Marketing Manager). Meaning that candidates are expected to embody the core values, which is seen as a foundation for innovative behavior. The core values are renamed in this study to keep the anonymity of FGIC, but the meaning behind them is still presented accurately. Thus, in this study, FGIC's core values will be referred to as the following: *Alpha, Beta,* and *Gamma*. *Alpha* means that employees should dare to try and have high ambitions. *Beta* means that employees should always act upon what is best for the company and not only themselves, their team, or their department. *Gamma* means that employees should always be as transparent as possible, both at the individual level, sharing information with other employees, but also towards customers (Interview HR Director). The Product R&D Director emphasizes that the core values are:

> *[N]ot just something that some expensive consultancy company came up with, and then we just printed it on big posters. We don't do that. We practice it, and we talk about it, and we constantly reiterate what it means to us.* (Interview R&D Product Director)

4.4 Innovation as a Recruiting Criterion

To understand what role innovation play as a criterion in the recruiting process in FGIC, it is crucial to outline and understand the interviewees' definitions of innovation. The interviewees define innovation in similar terms, with a broader definition of innovation as "[...] making connections with things that aren't connected logically" (Interview Engineering Manager) and "[...] a continuous improvement all the time [...]" (Interview R&D Senior Manager). For the interviewees, innovation involves the creation of something new or a new combination of something already existing. The interviewees emphasize that their definition of innovation does not stop at only creating something new or combining something already existing. It is

also important that what is created "[...] add value for the customer" (Interview GTS Director). Furthermore, the Technologies Director says that "[t]here may be people that have great ideas, but innovation is about actually implementing them and get them to the customer" (Interview Technologies Director). Thus, innovation at FGIC is expected to be implementable as well as adding some value to the end user.

When it comes to innovation as a criterion in the recruiting process, the interviewees repeatedly states that it is not possible to put innovation as a recruiting criterion on its own, since it is too broad of a term, "[...] I don't put the criterion 'it needs to be an innovative person'. What is that?" (Interview GTS Director). Thus, innovation is seemingly difficult to use as a criterion in the recruiting process. Instead, innovation as a recruiting criterion is about "[...] looking for someone who can enable innovation" (Interview GTS Director). The focus is on the connection between FGIC's core values and innovation to find candidates that are innovation enablers. The GTS Director says that "[w]hen I recruit I think if people fit into the core values" and that this way of recruiting has a crucial role in "[...] creating an innovative climate" (Interview GTS Director). The one core value that is of primary focus to innovation as a recruiting criterion is *Alpha*. *Alpha* means, as earlier described that employees should dare to try and have high ambitions. This connection is made clear as the HR Director defines innovation as "[...] dare to try new things. To be experimental, to go outside your comfort zone, think outside your comfort zone" (Interview HR Director); this is mirrored in the R&D Senior Manager's statement that "[...] we are looking for people that think outside the box" (Interview R&D Senior Manager). However, the interviewees emphasize that there is not enough to hire individuals who are innovation enablers; collaboration amongst individuals in teams are deemed as the key for innovation to occur. The Technologies Director maybe best articulates this:

> *[I]nnovation is quite complex. So I think that people have a person like an inventor in mind sitting somewhere inventing great things. I think if that ever happened, it's very, very rare. I think innovation today is much more depending on collaboration between different people with different skills, working together.* (Interview Technologies Director)

The interviewees highlight the importance of creativity to enable innovation. The two terms of innovation and creativity is also used interchangeably by the interviewees, the R&D Senior Manager says that "I use the word creative instead of innovative [...] it's very important for me that [candidates] are creative and for me, that is almost the same thing" (Interview R&D Senior Manager). To be able to identify individuals that are potential innovation enablers in

the recruiting process, there is a strong focus on the questions being posed to the candidates. The GTS Director says that "[...] there are several questions that I ask to understand how this person will contribute to creativity and innovation [...] I ask questions like 'can you mention something that you are really proud of that you have created?' [...]" (Interview GTS Director). The HR Director gives more examples of typical questions asked to candidates to assess if they are creative and innovation enablers, "[...] 'did you play with lego when you were a kid?' 'When did you start to build your own computer?' Then there's a lot 'how did you make choices when you were a kid?'" (Interview HR Director). Depending on the answers given, an assessment is made about the candidate's ability to "[...] contribute to creativity in our team or not [...]" (Interview GTS Director).

The interviewees all highlight the importance of making sure that candidates are creative and innovation enablers, no matter the position in FGIC. However, the R&D Senior Manager states that "[...] some other managers would probably say 'for this kind of roles we don't need this kind of creative persons,' but I don't. I think you always should have that kind of mentality" (Interview R&D Senior Manager). Also for non-technical positions, an interest in technology is deemed as necessary in the innovation enablers, the HR Director says that the interest in technology "[...] gathers us together" (Interview HR Director); this shows in the Legal Director's statement that even the candidates for the legal department need to have an "[...] understanding [for] the technology a bit" (Interview Legal Director).

Although the interviewees emphasize that it is not possible to put innovation as a recruiting criterion on its own, due to innovation being too broad of a term, the importance of involving innovation as an underlying criterion in the recruitment process is crucial. The R&D Senior Manager says that "[...] we want persons that challenge us [...] for us it's a lot about the mentality of the person" (Interview R&D Senior Manager).

The importance of involving innovation in the recruitment process has increased as the IT industry is moving in an ever faster pace, and this means that FGIC needs to "[...] be faster in our solutions" (Interview HR Director) and that there is a necessity for "[...] adding value at an early stage [...] (Interview Legal Director). The interviewees anticipate that the speed of change will only increase; this, in turn, creates a need for "[...] thinking long term and improving the ways of working and the products [...]" (Interview R&D Senior Manager). The R&D Senior Manager explains: "[...] it's a continuous improvement all the time, and that can

lead to small innovations [...], but when you scale it up, you can make a lot of improvements for a big company" (Interview R&D Senior Manager). Therefore innovation as an underlying criterion is "[...] much more important now than I thought eight years ago" (Interview R&D Senior Manager). Besides a fast-changing industry that forces FGIC to be more innovative, another explanation for the increased importance of innovation as an underlying criterion is that FGIC have "[...] understood that it's even more important" (Interview R&D Senior Manager).

Although innovation is seen as an underlying criterion in the recruitment process by most interviewees, there are exceptions. The R&D Senior Manager states that for employees working with R&D it is "[...] a natural part of our daily work just to try to think outside the box [...] I think it's equally essential wherever you are working, but I'm not sure everyone stresses it this much" (Interview R&D Senior Manager); this becomes apparent in the Legal Director's following statement "I don't think by recruiting I can drive innovation here [...]". (Interview Legal Director). Instead, the Legal Director sees the possibility of supporting innovation (Interview Legal Director).

4.5 Innovation as a Criterion - Three Levels
The interviewees explain that during the recruitment process, innovation as a criterion could be said to exist on three levels when interviewing and assessing candidates. These levels are the individual, team, and company level. The team level is the most fundamental level to innovation as collaboration within teams is "[...] very, very important" (Interview R&D Senior Manager) and sharing ideas and knowledge between employees in teams is seen as an active driver of innovation as innovation is more likely to occur during collective work.

When asked about what individual characteristics a candidate should possess, the interviewees did rarely specify innovation as a standalone criterion, but rather a several characteristics that can enable innovation. The interviewees emphasized that the individual characteristics varied as they are always dependent on what the team needs. Naturally, the needs of the teams vary, which in turn influence the individual characteristics that are used as criteria during the recruitment process. As the interviewees explained, these criteria are often closely linked to enabling innovation. The interviewees expressed that innovation as a criterion is difficult due to the challenge of assessing whether a candidate is innovative or not. Thus, the focus is instead directed on whether a candidate can enable innovation or not.

The interviewees explained that there is a third level of assessment to innovation as a criterion, which is the company level. Assessing candidates at the company level is about evaluating whether the candidate is a good fit or not for the company. In this level, the core values acted as guiding principles in the assessment of whether a candidate is a good fit or not. The interviewees explained that since FGIC depends on innovation for its competitive survival, the organizational structure is crucial, such as having "[...] a very flat organization" (Interview R&D Senior Manager) as well as a company culture influenced by core values strongly linked to innovation.

4.6 Future Role of Innovation as a Criterion

As FGIC lately has been moving from its core products in hardware, to also focus on software, the interviewees see an increasing demand for creative employees that can contribute to innovation in a highly competitive market (Interview R&D Product Director). The GTS Director states that it is difficult to know where the company is heading, but that since much has changed in FGIC during the last couple of years, the GTS Director believes that changes will come fast and in a never-ending stream, which means that the company will need employees that are up for the challenge (Interview GTS Director). The HR Director says that "[...] we have to be faster, we must have the bigger picture of our decisions, we must be faster in our solutions" (Interview HR Director). Today, innovation is deemed crucial at FGIC, and the interviewees believe that this demand for innovation enablers will only increase with time.

To meet future demands as FGIC is growing, the interviewees highlight cross-functionality as a critical part connected to recruiting innovation enablers (Interview Marketing Manager). This is deemed necessary on all levels of the organization, which is shown by the Legal Director who says that a candidate for the legal department should not only be a traditional lawyer but also "[...] a visionary, someone who can transfer legal settings with new technology [...] a versatile person rather than a lawyer (Interview Legal Director). The interviewees express that by being cross-functional, employees will hopefully contribute to innovation to a much higher degree as different departments can help each other out (Interview Marketing Manager). As the interviewees perceive the near future to demand quicker responsiveness and agility from FGIC, there is also a need to recruit individuals that can work with different professions than their own (Interview Legal Director).

Collaboration and sharing knowledge is deemed as critical future criteria as well to enable innovation. The GTS Director says that "[...] you can have a lot of ideas yourself, but as soon as you start to share with others, the idea gets bigger, and you create innovation" (Interview GTS Director). The Legal Director says that the legal department could, and should, be more deeply involved in projects as the lawyers could assist in making sure that other departments do not develop products that will be impossible to sell due to legal reasons (Interview Legal Director). The Marketing Manager also highlights collaboration as an essential factor when looking for innovation enablers, and adds that people must be open to ideas so they can collaborate. The Marketing Manager says that the marketing department may be "[...] should be more involved in the beginning [...]" (Interview Marketing Manager) when developing new products and/or software as this would make the marketing department more agile. Thus, the marketing department needs individuals that can understand other department's work and collaborate (Interview Marketing Manager).

The interviewees repeatedly mention *diversity* as a crucial part when recruiting innovative individuals. The HR Director explains: "[...] we have 50 different nationalities and striving for more because our customers are looking like that, of course, and society as well" (Interview HR Director). Furthermore, diversity is seen as crucial for enabling innovation; the Product R&D Director says that "I think diversity enables innovation. I mean, the more diverse you are, the more innovative you can be" (Interview R&D Product Director). Diversity is deemed necessary in all levels of the organization, which could be illustrated by the Legal Director who says that even lawyers should be "[...] a little bit diverse from the traditional lawyer to sort of an agile lawyer" (Interview Legal Director). However, according to the interviewees, in contrast to the demand for diversity is the unspoken but always present tendency of picking candidates that speak the native language of the country where FGIC's headquarters are located. The R&D Product Director says that "[...] all meetings are almost in [the native language], and there's a focus that when you come here, then you should learn [the native language] [...] [i]t seems to be such a strong focus on the language that I think it's a barrier" (Interview R&D Product Director). The R&D Product Director brings up the recruitment of a new manager as an example of how this preference can appear "[...] when he was introduced the first sentence was 'yeah, and he will learn [the native language]" (Interview R&D Product Director).

Another sector where FGIC falls short in implementing diversity in its recruiting process is the employment of women. Currently, only "[...] 29 percentage are women, so this is something we have to make progress" (Interview HR Director). The reason for this underrepresentation of women is explained by there being "[...] not so many women studying technological, tech and science educations" (Interview HR Director). The HR Director states that FGIC is looking to recruit more female leaders as "[...] they could be role models [...]" (Interview HR Director). This internal contradiction is something the interviewees are aware of as they also highlighted that "[...] we're beginning to see that we have to hire people in different parts of the world" (Interview R&D Product Director). The reason for this is that FGIC "[...] are beginning to understand that there are too few people here. So we have to do something different [...]" (Interview R&D Product Director). Thus, diversity is an essential factor that the interviewees believe will be of even more significant focus shortly when hiring for innovation; this aligns with the HR Director stating that FGIC needs to work closely with universities to create a pool of potential employees with skills that will be relevant in the future. The HR Director adds that "[...] the future and development is running so fast [...]" (Interview HR Director) with a lot of uncertainty (Interview GTS Director), which makes it difficult to make any real, reliable plans for how the recruiting process should develop and what role innovation will play in it (Interview HR Director).

5. Discussion & Conclusion

The research question presented in chapter 1.1 is the basis of the discussion. Possible answers, as well as assumptions and explanations, are presented as well. This research aimed to address the question:

What role does innovation play as a criterion in the recruiting process?

The research question focuses on the role innovation play as a criterion in the recruiting process, specifically during job interviews conducted with candidates. The purpose of this study was to contribute to the gap in the literature concerning how HR includes innovation in its recruiting process in fast-growing organizations. This study's approach has been to interview professionals involved in the recruiting process in a fast growing IT company, FGIC to investigate what role HR plays in the recruitment of innovative individuals.

As explained in the introduction (see chapter 1), the earlier research puts little emphasis on how HR includes innovation in its recruiting process in fast-growing organizations; this meant that it was important for this research to capture the role of innovation as a recruitment criterion within FGIC. The earlier literature presented indicates that when organizations focus on innovative characteristics in their recruitment and selection criteria, it fosters innovative behavior in their employees (Brockbank, 1999; Atuahene-Gima, 1996).

The findings from this research provide the suggestion that innovation does play a crucial role in the recruiting process, but rather as an underlying criterion than a standalone criterion. More specifically, innovation as a criterion is difficult to use due to the challenge of assessing whether a candidate is innovative or not. As the findings show, the focus is instead directed on whether a candidate can enable innovation or not. Thus, the role innovation play as a criterion in the recruiting process is building the base from which the more practical criterion innovation enabler emerges.

As the findings suggest, innovation as a criterion could be said to exist on three levels in the recruiting process, namely, the individual, team, and company level. The individual level is where the assessment of the candidates' characteristics happens, and these characteristics vary as they are dependent on what the team needs (i.e., what characteristics are needed to compliment employees in a team). The team level is where the candidates are evaluated

concerning if they are a good fit for the team and its needs. The company level is where candidates are assessed about whether they are a good fit for the company, with the core values in focus. As the needs of the teams vary, different hiring managers use different individual characteristics in the recruitment process.

The different criteria at each of the three levels are closely linked to enabling innovation. Madsen and Ulhøi (2005) suggest that in the quest of furthering innovation, characteristics such as flexibility, risk-taking, and tolerance of ambiguity and uncertainty should be emphasized when recruiting. Moreover, Malakate, Andriopoulos, and Gotsi (2007) point to openness to experience, willingness to take risks, and proactivity as good indicators for individual creativity. As the characteristics that FGIC are looking for are dependent on what the team needs, there is no standard checklist with characteristics to innovation that FGIC uses in the recruitment process. However, as the findings show, risk-taking (i.e., dare to try), flexibility (i.e., open for new ideas) and tolerance for uncertainty is commonly used characteristics by FGIC in the recruitment process. Thus, the characteristics used by FGIC when recruiting could be said to be strongly influenced by innovation as an underlying criterion. Furthermore, FGIC's focus on the needs of the team(s) to enable innovation is mirrored in the research done by Hülsheger et al. (2009) that show that the most critical process factor in furthering innovation is goal alignment within individuals in teams. The three levels of innovation as a criterion in the recruiting process are clarified in the table below.

Innovation as a criterion- Three Levels

Company level — Does the candidate possess the core values that enable innovation?

Team level — Can the candidate enable innovation in their team?

Individual level — Does the candidate possess characteristics that enable innovation ?
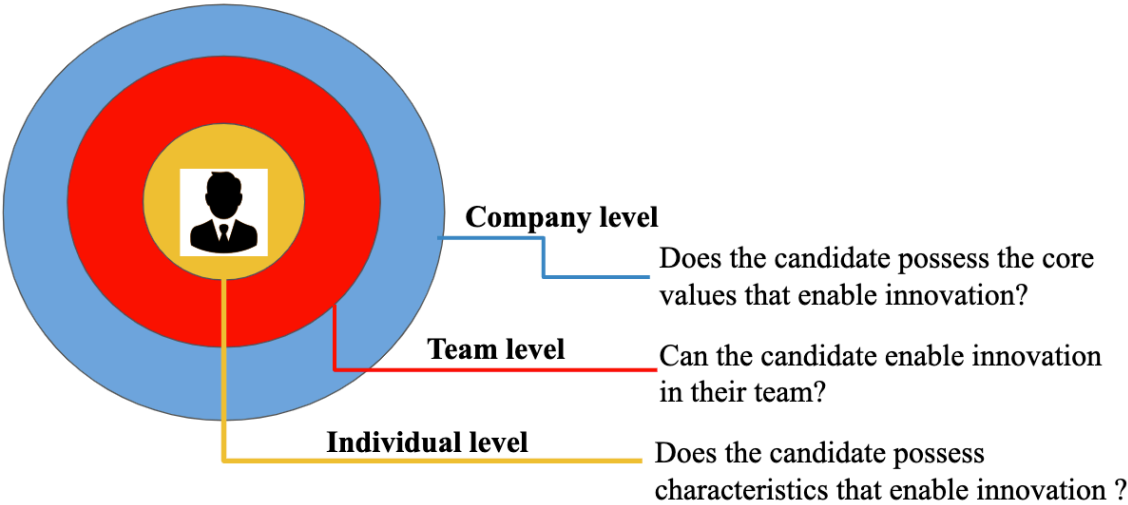
As the findings show, the interviewees perceive innovation as more likely to occur during collective work, when sharing ideas and knowledge. Thus, individuals that can collaborate with others are seen as innovation enablers, and therefore collaboration is a crucial part of the innovation criterion. This aligns with the earlier research conducted by Axtell et al. (2000) that suggests that innovation is not limited to individual creativity, but implementation and application of ideas by groups within the context of the organization. FGIC's focus on finding individuals that fit the team when recruiting shows the company's aim of facilitating innovation through collaboration. Furthermore, Mumford (2011) describes how organizational culture, team composition, job characteristics, and team process is of importance to provide the freedom and support for individuals to come up with new ideas, share them with colleagues and finally implement them by developing new products and processes. The findings suggest that innovation as a criterion is strongly linked to not only the team composition but also FGIC's organizational culture with the core values in focus when recruiting. As the findings show, during job interviews with candidates, the hiring managers use the three levels of innovation as a criterion presented above.

As FGIC depends on innovation for its competitive survival, it is not surprising that FGIC has built a flat structure aimed to drive innovation, and a company culture that has core values strongly linked to innovation. The core values could be said to influence the recruitment process by highlighting innovation as an underlying criterion. As the findings show, if the hiring managers would ignore the core values when recruiting, FGIC would risk hiring candidates that are not a good fit. In turn, this could make FGIC less innovative in the long-term and therefore, more vulnerable to the competition. Thus, FGIC's hiring managers evaluate whether candidates will enable innovation at the individual level, at the team level, and the company level. Hill and Rothaermel (2003) point out the importance of dynamic capabilities for organizations' ability to innovate. Eisenhardt and Martin (2000) describes that precursors to dynamic capabilities can be found at the individual, network, or firm level. As innovation as a criterion in FGIC's recruiting process could be said to exist on the individual, team, and company level, the findings suggest that FGIC is channeling dynamic capabilities and thus enabling innovation.

The findings show that there are multiple methods deployed by FGIC during the recruitment process to assess candidates' innovative behavior. According to Mumford (2011), the most common method used for identifying creativity in individuals is to look for proof of earlier

creative work. Mumford (2011) describes that this is usually done in the early stages in the recruiting process when selecting candidates to interview. However, as Mumford (2011) points out, the problem with looking for candidates with a history of doing creative work is that the earlier work is not always an accurate representation of future work. Therefore the question if organizations should focus on candidates' earlier successes or future potential emerges (Mumford, 2011). The findings show that while FGIC is indeed looking for proof of earlier creative work in their candidates, the company is focused on bringing in students and recent graduates. Naturally, it is more challenging to find proof of earlier creative work in students, as they usually have none or limited work experience. Thus, FGIC could be said to focus more on potential future innovation than on earlier creative work by bringing in students with the aim of enabling innovation. FGIC's choice to use a variety of traditional and nontraditional methods to select and recruit innovation enablers is mirroring what other organizations have been found to do in earlier research (Mumford, 2011). What emerges as the primary tool used by FGIC is the grandparent interview where questions are formulated with no right or wrong answer about the candidates' personality and personal values to assess whether the candidates fit the core values of FGIC, and to indicate their level of creativity.

Furthermore, the findings show that FGIC uses informal tests to identify and select innovation enablers. These tests aim to go beyond assessing the candidate's technical know-how, and instead evaluate if the candidate can think outside the box and put oneself in the customer's place. However, as Mumford (2011) points out, the research validating and supporting the effectiveness of informal ways to identify creativity is thin. Thus, the question emerges if FGIC's use of informal methods in the recruiting process is the right choice of method to identify innovation enablers or not. The findings suggest that FGIC seem to be convinced that their chosen methods work well to identify and select innovation enablers.

The earlier presented literature shows that an obstacle for innovation to occur is employees' unwillingness or inability to share their skills and knowledge with others because of lack of trust and self-interests (Currie & Kerrin, 2003; Hayes & Walsham, 2000; Mueller & Dyerson, 1999; Davenport & Prusak, 1998). Currie and Kerrin (2003) suggest that employees that understand the broader perspective and have a proper attitude are more likely to share knowledge effectively. As the findings show, the core value *Beta* means that employees should always act upon what is best for the company, which follows Currie and Kerrin's (2003) explanation of the broader perspective. When it comes to a proper attitude, the core

value *Gamma* fits as it means that employees should always be as transparent as possible. Thus, the findings suggest that FGIC's remedy toward the risk of hiring individuals that are unwilling or unable to share their skills and knowledge with others is to make sure that the company's core values are emphasized during the recruitment process.

Finally, an interesting finding is that while the interviewees highlight diversity as an essential factor for enabling innovation and thus being part of the innovation-criterion, FGIC tend to hire individuals that speak the native language of the country in which FGIC's headquarters are located. As Schneider et al. (1995) point out; organizations are inclined to recruit individuals who have similar characteristics as to those already employed. The interviewees explain the overrepresentation of employees speaking the same native language as a comfort issue, due to FGIC's headquarters location. Furthermore, the findings show that women are a minority of FGIC's workforce; the interviewees explain this as an overall challenge in the industry due to the lower interest for technical educations among women. According to Schneider et al. (1995), organizations' tendency to hire more of the same puts pressure on newly recruited individuals to conform, rather than challenge the way of thinking in the organization. As the findings suggest that FGIC looks for individuals who questions the processes and the ways of working within FGIC, it seems that FGIC does not fully manage to implement innovation as a criterion in the recruiting process. This follows the earlier research presented that indicates that while it is common for organizations to attach importance to innovation at a conceptual level, they often fail to implement this into consistent HR policy (Searle & Ball, 2003; Mumford, 2011). The findings suggest that FGIC are aware of the risks of recruiting individuals who have similar characteristics as to those already employed and that FGIC is becoming increasingly aware of the benefits of hiring individuals not speaking the same native language as well as recruiting more women to enable innovation through diversity further. However, as the findings show, FGIC has yet managed to implement these strategies in a consistent manner.

5.1 Research Implications

This research aimed to explore the role of HR to innovation in a fast-growing organization by investigating what role HR plays in the recruitment of innovative individuals. Ultimately, this research's purpose was to contribute to the literature concerning how HR includes innovation in its recruiting process in fast-growing organizations. In line with the stated aim and purpose, the theoretical and practical implications of this research are presented below.

This research contributed to the understanding of HR's role in the recruitment of innovative individuals. The findings add to the earlier research done that shows that organizations can enable innovation by using innovative characteristics in their recruitment and selection criteria. This research indicates that innovation as a criterion exists on three levels in the recruitment process: the individual, team, and company level. The findings from this research contributed to the earlier literature that suggests that characteristics such as flexibility, risk-taking, and tolerance of uncertainty are linked to enabling innovation, and thus are essential parts of the innovation-criterion in the recruiting process. Furthermore, this research supports the literature concerning the importance of teams and collaboration to further innovation. Finally, this research adds to the earlier research done that shows the challenges of translating conceptual goals concerning innovation into consistent HR policy.

Based on the discussion of this research, the value of this research points towards practical relevance in terms of opportunities for improvement in the recruitment process. The findings show the importance of hiring managers to use the company's core values in the recruiting process to further innovation. Thus, during a time of a fast-growing workforce, HR needs to ensure that the importance of the core values are emphasized and reinforces through training and communication to the hiring managers and. Furthermore, the findings show that FGIC is experiencing challenges when it comes to recruiting a more diverse workforce, which might harm the organization's ability to innovate. Thus, it could be valuable for HR and top management to highlight the importance of selecting and recruiting a more diverse workforce to enable innovation; this could, for example, be done by anonymisation candidates native language in the selection process of whom to interview, which might, in turn, make the initial pool of candidates more diverse.

5.2 Future Research
As explained in the method (see chapter 3.6), one of the main limitations of this study is generalizability. The reason for this is first of all that the studied case is only one from an entire industry, and is limited by a small sample of nine professionals within the same country. However, the limited sample size in this research could be seen as groundwork for future research with a larger sample size to increase the validity of the results. Future research could also focus on multiple, similar, cases and compare any results to gain further knowledge on the role innovation play as a criterion in the recruiting process.

The findings suggest that FGIC understands the critical role the hiring managers play in the recruiting process as they are educated in the company's core values before being allowed to recruit new employees. The HR department is responsible for the training of the hiring managers as well as the communication of the core values; therefore HR plays a crucial role in shaping FGIC's recruitment process. Future research that builds on this study might benefit from focusing on organizational structures and innovative culture to build a further understanding of the role of HR to innovation in fast-growing organizations. Furthermore, the findings show that there are different methods deployed to identify and select innovation enablers. However, there is a need for more research concerning what methods are most appropriate to use for successfully identifying individuals that are innovation enablers. Thus, an idea for future research would be to investigate and compare the different methods used for identifying innovation enablers.

5.3 Summary

The focus of this research has been a fast-growing IT-company that is dependent on innovation for its competitive survival. Hiring the right people that can contribute to innovation is crucial for the future of not only the studied company, but also many like it, which makes this study highly relevant. Ultimately, this research has contributed to literature concerning how HR includes innovation in its recruiting process in fast-growing organizations, and what role HR plays in the recruitment of innovative individuals by investigating innovation as a recruiting criterion. This study shows the importance of HR in supporting the recruitment process through training as well as the need for top management to establish core values that drive innovation further in the company. The results from this research suggest that innovation as a criterion exists on three levels: the individual, team and company level, as well as that innovation forms an underlying structure from which the more practical criterion innovation enabler emerges. The findings serve as groundwork for future research investigating the role of HR in relation to innovation in the recruiting process.

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Appendices

Appendix A: Interview Guideline

The authors have structured the interview in the following three sections: (1) Briefing, (2) Interview, and (3) Debriefing.

1. Briefing

The briefing consists of the first point of direct contact for the interviewers and subject-interviewee. Thus the authors created a series of step necessary for the start of the interview. The authors formulated a script following the suggestion offered in McNamara (1999) to conduct an interview. The text below serves as guidelines that must be addressed before starting to record the conversation. The script was never read verbatim.

- Ask if there's a need to go to the bathroom or have water.
- Follow the points below to make sure you do not forget anything important.
- Hello, my name is David/Santiago. Thank you again for taking the time to participate in our thesis project. As you may be briefed, we are two master's students at Lund University School of Economics and Management working on a thesis about hiring practices to drive forward innovation in fast-growing and innovation dependent companies like your company.
- The purpose of this interview is to explore topics regarding that to produce data that we can then analyze and use for thesis.
- We want to confirm that the information received is confidential and we will not divulge the name of your company nor your name. We will use however titles to identify you from the other interviewees.
- The format of the interview is semi-structured. We have drafted some questions that we would like you to answer, but we might ask you to follow up items depending on your answers.
- The interview will take 45 mins to 1 hr.
- We will record this interview to have a record for later analysis. The recording will be transcribed and published with the thesis. The recording will be erased after a month of the finalization of our project.
- Do you have any question about this process?

- Make sure the recording is on- make sure you have 1gb free on the phone to have enough space for the interview.

2. Interview

The interview consists of executing the semi-structured interviews as explained in the Methodology chapter. This section includes the questions that were asked.

1. What is your position in the company?
2. What is the role of your department?
3. Tell me about your recruiting strategy.
4. What criteria would you describe is essential to FGIC when recruiting?
5. What individual qualities are essential for FGIC when recruiting?
6. What does innovation mean for you?
7. Do you see the development of innovation as criteria changing in your recruiting process?

3. Debriefing

Is there anything you would like to add that you think we missed in our questions with regards to innovation?

Snowball: Is there anyone in your company that you think we should interview?

Guideline script: Thank you for your help. We appreciate the time you have taken to provide us with this valuable answers. You already have my/my thesis partner Santiago's contact information. Should you have any questions, please follow up with him/me.
- Offer the opportunity to send finished research to them.
- Explain the purpose of the thesis in depth if they are interested.
- Adjourn.

Appendix B: Transcribed interview - HR Director

Participants:

HR Director

Norell (Interviewer #1)

Castrillon Valencia (Interviewer #2)

Duration: Aprox. 57 minutes

Location: The company's headquarter

Interviewer #1: First, we would like to learn a little bit about you professionally so could you explain what your role is at the company?

HR Director: I'm the director of HR and [inaudible]. Actually, we are trying to rename HR to people and culture. There is a lot of companies calling it people and culture and we want to do the same. I'm responsible for HR questions, and I have a department of around 26 persons with three managers below. I have been working here for five years, and it is a little bit different compared to a lot of other professions I had because we have been growing with one person every year, every day. *Laughs*. And that's something special to be a growing company and it takes an effort especially doing all the activities that we have for our employees. I have a Bachelors in Social Science from the local university. It is the best profession you can have, I promise you. It's a lot of fun, and maybe we will come into that because this is a very value-culture oriented company as well, which also is an attractive part that I really liked when I chose this company to be my employer. I have been working in the Med Tech industry, IT, Telecom, and Energy businesses, that's my background.

Interviewer #1: How would you describe the role of your department?

HR Director: It is a lot about leadership because I have a lot of staff. But it is also to make sure that we attract and engage. Attract new people to start at the company, but also engage people to stay at the company. So there is a department working with recruitment research and employer branding. I have a department working with internal communication because it is also under our wings. Then we have the compensation benefits

part- when it comes to all the salary and benefits we have as employees, so it is a rather big department. Then we have an HR support organizations with a help desk where people are helping more with simple questions for the employees and managers, then we have an HR tech department to work in all the systems from A to O with that. *Laughs*. Then we have also four HR business partners that are working very close to the departments: IT, Marketing, R&D, and so on. Because HR partners are close to the departments and working with the leadership teams onsite. I think that is that, yes. I am leaving that and relying on all the competence that is outside my competence. My big competence today is leadership. All the knowledge I brought in terms of HR details I have lost because I have been working as an HR manager for 20 years and have had the benefit of having good employees to work around me. We hire for knowledge because the department in HR could be very deep knowledge. For example, the compensation benefits is a lot of finance related questions, stocks, and long term incentives, our incentives programs and so on, so on. Then we are responsible for a lot of events. Last Friday, we had a big event with 1800 employees at a conference, and that was something to fix. *Laughs*. We have a kickoff once a year. Sometimes this is a small company in a big company, so I am also responsible for kids happenings. So all the kids that have parents in the company get invited to kid-parties and so on, so we have a lot of science things, gifts, sausages, bread, and so on. So it is from there to here. So it is a small company growing to 3,500 employees company. I work in a lot of communities. Yesterday, I went to a small town, and they had gathered the adjacent towns for a smart village conference. I was talking there about how we could help each other because the big small town where we are headquartered need the small villages to support and be close to each other, to be local in global organizations. I think that's really important to work with that in the community and society. I am also responsible for sustainability for the social part. So I also have people working on that. Therefore I have the best work ever because it is a diverse amount of tasks. So HR or People and Culture I would say is an important part of the company. It is important to know from a leadership perspective that every manager here at the company has approximately 10-15% time working with recruitment. That is one of the skills you have to learn or have when you start working at the company as a manager. Otherwise, we would have a recruitment staff like hell because otherwise, it is almost impossible. We have two recruiters and one researcher, or talent relationships specialist. It is very hard to find competence, and the pound is empty. We are trying to innovate and be agile when it comes to finding new employees and so far it is good, but this business is critical if we are not reaching goals. Otherwise, the company is not a KPI driven company or process driven company. We

are not that at all. Doesn't mean that we are not ambitious. We are very ambitious, but we do not need that kind of introvert way of having control over ourselves, so we rely more on our culture and values. For real, I have seen this for so many times, but this is for real. So we have that responsibility as well to develop our culture and keep our way of working in a good way.

Interviewer #1:   Tell me about your recruiting strategy?

HR Director: I think we are not using recruitment firms because it is only 5 percent of the total recruiting that we use them because they are not able to recruit. We have to use our own channels and our network, and we have 80 persons working with their Master thesis here. We have almost 200 summer workers from technical schools. We also have 70, 80 students working hourly for us. So of course there is recruitment. During the summer we are emptying the local university's engineering faculty. I think of course this is the right vitalization for the company. A lot of our products are actually master thesis's work. So our success is building on master thesis's. So that's one a very important channel of course. Then there is our reputation. I was talking yesterday at these small village conference about 'pinking the pig'. A lot of companies today are really eager to have really good figures when it comes to having employees' surveys that are benchmarked in a commercial way- we have done this as well. But sometimes this is so commercial, so we have companies that we are paying. I cannot find this for real it is not a big thing anymore since it's not really an authentic way of being. But we are doing surveys as well, but this is more process-oriented. But we are not eager to present it to the world that we are the best place to work. In some countries, you need to have it as a quality stamp. But, I think, the we, company thinks does not need this. For an example we are not buying fancy clothes to show because our brand does not need to. But this is because there are other channels. There is something from the US, Glassdoor; you know that. You are rated as an employer. Yesterday when I was talking this to the facilitator, he googled our company, and he said, "okay, are you ready to hear the result," and I did not know it. It was 4.7 on a scale of 5. Everything is changing all the time. Google and Ikea are always the highest, but what's behind? These are small pictures, I am trying to find the correct word...

Interviewer #1:   Snapshots?

HR Director: Yes, snapshots. I am a bit more authentical there, and I think this is the way to be attractive, to be true to yourself and to have good leadership as well. Be honest! We cannot build a castle of air. That's not the point of being this company. So I think it is also about honesty, the real company. If you were sitting in reception as I did before because I had a meeting. Then I try to use the opportunity to sit down and we have been talking about smelling, listening, and tasting the employee and hearing all the languages and different personalities. All the fun and the pulse itself says a lot. Even if we have a lot of challenges, of course. We are not perfect as a company, especially while growing. Especially being a small company in a big company body in a way. I think we are spreading our stories to our friends about the environment around us. I think this is the most important thing because if you want to say to your friend, you should work at this company you should be really honest because you don't want your friend to be disappointed. It is a lot of integrity to recommend an employer. I think that's more important than being on a list. We have had very high numbers. So are we losing? No, I am a competitive person as well. But I have seen through it and actually at my age, working so many years for HR, I can see through it, and it is very commercial. We don't need it. We need our employees to say how they feel.

Interviewer #1: So how would you describe the implementation of the company's recruiting strategy?

HR Director: Walking the talk, using the right channels, using ourselves to tell our stories. That's one. I also think about the way of working at this company. It is very agile. You can go wrong. You have to do the wrong things, otherwise, you cannot make progress in our development. Innovation is still a huge part of our financial investment of course. I think I have said before we do not have any fancy clothes. We have fancy bicycles for every employee. *Laughs.* We do not have any fancy pension deals for only some in the company. We have that for everyone- in a more digital way and in a more modern way. We do not have personal financial goals. We have one goal at company goal. We have a financial incentive in our program for example on one level; general employees have a 10% bonus on their annual salary as a bonus. In the case of a manager, he/she would have 15%. And in this year 99.0% of meaning almost everyone got a full bonus. This is a way to pay for all efforts; otherwise, we are not a monetary company. But that was really nice for everyone. So, for example, the benefits insurance. Everyone gets the same sickness insurance not dependent if you're a member of the board, a member of the higher leadership, or from the

management team. It's a very flat way of thinking. And that opens up a lot. For example, if the CEO were to come out with a new benefit, a car leasing, for example. The question is always okay, so what does it cost? And can everyone have it? Because for us the most important part is that everyone gets it. And our strategy is our vision which is being in a safer and smarter world. To be a part of this is a higher purpose of the company, to provide us with safety around us, that's our contribution to this society. I think this is important to have in mind while working with tech as there are ethical dilemmas as well. And you must have high ground because tech could be misused and hacked, not ours. *Laughs*. We're working at a lot of security but there are companies that are not using personal data of us, humans, appropriately. So it is really of high importance for the business as well to have a high level of security when it comes into taking care of the ethical issues as well.

Interviewer #1:   So, in communicating the recruiting strategy, how does this 'walking the talk' play in?

HR Director: Yes, I think that it goes into that. There's a backside of being a culture-driven company. It is that there could be a lot of unclarity about goals. We know that clarity is important for the success of a company, but I think you can be unclear in clarity. To be clear about the unclarity because of the future and development is running so fast, so it is difficult. You must have a vision of course, but the way to the vision or final goal could be different. It's about the market, it's also about Trump, it's about Brexit, it's about the AI, it's about the cybersecurity, it's a lot of companies and you have to have that in mind. As a manager or as a CEO you could be clear in some way. But we have to be aware about the unclarity. This is a little different way because I think a lot of the company's people say that we don't know how or what our goal is. We have a 3.0 goal, where we are working with the products itself, but working with solutions around. It could be the audio, It could be the tech, the solution, and then the services, to serve all our solutions and products, that is one model to have all the three levels. We should be in 2020 around 5000 employees, and we should earn twice as much as we do today. So that's the only clarity we have. But the way to it? Wait and see. It's a bottom-up, if you are coming from a top-down company. You got your KPI. You got your individual bonus. That's a real clarity. But is it fun? Maybe not because of the lack of innovation and experimentation that makes you think what is it for me. Or you would think this is not for my team and me. If you ought to have incentives such as bonuses, you should

have it for your team, not for one person. I think it is misleading, my philosophy. I think this is my philosophy and it is the company's philosophy as well.

Interviewer #1:   What criteria would you describe is important for the company when recruiting?

HR Director: We have two interviews. The first interview you have it with your recruiting manager itself. There's a lot about your competence, your formal competences and so on, some parts about you as a person and your values. But if we feel then that you have the competence and you sounds like an excellent person, then we would have the second interview. Then you will meet the grandparents. The grandparents is a an employee already working in the department or team seeking to recruit a new person. This grandparent-person gets to sit in during the interview and also ask questions to the person being interviewed. Then one person from HR and the recruiting manager's manager. Then we will dig in under your skin about your values, your culture, your way of thinking, your history, your choices in life, so it is a little bit deeper. This is one of the success factors we have had. If you are a very hierarchical and prestige-oriented person, you will not fit into this company. So you can feel that during the interview. This is one of the most important things to have: the grandmother and grandfather interview. If you are a leader, you always have a second opinion from a psychologist. They run a lot of tests and more in-depth interviews and so on. That's the easy way of describing our recruitment process. If your grandparents say no, you will not be hired, even if the recruiting managers says that you are the best suited person for the position. The grandparent could say no this person feels wrong according to my gut feeling. Even if you are not supposed to say that feelings plays a role in recruitment, but they are. *Laughs*. Honestly. Then, of course, the diversity part is also extremely important. As I have said, we have 50 different nationalities and striving for more because our customers are looking like that, of course, and society as well. 29% are women, so this is something we have to make progress in. It is difficult because there are not so many women studying technological, tech and science educations. That's our challenge of course. We are looking for more female leaders actually because they could be role models and we could use them in so many ways. I've been talking about diversity, but I think this has been small steps, very small steps. I think at this company we also have different people with different handicaps as well. That's not strange. Nobody is thinking about that. There is a lot of people going around in wheelchairs. It is natural. Everything is so natural. I am amazed by it. We are not talking

about diversity, but diversity is something that there is no one questioning here. I think it is only the male and female part that is our challenge, as other tech companies.

Interviewer #1:   Is innovation an important aspect in the recruiting process?

HR Director: Yes, the technical engineers always ask 'did you play with lego when you were a kid?', 'when did you start to build your own computer?' Then there's a lot 'how did you make choices when you were a kid?' Or when you got your education. To have this kind of, be a nerd, is important. I think for all of us. I think I am HR for example, but all of us are interested in technology, and this gathers us together. You must be innovative. You don't need to be an extrovert person, but you must be experimental in your mind, I think. A lot of people are actually introverts, actually — 1500 approximately. I don't know if I am jumping around. Is it OK?

Interviewer #1:   Yes, it is OK.

HR Director: You have to stop me. Santiago knows that. *Laughs*. It is about the working environment. Today we are talking that we will have a flexible way of working. This is important as well. Also, it is important to meet each other, to work together, to be a team so you can discuss. You can work from home of course, but it is some kind of feeling when you come together. Therefore we are building a very nice building outside here, and we are going to do a lot of renovation in our buildings as well because we want people to come to the office and to enjoy being at the office and together with others, which we think can lead to success. Therefore, we are investing a lot in the working environment. It is not activity-based. Everyone will have a room if you would like. Otherwise, you can have a team room. It is tailored made and, of course, this is difficult when we are growing so much. We are trying very hard. Because if you are a person working with coding, you must have your own space. Having that kind of environment, it costs, yes. But in the long term, we will be healthier. Of course, you could do your work somewhere else. Today, I can sit from home and work. Of course not a problem, but not everyday because we want you to be here with us. Especially from a leadership perspective. If you are working as a receptionist, it's impossible to work from home obviously, it's the same as a doctor. You can use. *Laughs*. I will not take that example. The working environment is very important because you are spending so many hours. It is important to have flexible hours that you could work when it suits you. It is not

always the easiest way from an HR department, but I think that is something that we will see in successful companies. They will think of you more as an employee. I know this has been the case for many years, but honestly, I believe in it. It is a lot of painted pink stuff companies. I have seen them, but they will not be sustainable. They will not be in the Forbes list in the future.

Interviewer #1:   Are there innovation strategies like checklists and assessments connected to the recruiting process?

HR Director: We do have interviews guidelines should we need them, especially to the values. But we are not so formal. There are some questions that we always use. I think it is important because managers are going through recruitment education before they are allowed to recruit because some managers could dig in into the person too much and they are not a psychologist. Therefore it's important to have this kind of structure in some way, and then you are allowed to move within that area. So you could use that kind of questions they are very skilled, the managers. I think they have followed the same pattern. Actually, I was talking to a lawyer from one of our consultancy-agreements. He told me, 'I am amazed! You have no legal problems going around, the wrong person who has started'. Of course, we have had people that we had to say goodbye to. But it is not so often, even though we are recruiting so many people. We have 220 managers, so they are not always the best, but it is not so often. There is something in that process that works. I think it is a good flow as well. Knowledge, responsibility, within the managers. I think this is something important. So the recruitment firms are flying around us as eagles, and they want to pick our employees. They want to have a big account for our company. So it is a little bit different from what I am used to before. Due to that the managers is so competent with recruiting. It is different.

Interviewer #1:   What individual qualities are important for the company when recruiting?

HR Director: *Laughs*. I think, it is going back to our values. We have one which is '*beta*', that we are not thinking about just ourselves, our department, but we are thinking about the company first. It is also openness, to be transparent. To be honest is important, of course. It is a lot of nice and humble people, and then you can think are they too kind and are they slow? But then we have to be '*alpha*' as a value as well, and that's the

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ambitious part. Thinking in a sustainable way, to act, to make a decision, to have high ambitions and be highly educated. Think outside the box. Think outside your comfort zone. I think if you are fulfilling the three, then you are a person for our company. I think it is also important to have a student background. It sounds a little bit snobby, but everyone doesn't have it. But I think 95% of the employees here in this country have a university degree. I think this is because of the intellectual movements. The challenges suits. I think this is an important thing. But the humbleness, the welcoming is important because there is a new person coming here every day. Therefore, I think this is why everyone is so nice because they have been there by themselves. So I think this respect, the kindness, the eagerness, the curiosity. People that are curious but brave people. But also people that may have a side business. You are not allowed to compete with our products, but if you have a photo club that you are innovating, your small gigs. I think that is also something important. Especially, when we are recruiting for R&D or that kind of department. This curiosity, this eagerness to learn- that is our company. The best is also if you are not too structured because if you are familiar with agility, there is a structure, but inside there's a lot of chaotic things, but in a structured way. So you must have that as a person. It is very stressful. I can see when it comes to the medical report that we get from our healthcare service, and there are a lot of people not feeling so good about this structure and environment. So we must be aware of our environment. Not so every day, but it could be very stressful to have these possibilities. It is a lot of demand to talk to others, to build your network. That's a challenge, you know, in a structural way. You have to be self-driven in many ways.

Interviewer #1:   In your experience, what are the key qualities in individuals needed to further innovation?

HR Director: The values of the company. If you are looking at, we are 3000 at this moment. Diversity within the leadership as well because we have a department that is very chaotic and unstructured. They are so agile, so they floating everywhere, everything in this corner. Then you go through the company, R&D, they are agile, but they have some kind of plan that they are moving around in, more in. Then we have a support function: the finance department, they are a little more structure. God bless us for that! *Laughs*. Also legal of course, you have been compliant. HR as well, a little bit more structured. Then you have corporate marketing: they are much more structured and more corporate. Because we are not using corporate and so on, so in this, as an HR, it is very

difficult sometimes to make them work together because they have differences, but then you raise their values and behaviors and then we could fit each other. But it is different because we are so big. In the beginning, when the company was born, it was much easier of course. But today is different skills. I wish everyone were like R&D because then everyone is perfect I think. They have two managers, they are as I say, mother and father and the kids are playing in the playground, and they are not asking which kind of playground you could be playing at, but maybe they could be, is it dangerous? is it healthy? Maybe they will ask. They are playing with testing and everything. With good support of the leadership. But there are borders, of course. There are other departments that there are no borders. This could be something sometimes a cultural accident with others. But we have to support all of the department because they are from their profession, but we must look at this value based. We are personalities. We should be personalities. We could look in actually like a white man in their 30's, a student from the local engineering school with the same professions. That's it. That's not diversity.

Interviewer #1: What does innovation mean for you?

HR Director: For me. Should I think about HR? Should I think about the whole innovation part?

Interviewer #1: Well, you can do both.

HR Director: *Laughs*. Maybe it is the dare to try new things. To be experimental, to go outside your comfort zone, think outside your comfort zone. Think outside the box. To provide us with new things. New solutions for the products, new services for the solutions. A new way of thinking. It's an innovative perspective. I think sometimes you have to turn around everything and work in a different way. It is also an innovation for me. I think it is dare to try. I think our master thesis people are innovating a lot! It is design, technical features. It is everything. Then we have 'innovation evenings' for example. When we are innovating everything, and then we have management and board that can try the simulation directly. We have some pizza and some drinks and it is a little bit like being a student, like being at school and doing nice things. Some features are shelled, and some are not. And you have to dare to try and be crazy. I think, therefore, we are growing so much in technical because they have the technical skills to develop new things. But actually, we are

very quality driven. If the customer says I will need a product that could be in -14 C. Then we are doing a products that can withstand -80 C because we like to be a little bit more. Some of our features are really amazing that they went to be a real product. That's innovation. We are thinking of new things.

Interviewer #1:   Do you see the development of innovation as a criterion changing in your recruiting process?

HR Director: Interesting. I think we have been very hardware and development. The products are a lot of hardware. But now we are working with a lot of software. We were really known about our company's not soft side. There's competition, so today is much more fancy to work with software. Because the hardware is what is earning us the money. It is extremely important to have that high in the system. I think if you are working in our sales department. Sales are outside of this country in 50 different countries. For them, if they are looking at our company. I don't know if I am answering your question properly, but I will try. They will see the company as 'we the salespeople'. We are making this company be so successful. If you see the headquarters side, they will say the same. We are the ones that make this company so successful due to our technological development and innovation. Then actually it is the two from both sides. Because we are able to grow, but we cannot grow with people more than we are earning in sales. So we must have successful recruitment when it comes to R&D, then with sales, we have not been so successful because it is difficult to recruit people outside. For example, in Kenya, we have two employees, so it is not so big. It is not so big outside the headquarters actually. Here is when we are looking that we are bringing into the values from a technical and sales perspective. But there are also fights between who is the god of everything because we are so proud of our work. Back to your question, it is about if you are changing, right?

Interviewer #1:   Yes, it is regarding the development of innovation. If it is changing in your recruiting process?

HR Director: It will go faster [snapping fingers sound]. We have to be aware that the time we have been a leading company. We are not that anymore. It is very difficult because you have a lead! I think this is the challenge. That we have to be faster, we must have the bigger picture about our decisions, we must be faster in our solutions. To adapt

to the customer needs, to combine the customer needs closer to our technical solutions. I think this is crucial. I think there is no time anymore. I think this is the challenge for us, especially because we want to produce high quality and we want to be known for that. In the same way, you could say that the Chinese products is not so good. We cannot do that. They have another problem and ethical problem, but the quality is the same. But then you must find technical solutions to continue.

Interviewer #1: Do you think that will also mirror in the recruiting process?

[00:46:12.29] HR Director: Yes, and I think this is something important. For example, we are trying to work very close to the school, to universities because we can see our needs and we have to combine that with the school, already with the high schools. Here is a combined development, I think sometimes universities are very conservative. Sometimes here in the city can be very conservative, so we have to have them to show them our values and needs. We have to show them that we need engineers with certain skills and that this is the future, this way of coding. On the other hand, they are not losing. It is a combined ventured.

Interviewer #1: Thank you, those were my questions. Do you have any questions?

Interviewer #2: Yes, actually I have a couple.

[Smalltalk]

Interviewer #2: One thing at the beginning that you mentioned was making decisions faster, being adaptive to the markets. Another thing that you mentioned is being flexible with the customer needs, and when you talk about those things you were usually describing them as being agile. This is something that you have described going along with innovation, at least from my understanding.

HR Director: Yes, I think so. That's my feeling. It is a lot of processes that we have to think a little different about. Maybe a boring example, this employee survey you only do it once every second year, and I don't do this with my husband

or my friend once a year if they want to be with me one more year. So I think, to be agile you also have to work with feedback, have met, face to face meetings. They could be web-based surveys, but more often they are often meeting because this meeting every second year is totally slow. To be agile more is also having this performance appraisals, that you should have once a year. Yes, of course, but I think you can have them every day. Instead, they are once a year, but what about the other 364 days. I think the interaction to be close to employees. To give feedback as often as you can is a way of being agile. Working with agility is a different kind of systems that you can use. Stand up meetings, when you see the lines. There are different tools, but I think the goal again is not always clear. There are different visions. One size does not fit all. I think this is one of the most important things with agility. In other places, they are working completely different because the culture is different. In this country, we have the possibility to grow with our self-development than in other countries. We have to be very local in our businesses to suit the customer to suit the employee. Because we cannot be the office that tells you should like this. No, that's not successful. I have been in that kind of business in which everyone should standardized, looking the same. That's not something for the customers, not for the employees. Used to talking B2B, and we are talking about people to people, we talk to customers to people, people to customers instead. I think this is more appropriate, it's all about people.

Interviewer #2: The individual level and the company level. How do those two levels come together?

HR Director: I guess, I would add a team level as well. I think the team level is one of the most important because standing outside yourself is what one of our success factors. You need to have people around you. It is networking. The knowledge that is around you. You cannot do it by yourself. So I think there when we are thinking. It's not corporate. Therefore if you have a big ego, it is very difficult to be here at our company. I think you will be in a project with the team. The team is the success factor for this company. *Alpha* is always about the holistic view. I think this is what we are going for. It is a difficult answer, to explain it. I've been in companies where my bonus is the most important thing. I could not care about you. I want this type of level, this title, this kind of car. So if I have to cut down a business, I would not care. I just want my bonus. This is a cynical example, but this is very common. I promise I have been in this type of company so many times. This one of the first things for this company, not being a hierarchical and taking this kind of people. There

has been this type of people that have attempted to have this type of ego that has a high expectation of themselves, but they have not been here for so long because you must be a team player at this company. Zlatan I don't think he would enjoy it here. We need some kinds of team with Zlatan. When I am recruiting with our senior leadership, we are grandmother and grandfather. We had a person that very nervous. The CEO asks, why was he so nervous. Do you remember that you are the CEO? Could you be nervous about that? Yes. The CEO is actually approachable, and there are humble people. Thus the person is important but not in an ego-centered way. We make sure that you are a good fit, but you are together with the others and you are treated in the same way. We are not treating you different in benefits or training opportunities, but we are treating you different in your own development. It is not easy to describe.

Interviewer #2: I think we can finish it here.

Appendix C: Transcribed interview - Legal Director

Participants:

Legal Director

Castrillon Valencia (Interviewer #1)

Duration: Aprox. 59 minutes

Location: The company's headquarter

Interviewer #1: First, could you tell me your role in the company?

Legal Director: I'm the Legal Director. I have been here for eight years plus now. I have built up the legal department. When I started with the company, I was a legal consultant. I was sitting here one, two days per week. They had a position opened because they wanted to have an in-house lawyer because at that time there was one legally educated person sitting in the IP department. We have a small IP department which has now grown. We have a lot of patent questions there and a lot of trademark questions so there, but we didn't have a legal department taking care of contracts or legal matters. The company at that time bought the services from external legal law firms. They found out by then that it is a choice to make if you want to buy external services or if you want to build competence in the house. The management at that time thought that it was better for building up to something internal because when you hire a lawyer for one day, one hour, or one contract all the knowledge and all the acquired skills stay external. This company wanted to grow fast and the legal questions needed to grow as part of the strategy, and going forward we needed to build in-house competence about legal matters. This is how I started, and I didn't get any instructions. It was more like 'what do you think is suitable,' what are your ideas about building a legal department in a high tech company while growing fast. I had quite a clear mandate to think and create in what I believed in. So I started out to hire one person and then two. We have moved up like that, but we are still quite small because we still buy legal services from external legal law firms. We do that when it gets really complex or when it's a project that we need specific skills for that we don't, and then we learn and get that knowledge, and that's how we built that knowledge base, legal wise. I also buy external legal services when we have a tight schedule, so we can't cope with fast-moving contracts, when we are scarce on resources, then we need to fill with external legal help. So it basically two

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situations when we want to buy external still, and that is really complicated things and then when we are too few to deal with a complicated question.

Interviewer #1:   Tell me about your recruitment strategy.

Legal Director: Since I am purely legal. My history, my background has only been on this. I was a student at the local university, and I have worked law firm, then came here. So I have never worked in the HR department, but of course, I have recruited eight people and one person who has left already. I've currently seven people working and one more on the way. Slowly but surely we have built this up. That's one strategy for the legal questions that we like to pick those people that are the right people both when it comes to competence and personality. So that is the strategy question. Not to move too fast because I genuinely want the right person to fit in at the company. The company's core values are fundamental to me. Those you know, you are aware of. *Alpha, gamma*, and *beta*. My strategy is to find the right people to fit in because we need to move in a fast-moving company. You need to be that kind of person that know their law, but also see the technology a little bit, what we are doing; even, the core values. It is three things that I look at: the core values, the personality question, the person understanding the technology a bit. If you know what we are doing in the business and some of the technologies at least. Then it is the education of course and what the person has done before. I try to mix, maybe young people fresh from school, but I also have people of other ages. For example, there is a woman who is 60, and she also fits in all these criteria, so period must not be decisive, at all, it should not be either. But I need the different puzzle parts that she would fit into legal counsel that is an asset for this company. You need to have a lot, not only the lawyer aspect is what I want to say. There are also other things which with those innovative aspects actually.

Interviewer #1:   How is this communicated?

Legal Director: Actually, I don't have any guidelines, any instructions or anything like that. They trust me very much, and I guess this goes for all managers that recruit. We quite have an open and free way of picking the persons that we believe are the best fitting for the position that is open. However, HR is very good at spreading the strategy when it comes to recruitment. We have a sort of management meetings, we have education in core values, we have a lot of education on salary talks. So I know quite

well what the company's strategy is and it is a lot about fitting in, to have an open mind, to be responsible, to be respectful and all these essential criteria. And this applies to all the open positions because our base is our core values. I must say that I look at them very much and more and more I look at the open mindset. I try to understand if the person is open to learning new things and to be open for changes because there are often changes in instructions with strategy. For example, we are now doing a contract agreement that's our new strategy; before we never did that. We have an indirect sales model, so we know our frame to work within. But within that frame we need to be innovative; also at the legal department, to understand what is essential to this company. How should we prioritize all the matter that comes to us? It is a flood of matters every day and every week. We need to make a priority on the orders and to do that you need to understand the business, what is essential, what is the strategy. So it is essential for my people in the legal department to understand and have a full picture. Traditionally, you may think that the legal person is very square and not so open to change. I look for the opposite. I look for a person who knows the rules, who know the policies, who know the law and must be a very skilled lawyer. But also to work well in fast-moving strategies when it turns around or another direction for the strategy. We need agile. A person in the legal department cannot be negative, such as 'no I don't like that, and that's not my way to work.' What I am trying to say is that it is important to be able to work in different ways quite quickly.

Interviewer #1:   What individual qualities would you describe is important to FGIC?

Legal Director: I ask a question about how would you build a legal team in this company? I need to see if it is a person that comes up with new ideas, how legal matter should be treated and handled. I ask a question about how do you prioritize. If you got this and this on track, one compliance questions, one corporate governance question or something else. I try to understand if they can come up with a way of prioritizing. Maybe explain how they would handle a case, sort of small cases studies. How would you handle this? What do you think? Open questions. No Yes or No question: no closed questions. I rather hear the ideas from that person on different legal matters in high tech innovative companies. How do you do it? Why do you that is important? What do you think it is important for the company moving forward? We are here, and we want to go there. What would you do in your position of legal counsel for R&D? What challenges can you see? How

would you treat those? I try to do mini cases as one question can be one case. I try to understand if the person can take on their own initiatives.

Interviewer #1:   Can you develop your reasoning?

Legal Director: Well, I don't recruit that many people so it is not very often I do this. But I have recruited a person that has worked as a consultant for many years. So that was quite an easy one because I have seen her work for some years and I can see those skills in her. She can handle innovative cases where we break new ground, as a mention end customer agreements, that is quite a new thing to do the indirect chain. The channel we have not before the end customer agreement because our sales agreements are with our closest customer that is the distributor, but now we do something new. If I didn't know her since before and I was going to recruit her without knowing anything, I would ask the question about what we are here, and new strategies are this, can you see any risks for the company legally. That would be one question. Try to ask questions that are open, and that shows the strategy legally wise at that person and also strategy combined with risks because a lot legal department work has to do with saving the company from significant risks. That is my tasks here actually. I am here to make sure that the company and its business, in all it's businesses in all department, that the company is not faced with high risks. That's what compliance area is about. That's what contract drafting is about. We want to facilitate, we want the company to grow, we want to reach the goal 3.0. How do we do that in the best possible way and yet keep the company in a risk position that is OK with us? This is a discussion I have with management, of course, every week and every day I discuss strategy with the legal team. I must ask the manager for legal, and I must transfer what they say to my team, everyone in my team. Also, new recruitments need to understand what is the task and what it is about. I want to hear if the person understand what this is all about and just not be a very skilled lawyer. It is transforming that knowledge into good business and adequate risks levels.

Interviewer #1:   Is there a need for innovation in your department?

Legal Director: I think as the legal department we are the department that is less crazy, less open spirit. We have our rules and our policies; we need to stick to that. I cannot just go 'hey, go run wild.' That is an instruction within our business to

try to do innovation without any boundaries. I know that some of our technicians have those instructions. Just 'don't think of any boundaries.' Just innovate. For me, I also try to be very innovative, but I have a position where I have rules and boundaries that I need to stick to, a frame to follow. But within that framework, we can be quite innovative.

Interviewer #1:   How do you make sure that a potential new recruit can balance that?

Legal Director: I try to understand if a person has common sense, normal common sense in the way that how we assess that again. I try to understand if a person has common sense, I mean the normal, normal common sense in a way that how much risk appetite does this person have. I try to figure it out and understand if this is a person who has a huge risk appetite or a very, very small risk appetite or what's a good, well-balanced risk level for you. I can ask those questions I tried to find out if there is good common sense combined with new initiatives to be innovative for main legal departments could be a person could say, I don't think we should do any ideas whatsoever NDA (non-disclosure agreements)- That is what protects our know how and that is very important especially within our city. Also, we do NDA within global sales because if you talk to a new business partner, often there is a need for an NDA. Within our R&D, those NDA are very, very, very important for us. It's crucial to protect the company from the leakage in business; it's not that risk fall because we don't discuss our heart and core in the business situation. So these days are less important actually. So if a person came up and said [Legal Director's first name], I think we need to be innovative here. Maybe we shouldn't look at the business end days at all. Maybe you can let the region's master it themselves. We don't need lawyers to look at that. We can give them guidelines and then they can do it themselves. And then we get more resources for more strategic important things in making departments, so you know ways of trying to make it over to within our frames and all with one goal to make the company grow and make a good profit. I mean we need to understand and recruit a person needs to understand why what we did why is your task why should you work at this. What is the goal for you and on that question I think a person should answer it to make the company be a success even more successful and grow? I want to grow with the company, and that is number two of us per se because we have a lot of competition from other companies but to try and be innovative in the legal aspect could be to try and work in another way. Try to have other tools other programs nowadays a lot of digital programs are being sold, and it's a sort of algorithms that can change

a contract. You can do it like you don't need manpower anymore and I have one now a person in my team who says that we should buy that program and try it out and see what it is. And I said oh no I think it's scary. But he wants to drive that. And that's quite innovative to come up in an interview I tried to see if a person comes up with things that can make legal departments and the legal tasks more efficient. That is one way of being intimate.

Interviewer #1:   Is there any other individual quality you look for when recruiting concerning innovation?

Legal Director: Yeah, I'm thinking for instance of an experience I had less than a year ago. I hired a person. She is a lawyer, and her expertise is export control and export control is about some of our products. They have features in them that makes them controlled goods under into dual-use regulation in Europe and the US. So we need a license to sell these products for some destinations. And to be that lawyer here to give advice on how the strategy around this should be because that has to do with sourcing. What kind of components do we sourcing? What does our product look like? Is there a lot of features that are of a technical standard that is per se controlled goods. So she needs to know the law around this in Europe. It's an EU directive that is this country's law. And she needs to know the law. And that is a very complex law. But she also needs to be innovative and give advice to other departments to say, 'oh maybe you shouldn't build a product that contains thermal blends." For instance, because that would make this product controlled. And that makes a lot of trouble for us when it comes to licenses and destinations. So she needs to be a very innovative person when it comes to combining the legal framework and the technical happenings in this company so that we can catch easy mistakes and not even make those mistakes when it comes to the sourcing of components for building our products. So she needs to go out there and builds processes, strategies around innovation in this company so that the innovation doesn't become products that become problematic for us. I think she is an excellent example of someone who needs to be ahead rather than behind something because sometimes the legal department can be very reactive and act after something has happened. I'd rather like the legal department to be proactive and see and foresee things that could become problematic for us in the future, and she is a combination of these qualities which makes her a good lawyer. High interest for technical issues and the high interest for strategies and processes and to being able to foresee things before it happens.

Interviewer #1:   How does this get communicated within the
company?

Legal Director: That's something we can improve very much right.
Knowing this company. And that goes for the whole company, and I know it's many people
who say the same thing. Oh well, we don't know what you were doing and you don't know
what they are doing and we grow too fast and how shall I know what you do and it's double
work and you know all these things legal is definitely a department that needs to be in the
middle of things where it happens. A challenge is to find ways of how can we get the
information, and that is also a good task for a new lawyer, for instance. So I would ask you
for instance 'so you are here, you have a job as a legal counsel, what would you do to get the
information you need to do your job as efficiently as possible and be proactive rather than
reactive?'. Then they can answer that in different ways. I tried to find out if a person is leaning
back or sitting like this. *Crossing arms over chest.* I was mentally so I mean it does seem like
something very important, right. Because if your department is in charge of compliance, you
need to find out. You don't want to be. You don't want people to come here. There's a protest
like 'oh we should have done this differently before, you should've done this before.' Right. So
it has to be some sort of communication and dialogue, so that happens between people. Yeah,
and for data people, as you know happens with people from legal. With other departments.

Interviewer #1:   Would you say that the internal dialogue is
important?

Legal Director: Yeah. You are touching on something that
actually is very important. That communication skill is crucial for a lawyer here in this
company and communication to be able to be innovative. You need to be curious, and you
need to be able to communicate and you need to be very precise in the way you communicate
because there is something I call the whispering game that is when I say something to you,
and you say it to the next person who says this to the next person and the outcome of if you
ask the last person in the chain what did [first name of Legal Director] say. She said this. No,
I didn't say that at all. So you know people interpret things in their own way and then the next
person interprets that in his or her way. And that is quite dangerous. So nowadays I usually
say 'no I want to come and present my ideas myself.' Instead of saying 'you can go and
present it, this is what I thought about, and you can present it, or someone else can present it

to the team over there.' I think clear communication from the source itself is quite important. And to be present go out to be present and be relevant to show that you are relevant. I usually ask a person actually the last one about the recruitment we did was 'What is relevant to you if you get the position here? How would you do it? How would you sort of becoming relevant for the company when you come here. How would you spread the word that legal is important for this project? How would you spread the word that it is relevant for this project because of this and this and this and the consequences otherwise could be these and these and these'. Or if you do get involved in legal at an early stage in your new projects or product projects or other projects, we are relevant because we can add value by this and this and this. So try to be relevant in the organization. That is one question I ask people.

Interviewer #1:   As the company is looking for individuals with innovative qualities, how can the legal department contribute to this?

Legal Director: We can be part of the innovation by adding value at an early stage maybe saying that if we do like this, we will have these and these challenges, but we will overcome them. They are the challenges that we can overcome, or we can say sorry but this is not possible to do, so that we add value very early and give us sort of a direction of what is possible because innovation can be, as I said quite wide and I think it's quite good to add value in the sense that yeah, of course, we will help you with this. This we can do from a legal perspective, again. We can say 'I'm sorry, but we can't fix prices over there. You can't sell like that because that would be price fixing and we cannot do price fixing. OK, then we need to do it in another way'. I think that is how legal can be innovative because we tried to support technical innovation. We can not do technical innovation within a legal department. It's not our task; it's not our skills, but we can support extremely much technical innovation. We can also say OK we have done some benchmark. For instance, I think that's quite important to have a very open mindset to create contacts in other companies and benchmark and see how they do things and what kind of contracts they are using. I mean there is a certain level on which you can cooperate with other companies when it comes to legal things. And I have very good contacts here in the region with other legal directors and general counsels. So we meet and discuss how do you do this. Do you scale that and how what kind of contract do you use them or what is the set up for that and that and you know try to be very proactive is one way and try to be proactive in different product projects within the company to be a part of the early strategy. That is my way of trying to be relevant here and to

add value here. But I can't. I don't think by recruiting I can drive innovation here. Maybe that is the boring answer, but I'm not sure I can drive innovation. I can be part of it, and I can support it.

Interviewer #1: Would you say that you are supporting innovation?

Legal Director: Absolutely. I mean I am absolutely supporting that, and I definitely need to be very focused on that. And again being quite proactive rather than reactive. That is my contribution to innovation.

Interviewer #1: What does innovation mean for you?

Legal Director: To me, it would be to come up with ideas that have not been tried before, or to do it the same but in another way that hasn't been tested yet. And that might be a success story to do it in another way, to do it differently, to do it the opposite, or differently or something brand new.

Interviewer #1: How does your department fit into this?

Legal Director: Yeah, to me is to handle legal problems with a new angle, new eyes, new pair of glasses to recruit the person who came up with completely new ways of dealing with legal, problematic complex legal problems. If I could find a person who could come up with simple solutions to complex problems, then I would. That would be the million dollar person for me. Laughs. To simplify things actually from a legal perspective. And then I mean both the digital stuff but also in theoretical thinking. 'I have a problem and how shall I solve it.' And also not only say digitalization because that's an easy one. Everyone talks about that today. But if you sit down at your desk and you have a complex legal problem in front of you and if a person can come up with a simple and sustainable solution. I mean that is bingo. Today we sit, and we think and think again, and we think again, and we try, and often it ends up being quite complex contracts. Anyway, I haven't seen many simple contracts dealing with complex problems. I mean if we had a company that I could have a two-page contract about it that would be enough for the company to keep these risk level that I want that would be bingo. But I haven't seen any person who could do that actually.

Interviewer #1: Do you see the development of innovation as criterion changing in the recruiting process?

Legal Director: Yeah I think it has changed and I think the development criterion is relevant and it's important and it's a must. It's a must. We need to develop a legal department. We need to be innovative and develop that all the time and we have legal meetings. I call it legal weekly and I say OK let's do it in another way now. We don't talk about our matters because five years ago we were discussing what matters we were dealing with. Like I have this and this and this on my desk. Today, I don't say tell me what you are doing so I know how much work you have and how many resources I have next week. I mean it's not like finding out the resource situation anymore. It's more like please tell me what you think. What are your challenges this week? What are your legal challenges this week?

Interviewer #1: Is this for the other department's heads?

Legal Director: No, this is for the legal department. This is our sort of weekly legal meeting. Internal. To try to develop the innovative feeling and the innovation in the legal team. I try to innovate how we keep meeting how we discuss things how we sort of transform into being more innovative than before. I mean it before it was more like. Tell me what you do, okay you have that agreement. Can you finalized that thing can you do that. Do you have the right risk level? I mean it was quite a sort of standard meeting. Now we have changed, and we have done that together. So we open up with some formal, some administration things we need to go through every day. But then very quickly we have the open forum. I call it an open forum meeting where we are innovative, and we sort of go 'oh I have a problem, can you help me solve it?' So that's rather a meeting where we work all the time trying to find better solutions to legal problems, and we address that in the meeting. So I try to make the meetings more innovative.

Interviewer #1: Do you foresee any changes in terms of what is needed for your department?

Legal Director: I might think that it will become important for us to work more in close cooperation with the technicians even more. We have started that journey not to be isolated but to mix much more with another kind of professions. I think that

the future is not just to be a lawyer. It's the cross-functional person because that's what we need. I would need sort of a what I said before and tried to explain with the export control situation. I would like to be a lawyer or maybe place a lawyer among the technicians so that the lawyer could sit and work among the technicians. One day per week, two days per week, maybe all the time to mix and learn more about what is going on in the company. We need to be quicker. We cannot be isolated. We need to be quicker. I think that is a change that we need to do. Maybe we can not even sit as a legal department. Maybe we should be out there in the company physically, not sitting somewhere else. I don't know I just think we need to get closer to other professions.

Interviewer #1:   How do you think that will affect your recruiting in the future?

Legal Director: That is a good question. Maybe the work, sort of the ads when you hire a person should be different. The work description maybe should be different. I haven't come that far yet. I'm quite traditional, yet you know with my background as an attorney and all that, but I think we need to in the future here in the legal department very much cross the function cross-functional and to be experts in your area but also open-minded for new learning. I mean we need to follow the technician technique. AI artificial intelligence, facial recognition and all these things we need to understand how that works and how the legal world changes because of technology changes. So yes I need a good lawyer but I also need a visionary, someone who can transfer legal settings with new technology and I think you do that quickest if you are open minded to work together with other professions. So maybe I look for a versatile person rather than a lawyer.

Interviewer #1:   Is this something that you already do when recruiting?

Legal Director: Yeah, I told you about my last recruitment that person, the consultant. I can see that she has some of those skills. I also did a recruitment a couple of months ago. She's a young person, she will start in August. She comes directly from her education, and she will be sort of a trial and error for me because I asked a lot of those questions with her 'Could you think of working in another way in the future. Could you think of make the work at the legal department more efficient, and how would you do that and

could you come up with ideas on that'. And I also asked her what she felt about innovation, what that was for her and if she is agile and what that is for her. And I think I got very good answers because she said 'oh yeah that's the way I want to work, I want to learn and I want to change. I want to be in a company that changes'. I think it's a mindset and I also think that work descriptions should reflect that need in the future. To go a little bit diverse from the traditional lawyer to sort of an agile lawyer.

Interviewer #1:   How do you communicate that?

Legal Director: I write the description of the work position myself but then it's the HR department that fills it up with the company stuff. Sort of the company is an innovative company working in X countries. You know they fill it up with the sort of company things. But I do the work description, and I think I need to improve there. I think I have a very big room for improvement and not to be traditional in the description of the work position but rather reflect more agile and innovative thinking. And to catch those people who are interested in working like that.

Interviewer #1:   What role do you have in the recruiting process?

Legal Director: It starts out with me finding a need, and scarce in resources in general or I'm scarce, or I don't have anyone who knows expert control, or I can see needs in the company, and I don't have anyone to fulfill that. And since our strategy long term is to build in-house competence as I said in the beginning and then to mix it with a bit externally a little but we need to fill up the competency internally. So I see a need. That's me. I see a necessity because I'm the manager of the legal questions and there are not many other people who can understand those needs. I mean I am the only one actually who can really judge what we need more of. So I see a need and I present it to my manager, and he is in the management team. I discuss with him, and I can see this need part, and I don't think we long term can fulfill the need, and I can see it coming more and more and more so we need a position with competence in a B and C and I think we need a person who is quite much like agile or whatever. And he says yes it sounds reasonable. So I have a budget for it, and then I contact HR and say I need your assistance with this position. And they say yes very good. Do that, and we will support you with the ad, and then I get this skeleton, and then I fill the announcement myself. And then they check it and see if they think it seems fair. And my

manager checks it. And then we put up the ad in the different channels. And that is HR who puts out the advertisement in the right channels like Linkedin or what we use. If I feel I need more help if it's a very very tricky profile with specialized skills, like the export control person, then we might use a recruitment firm, or we might use other channels for advertising. So you can have sort of a standard package help from HR, and then you can get extra help from HR depending on if it is particular skills we look for. So I decide which sort of a level I need. And you can also change if you feel that you don't get many applicants then can advertising on more channels or we can contact a recruitment firm. And then I check the applicants. I do it myself. I check all applicants and then I pick out those I find interesting. Then I have the first interview myself. I do also some telephone interviewing to save time. That is quite efficient and also appreciated by the applicants because there might be, I talk a little about the position and how we work and then I say does it seem interesting for you. Often we talk about salary immediately because if they want a hundred thousand crowns and the budget is something else the discrepancy should not be too significant, because otherwise, we don't have any meeting of minds, so we need to be sort of in parity with what you say with the same level of some kind of meeting of minds. And then if everything seems fine then I meet the person personally for one hour, and then I ask all these questions that I have tried to explain and a little bit more about more personal things also and try to figure out who this person is and trying to get to know this person. And then if I think it's it's interesting then we maybe meet again and not a necessarily but possibly and if it's still fine everything then I send this application to the next level. We have what we call 'farfar'-system, grandfather system which means that's after me the highest level shall meet this person and that is my boss and someone from HR. And if they also find these applicants being a person fitting in at the company's core values etc. Because they don't know the material skills, I'm the lawyer so my boss cannot judge over the legal skills that are for me to find out. They take for granted that I check that part once I send a person up to the grandfather interview. At the grandfather interview, they check your personality and your analytics more. Your skills in analyzing things and your values. And that kind of, maybe they also look at agile people and see if they can find anything there. So it's the second level. And after that, if they say it's OK and we can agree on everything, then it's fine. Then we hire the person.

Interviewer #1:   Do you check for innovative qualities in the applicants in both 'levels' of interviews?

Legal Director: Both levels. Throughout the whole process. Hiring people in this innovative company and what innovation is and what it is about and what I try to find in the person to make it work because to hire a person is a long term commitment in the long term cooperation. So communication, cooperation is also very important skills to reach innovation, because you really need to be creative. That is also another word - creativity, to create and have an open mind to cope with all change. When you work as a lawyer an attorney and law firm, in big law firms maybe you do what your boss tells you to do. That is what is expected of you, and you should do it by the book. Maybe there are even instructions and manuals for how to do a DD - due diligence process when you want to acquire a company. There are manuals for how that should be done, and when you are a young lawyer in a big law firm, then you're being told what to do. You are expected to perform according to that and then of course if you think a little bit out of the box, yeah maybe that's appreciated, but it's not like wow this is the person we should sort of making partner. I mean it's such different settings to work in a law firm where the hierarchy is like this you have the triangle like the iceberg you have a few partners up there and then you have the mass down here with young people who shall perform a lot of work in accordance with instructions from the top management and down here it's like more another structure. It's flat. If you think out of the box, you're expected to do that. So it's sort of the opposite. Many times when working in a law firm and work here is quite it's actually very different.

Interviewer #1: When assessing candidates, are you looking for people that can fit the structure?

Legal Director: Absolutely. Absolutely. Take your own initiatives. I expect you to think you're paid to think on your own not just what I tell you to do. That's quite interesting. I need people who are working on their own. If they are a person who is very mature and independent and secure good self is the self-sort of know yourself. It's quite relevant here because you need to be very sort of safe with yourself and trust yourself to be successful in this sort of company because you can't trust everyone else to tell you what to do. You need to understand where you are needed and what is needed. Of course, you have a boss, and the boss should support you and be there as a support. But you are here basically to perform the work independently and think of your own. That's quite obvious in this company.

Appendix D: Transcribed interview - R&D Senior Manager

Participants:

R&D Senior Manager

Castrillon Valencia (Interviewer #1)

Duration: Aprox. 48 minutes

Location: The company's headquarter

Interviewer #1:   What's your role in the company?

R&D Senior Manager: I am the senior manager of the test department. We are doing software testing both for our applications and our products software. So I have five teams that I'm coordinating. So I have five managers below me, and in total, we are about 85 persons working in this department. Soon eight years At this company

Interviewer #1:   What is it that you do besides managing the five people that you mentioned?

R&D Senior Manager: Most of the work is actually strategy work on different levels like deciding what are the most critical technology areas that we are going to focus on. And how shall we? What do you call it in English? How should we engage our personnel in the right way? I mean to make them committed to the strategies that we are working with. Also interacting with other departments so not just working inside my own department, but working sternly outside my department. I'm also trying to make sure that we are doing the right thing. I mean we can have one opinion of what we want to do. But does our customers actually want these, our products? That is not for sure. I mean we as an engineering company it's straightforward that we have a lot of outstanding smart people that have a lot of good ideas. But sometimes the customer is asking for something else, so we need to have good contact with the market also.

Interviewer #1:   Do you have direct contacts with the customers?

R&D Senior Manager: We have been not so good at that the latest year's, but we are trying to improve that work a lot.

Interviewer #1: When you say 'we,' do you mean your department or the company?

R&D Senior Manager: The department.

Interviewer #1: Tell me about your recruitment strategy.

R&D Senior Manager: Ok. Do you mean what kind of skills we are looking for?

Interviewer #1: I am going to ask you that as well, but please start with a more general explanation about the recruiting strategy if you could.

R&D Senior Manager: I would say it is almost the same as the company level as this department level. But in my opinion, it is for all of us very, very important that we get the right individuals with the right personality. The personality is as important as the skills, which means that we want persons that have a drive, that are independent. I mean they can work independently, but they also can cooperate a lot. So they need to be good at sharing information and so on. To have a good team because we have core values that we are living in. At the company. And it's very important for us that the persons that we are taking into the company can know that they like working according to our core values. And that they have a personality that is reflecting our core values.

Interviewer #1: Can you tell me about the core values?

R&D Senior Manager: Yeah, the core values are actually three categories. It's 'a*lpha*,' '*beta*' and '*gamma*.' *Beta* means that you should always see what's best for the company not only to your team. For instance if you have a problem, and you're sitting in a meeting, and you're realizing that this will, this solution that someone has suggested it will require a lot of work for you or your team, you might think that 'oh I wouldn't want to do this', but instead you should think of what is best for the company. Maybe your team needs to take a larger part of the work if it's good for the company instead of just thinking about what is good for your

team and that mentality. Gamma means that you should always be as transparent as possible both at the individual level with information, but also to customers. Of course, you can't tell everything to customers but as much as possible. You should always have that in mind. And there are also other things to be open to ideas. But it's a mentality you need to have. *Alpha* it's like we can't be satisfied with our success so far. We always need to dare to take new steps to invest in new ideas. Not only be a commodity company. So those three things we are looking into when we are recruiting.

Interviewer #1:   How is the strategy communicated?

R&D Senior Manager: Yeah, actually I'm also a grandfather, so I perform a second interview. So for me, I'm kind of a gatekeeper, to make sure that we get these people inside the company. And for me, as I've experienced it, it's the way you need to learn a company. So you can't become a grandfather until you understand the company. So for me, it's when I got this role it was obvious for me what the core of what they want and what they expect from me because I have already learned the kind of personality and individuals that we wish to into the company.

Interviewer #1:   Can you tell me about your role as a 'grandfather' in the recruiting process?

R&D Senior Manager: So as a grandfather I'm not actually focusing so much on the technical skills or actually not at all. Of course, since I'm an engineer. *Laughs.* I still ask about that kind of questions, but that is not the focus. The focus is to look at a candidate from a company perspective. So almost everything, all questions I put to the candidate, asking the candidate, is cultural questions. So how they behave, how they respect their colleagues, how they think about sharing information, what are their goals, what are important for them. So it's much more from a culture perspective.

Interviewer #1:   When did you become a grandfather?

R&D Senior Manager: Not a long time ago. Like two months or something like that.

Interviewer #1:   How did you become a 'grandfather'?

R&D Senior Manager: When I started here at the company, it was eight years ago, we were around 60 persons at quality assurance. Quality assurance is all persons, it's the level above me. So it's all tests discipline. And now we are around 200 persons so we have recruited 150 persons during my time here and I think I've been involved in at least 80 or 90 of those recruitments because I was one of the first persons. So it was my manager first eight years ago, and then it was one more manager, and then it was me. So I was the third manager, and now we're 14. So I've been involved either recruiting myself directly or together with some other manager. So it means that I've been involved in like 80 or 90 recruitments, I don't know the exact figures. Then you can think that I have interviewed almost at least five persons per position. So it's a lot of interviews that I have done. Which means that I have a lot, yeah, the big experience of how to think when we recruit persons into the company. So it's due to my experience, I think. Because when I recruited as a first line manager, I was, of course, having feedback from a sit-in from the second interview. So then we iterate the feedback to me. I mean if I let's say for an example at the beginning of my career here maybe when I presented a candidate that I wanted to recruit I maybe got a no on one-fifth of the candidates, but the last four years I've never got no's because I know what we are looking for.

Interviewer #1:   Why do you think you got 'no's' before?

R&D Senior Manager: I think in the beginning it was because I selected a person that I think would fit very good for the role that I knew about, but at the second interview they thought a bit broader perspective. They thought, for instance, a person that I selected could maybe be very good at technical skills. But maybe the person was not very good at taking initiatives, for instance. So at the second interview, they thought 'yeah well this person might be very good for this position, but then you can't do anything more with the person in a long perspective.' And then I said we shouldn't recruit these kinds of persons.

Interviewer #1:   Is innovation an important aspect of the recruiting process?

R&D Senior Manager: I wouldn't have used the word innovation I think. But when we recruit testing engineers, it's very important for me that they are creative and for me, that is almost the same thing. For instance, when we interview as a first line manager, we are looking for people that think outside the box. So we have some exercises during our

interviews, and we have like three or four exercises depending on what we think would fit the candidate. And we tried and when we got, because sometimes when you see the CV, it can look very good. But those exercises were, the intention with them was to see if they could think outside a normal scenario. So, for instance, we ask them to test some kind of program, and then we ask them to describe how they would have tested it and then you always have a typical test case that you can explain for me, but we were not so interested in them. We were interested in all the more tricky ones or odd ones. So that was one thing that we asked them for, and the other thing was also that, we, for us it's also very important that they are not too process oriented.

We want people actually to question our processes, because processes they are good, you need them but you also need to question them. And I think that if you have that mentality, then you can also question. When they're working as engineers, they should also always be critical in their thinking. I mean they should ask why are we doing this. Could we do it like this instead, so we focus the interview on that kind of questions? So I would say putting that kind of questions we make sure that we get persons that are not just doing what they are being told.

Interviewer #1: Are there any innovation strategies like checklists and assessments connected to the recruiting process?

R&D Senior Manager: Well, maybe you have heard it before, but at this company, we do as we want. *Laughs*. So it's up to each manager to decide how they want to do during interviews. So actually I think what we did, or what we do is that we have a couple of exercises but depending on. So yeah, I think what we do is a bit of what you do now. Like now what you do is that you are feeling how the interview is going and you choose questions or exercises depending on how the candidate replies to your answers. So we are a bit flexible depending on how the interview is going.

Interviewer #1: What individual qualities are important for the company when recruiting?

R&D Senior Manager: I wouldn't say that we have like a checkbox that 'now we can see that this person will innovate a lot' but what we want is persons that, not a stand-up person. How can you say? I mean we want persons that challenge us, and we think that if a

person challenges us, they can also challenge what we are doing. So it's, for us it's a lot about the mentality of the person. So it's not that we are I don't know what you're expecting but I mean it's not that if we put a certain kind of question 'now we think this person is innovative.' It's not like that. But I would say that one of our absolutely most important things is that we are checking that this person is, yeah, I come back to creative. I use the word creative instead of innovative. And for instance we have, I don't know how familiar you are with testing?

Interviewer #1:   Please tell me.

R&D Senior Manager: So a traditional way of testing is that you have instruction, step by step instruction. So that is a typical test case, that is a quite normal and quite standard way of testing. And for us, a person that has only been doing this kind of testing is mostly not the person that we like to come into our company. Because we want persons that like the other kind of testing because other kinds of testing are exploratory testing. What you do then is that you get a certain time like two hours and then you get to a certain area and then you use your experience and your creativity to find as many bugs as you can during this time. And also, even if we also have manual testing with step by step instructions. But for us, it's very important in the daily work that when a test engineer sees these tests that they should always think and then question 'is this test the only thing that actually can happen or can a customer that uses our product do it in another way?' They should always have this mentality so they should even if they see this step by step instructions they should think 'a customer probably would use it in this way instead.' So they should have spent time to question is this the right thing and when they do that they can come up with new things. So for instance what I always stress to my personal is that please come to me if you have any new ideas of how you can improve things, improve test environments, for instance. Or for instance, we have something 'goldwork', where we allow our test engineer to use a certain amount of time of their work week to do anything that is improving their work or the products that they are working with and that is much, much more important for me. That I have this drive to work with this kind of, yeah. If we have a candidate that will be interviewed and according to the CV it looks very good. But if they don't show any of this thinking, we are not interested because then we think they are too, yeah, straight forward thinking. I mean they should be much more open for new ideas and dare to question how things work.

Interviewer #1: When are you able to tell if the candidate is a good fit or not?

R&D Senior Manager: Very seldom at the CV, I think. OK, sometimes they can write in a special way that triggers your interest. Maybe formulate them in some odd way or something like that. But I would say you need to interview them because the opposite happens quite often. It looks very good in the CV. But when they come you see that this will not work, they are too strict into their thinking.

Interviewer #1: Do you read cover letters as well?

R&D Senior Manager: Yes, and they are much better to asses the person since they are more personal.

Interviewer #1: What does innovation mean for you?

R&D Senior Manager: I haven't thought of it that way, I think. Innovation for me is never to be satisfied, I think. To always improve, to always have that mentality that we need to improve in some way. So improvement is for me innovation because I think what many people can get stuck in is that innovation is like innovating something very big and revolutionizing a thing. But for me, it could be quite small things also, and that can be equally as important always to have the mentality to improve things and never be satisfied. Because if you have that mentality, you will have a much, much bigger chance to survive in the long term. Because I've been working in companies that were focusing on. What you call it. Putting out fires. And you just focus on the quickest things all the time. You forget about thinking long term and improving the ways of working and the products, everything. So for me, it's a continuous improvement all the time, and that can lead to small innovations which are just changes in ways of working maybe, but when you scale it up, you can make a lot of improvements for a big company. But it can also, of course, be very, very good the big things. Actually, I've been involved in, I have quite an interesting story for you if you would like to hear.

Interviewer #1: Yes, go ahead.

R&D Senior Manager: Because we interviewed a guy here at the company. He was applying for, as a young professional tester in my department and actually had been working as a space scientist. But due to that, we have very few positions to get permanent employment he decided to change business because he needed money to survive. So he thought 'OK if I should change business I need to start from the beginning.' So he thought that starting with tests might be a good way of coming into a new business like the IT business. And we got into the interview, and it was my colleague and me. And I've never been, I will never forget that interview. He's the smartest guy I've ever known. So, I mean we were just puzzled. We just laughed afterward because it was amazing. It was absolutely fantastic. And me and my colleague afterward we just looked at each other and said well what should we do. We can't put him at a test. We need a lot more challenging tasks for him. So we called a colleague at the technology department which are working closest to research that you can come that we have at the company. So we call the colleague, and he interviewed him and was also blown away. So they offered him a position, and he said yes. Half a month, half a year later he has, this guy has created one of our biggest successes in ten years. He cracked algorithm which we now sell as we call it a sip stream. It's a way of compressing data. So what it does is that when you stream video it normally, when you just store it on a computer it takes a lot of memory but what it does it is analyzing the data. This is a very high level. *Laughs*. But when it analyzes the picture, you can compress data so it just stores like 20 percent of 100 of the data original data, but still, you can't see any difference in the picture. It's still very high quality in the picture. And this is a very, very important for our customers because then they don't need to buy a lot of computers to store data that can just buy one-fifth of the storage data. So this is the best Innovation we have had in 10 years. It's not my words, It's other people's at the center. And that I think is a good way of how you shall think when you're recruiting people you should not only think of your own positions but if you find a person that fits better into another organization and you think he or she can do good work there.

Interviewer #1: Would you say that people like him drive innovation?

R&D Senior Manager: Yeah. Yeah. You can say that, but I will also say that this guy is very unique. I mean you find this kind of person very seldom in your career, it's probably like three persons like him at the entire company. So that won't happen very often,

but it's still very important that when it happens that you can find a good position for them. And of course, you shall have the same thinking even with people that are not quite as smart also.

Interviewer #1:   When meeting candidates that might not be as 'creative,' but that you see could enable this in others, do you consider them?

R&D Senior Manager: Yeah, of course, we can still consider them. But it's very important to understand which role they should have. Which role could they have in the future because of course, we have some parts of the company that you don't need to be as innovative? Maybe you'll have some, yeah, I don't know. Maybe we have a little bit different opinions. I think you should always have that mentality. For me, it's very important, but I think other managers would say, some other managers would probably say 'yeah but for this kind of roles we don't need this kind of creative persons,' but I don't. I think you always should have that kind of mentality.

Interviewer #1:   Do you see the development of innovation as criteria changing in your recruiting process?

R&D Senior Manager: I prioritize that, I think that is much more important now than I thought eight years ago. I think I was maybe focusing a little bit more eight years ago that they were more cooperative, for instance. So it's more important now in the last five years.

Interviewer #1:   How come?

R&D Senior Manager: I think it's maybe that I've understood that it's even more important. So from the beginning, I prioritized cooperation more. Cooperation is still very important, but if you need to prioritize between those.

Interviewer #1:   What do you mean by cooperation?

R&D Senior Manager: Cooperation is probably a bad word because I still think that's important. I would say that the persons are fitting into the, to our core values so to speak. I think if you have a framework with the persons, I mean all of our personnel have

different personalities and you have some kind of framework of what you think there should be inside. It sounds boring, but in some way you need, you need to have some limits on what you can accept. I mean some people are better just to take some concrete example are very unorganized for instance. So you can live with that you are unorganized in some part, but to some extent, you can't live with it anymore. So you have this kind of framework, and from the beginning, I think I was focused on not having them in the middle. So I think instead of focusing on if they were created or not, but now I can compromise a bit more if they are closer to the limits in their personality. If the creativity is very good I can live with that they are closer to the limits.

Interviewer #1:   Is this framework something that you specifically apply to this, depending on the needs of your department?

R&D Senior Manager: I think everyone has almost the same picture of what it means. But of course, we are individuals as managers. I see very clearly my managers that they are looking for a little bit different persons, but they are still inside the core of ideas of the company. But for instance, I have one person that is focusing a lot on the personality in the process, maybe a little bit less on the creativity, and another person is focusing a lot of the technical skills, and creativity and a little bit less on the personality and introvert persons may be.

Interviewer #1:   Do you see any changes in the future in the recruiting process?

R&D Senior Manager: No, I think that is even more important because I think our biggest competition is from other countries, and I think, you shouldn't generalize, but I think one of the sayings is that we are good at in this country, in particular, is to give a lot of freedom to our employees. I think that could be very competitive to do that because I think the more freedom you give them to do things the more they are feeling that it's fun to work and they are feeling more committed to the company, and they are more if they feel freedom and trust from the management that they are allowed to invent new things, the more it will happen I think. So I think it's even more important since the competition is tougher and more robust. As you're interviewing me, I think you can, might get some different answers depending on the manager you are talking to. Because I'm working at R&D tests with the new

products all the time so I think it's a natural part of our daily work just to try to think outside the box and we also give a lot of time to our personnel to work with things that are not actually the bread and butter work so to speak. But I think maybe if you are interviewing managers that have a lot of responsibility. I'm not sure you will get the same response. I think it's equally essential wherever you are working, but I'm not sure everyone stresses it this much.

Interviewer #1:   Do you look at candidates work with other people in the recruiting process?

R&D Senior Manager: Absolutely. Absolutely. That's why I told you earlier that it was a lousy comparison that I did with cooperation because cooperation is essential. So when I said cooperation towards creativity, it's the wrong comparison because cooperation is very, very important. I would say that on paper we have much hierarchy, but we are a very flat organization. I mean like a lot of engineers can come to me and from different parts and just ask why are you working like this. And I think it is very crucial that everyone can ask. Why we're doing a certain way, so I think. We are not the typical carrier company in that sense I would say. Sometimes when we interview project managers or something like that, they are focusing a lot on the title and their responsibility. And of course it's always also important, but it should not be the only important thing.

Interviewer #1:   How does your recruiting process get affected by the big growth in personnel?

R&D Senior Manager: I mean ten percent on ten persons is only one person. Ten percent on hundred persons is ten persons. So it's across a pressure that you need to find ten persons to recruit if you still want to grow ten percent for instance, but we have these discussions a lot. It's very important for us to not just taking people just to tick off that we have recruited our ten persons. So we're actually right now we are a bit behind recruitment because we don't find the persons that we want to, and that is mostly not the level of their CV. It's because of the mentality and the ways of thinking. At the same time we also know that our higher, our upper management know that it's very important to get the right person. So if we describe the situation, we can't do anything more right now because we don't find the right person. OK, we understand, but then we need some help from HR.

Appendix E: Transcribed interview - Global Technical Services Director

Participants:

Global Technical Services (GTS) Director

Norell (Interviewer #1)

Castrillon Valencia (Interviewer #2)

Duration: Aprox. 47 minutes

Location: The company's headquarter

Interviewer #1:   What's your role in the company?

GTS Director: I work as the Global Technical Services Director

and I would maybe rather call it 'customer service' because it's actually to make sure that the customer is satisfied with their experience with us. Customers contacts us when they have questions about our products. It can be before they have bought our products or it can be after they have bought our products. So it could be everything from what accessory do I need for this product, or it could be I have a problem with my product. So it could be any kind of question. There could be problems that the tech is not working, or other products is not working. So then they contact technical support, and they can contact us via chat, phone or online helpdesk. We also have a support webpage where customers can help themselves by finding frequently asked questions and do their own troubleshooting and so on. And we have one organization here, a global organization that consists of service managers that are responsible for developing our service offering and also to make sure that the delivery organization can deliver the service in a cost-efficient way. And then we have a delivery organization, and there are around 40-plus people there, and they take care of customers in the whole EMEA and Middle East Africa and all European countries. And then we have a similar organization in the US where we have the same amount of people taking care of whole America, from South America all the way up to Canada. Then we have an organization in South Asia and one in North Asia. So I have this responsibility to make sure that we develop the organization according to our strategy and making sure that we have super satisfied

customers, because then they will come back to the company a second time and a third time. *Laughs*. And so on. So creating a good customer experience with the company.

Interviewer #1:   Does it differ between markets in how you do this?

GTS Director: Yes, there are different expectations. I mean it's culture wise of course, some cultures have different expectations on what services is than others. But I think it comes down to individuals actually. We need to to be successful by putting ourselves in the shoes of the customer to really understand what is their problem and what is behind it. This may be something else than what they are saying. So you see we need to really put an effort to understand the customer's point of view and then we can start to work together with the customers to find a sustainable solution to that problem. I mean of course we have cultures, but there are also different people, and you need to really understand that person that you are talking to. And if that person feels seen and taking cared of it is a good experience. It can even be so that the experience is better than if they did not have the problem from the beginning because you get a good relation with the company and you feel taken cared of. So, it's about creating a good experience. And then you need to you understand cultures of course, but also you need to be able to see things through different glasses. So to say. *Laughs*.

Interviewer #1:   Could you tell me about your recruiting strategy?

GTS Director: Yeah, that is actually a little bit depending on what kind of role we are recruiting for. Because if we look in the EMEA team for example, it's a role that we need high technical skills for. And we need to have the people perspective, of course, to be able to do what they just explained. And we need to have also the language skills, and we need to have the skills of moving the company forward to have that creative thinking. So this is the strategy for their team that we need to have all those competencies, and that's kind of challenging. So then the strategy is looking at what is our goal and what do we want to achieve. And as I said customer satisfaction is number one. And to be able to reach that over time you need to be creative because if I contact customer support and I get very good support, I'm happy and satisfied. What is happening next time I

call? What do you think if you leave your car on service and when you pick it up they have also washed it for you, then you are super happy because you did not expect that to happen. So what happens next time you leave your car on service is that you will have that expectation. You have higher expectations because if they haven't washed it for you what is happening? You'll get disappointed. So you need to have this mindset to continue to have satisfied customers, you need to be creative, and you need to be able to put yourself in their shoes, okay, how can I slightly exceed their expectations today? So that is the strategy, we are looking for people that have this ability. And then the technical part we usually see, ok, if they don't have what you wish for, then this is something we can train people in because we are very good at training people. Our strategy is to be able to get people up to speed, and we have a very good introduction program from a technical perspective. So the people part and the creative part is important for us. When it comes to the strategy for the global team it is slightly different because here we really need to drive innovation together with the company. So if we are now moving towards delivering solutions for example then the global technical service team that creates the service offering needs to develop the service offering to fit that strategy. So then it's about looking again at customer perspective. What do competitors do? What is new technology on the market? How can we improve our self-help? There are new ways to do that. And one strategy is also to work together with the universities to bring in master thesis's students to learn new things, so we don't start to think in our own way you know, so that's some parts of the strategy. But every recruitment is a new thing where I look at 'OK what is the strategy this time', because we are moving all the time with the company. So it's not that we can have one strategy for every recruitment. We need to think 'OK now I'm starting recruitment, what is important this time? What do I already have in the team and what is the role I am trying to fill from a personality point of view, from a experience point of view, from educational and technical background point of view'.

Interviewer #1:   Could you tell me about the cooperation between the company and universities?

GTS Director: Yes, it's a key factor for our recruitment. It's a way in in the company as well. Because then we learn to know each other and I think it's very important, this cooperation, to have most of these students coming in during the summer to work. Because you know new things are happening and new theories are coming out. And also it's different generations. I mean that's also a strategy I have forgot

to say, which is very important to have a diverse team. So that's why also new recruitment is important because I look at what do I already have. I mean I want to have females, I want to have males, I want to have different ages, different generations, I want to have different cultures in my team because we are working with the whole world. So we need to have this ability to understand different cultures, and actually in the global team here we are four persons, and we have four different nationalities. *Laughs*. So this is a strategy to have this because I believe that if you are different in a team that's a way to create a strong team, because if we are all similar to each other, then it's not that good. So that's also part of the strategy to have a differentiated team.

Interviewer #1: How long has this 'cooperation' between the company and the universities been ongoing?

GTS Director: I have been working for the company for six years, so now I need to assume. *Laughs*. Innovation has been the core of the company since the start. So I think that they have been working with the university since the start. And we do have many master thesis's every year.

Interviewer #1: When it comes to the master thesis's conducted, are the topics mostly made up by the company or are there students coming to you with ideas?

GTS Director: I would say it's both. But we always have a recruitment process, so it's not that someone call and just get the job. We always do a process to have a fair way of treating people as well. So we post our master thesis's on our recruitment web and then we do a normal recruitment process. I think that's important because if you are a student, it's also a way to learn how to go to job interviews and to present yourself in a way. So that is the way we are doing it.

Interviewer #1: Besides what you have already mentioned, what other criteria would you describe is important when recruiting?

GTS Director: For the company innovation is the core. And of course that can mean a lot of things for different people. Innovation is a very broad term as well. But I think what is important in the company is that you dare to try things, and

that is something that I'm really looking for when I'm recruiting people. Someone that it's not scared to fail because I think we need to fail to be able to develop and learn. So that's an important criterion. If I meet a person that say that it is very important that their job description is exactly described. You know, someone who needs to know exactly what to do today. That's a red flag for me because I mean, of course, this is the job to be done but I want people also to see a broader perspective, a broader picture. I want them to contribute, to have this driving force to take the next step. And that's important. To be able to do that you need to dare try things. And that's very important. Then I also look at how you would like to work with other people. Because in the company I think you can have a lot of ideas yourself, but as soon as you start to share with others, the idea gets bigger, and you create innovation, build together. So it's an important criterion that you are a person that gets your energy by working together with others. And then that you are open and sharing your ideas, sharing knowledge, sharing with others. So I think that goes very much connected to our core values. I look at our core values as criterias when recruiting. When I recruit I think if people fit into the core values, then you like to work in the company. And that's the important part. The passion for what you are applying for. So that is my three criteria I would say. So think outside the box, want to to try things and not scared to fail and wanting to work with other people and you know to collaborate and be open with your ideas and share. That's creating an innovative climate.

Interviewer #1:   Do you see any problem in both having a culture of sharing and at the same time hiring for instance introvert people?

GTS Director: I'm not so sure that introvert is hindering you working together with others. I think it's how you create the opportunity to work together in a company. So that's maybe not connected to recruitment in itself. So I think that it's how you create. I mean maybe I don't want to stand on the scene and to work together with the 3000 colleagues or talk and share my ideas on the scene in front of everyone. But maybe I'm OK to sit together with you, and share my ideas and pick your brain and work together with you. The two of us. We haven't talked so much about recruiting managers, but I think this is an important aspect here as well. I mean what is important as a manager. I mean you need to see if you have a team of introvert persons then how should we share. How should we build? And how should we and our team work? And if you have a mixed team which you hopefully have. I mean it's important to see different people's needs and how you

can get the best out of people. So I think open and work together and have the bigger picture in our values is not contradicting to introverts. That's my belief.

Interviewer #1: Are there differences when recruiting managers from a 'normal' employee?

GTS Director: Yes, when recruiting managers we for instance bring in a psychologist. It's a little bit more thorough. I mean to have innovation and to have a creative environment you need a certain leadership to create prerequisites for that. And I think that we are looking for that when we are recruiting managers.

Interviewer #1: Do you have anything like a 'checklist' connected to innovation in your recruiting process?

GTS Director: We don't work with checklists so much in the company at all. If I should start the recruitment today I actually have some kind of template which is different in different organizations here as well where I try to explain my profile. What is it that is important now in this recruitment. And I explain the profile from what is the job to be done. What are the key personalities I'm looking for? In a way I am creating what is important to look for here and then after that we are putting out the advertisement and so on and we start to get the applications, and we go through everything. And in this profile I mean of course part of this profile is to think about the innovation and the personalities we need to create innovation in our team. But that can be different from time to time because it's dependent on what do I already have in my team. What is the gap now? So I need to focus on that. I don't really believe in having you know two deep checklists because that destroys the innovation in itself. *Laughs*. But that's some kind of you need to describe what am I looking for. What is the job to be done and what is the key?

Interviewer #1: What does innovation mean for you?

GTS Director: Innovation for me is creating things that add value for the customer.

Interviewer #1: How would you define innovation?

GTS Director: It means that it can mean a new functionality, it can mean a new product, it can mean a new way of working, but it needs to add a value for the customer. So I think innovation is not creating things that nobody will use. That's not innovation for me.

Interviewer #1: Do you see the development of innovation as a criterion changing in the future?

GTS Director: Yeah. Yes, I do. Because you know when the company is moving forward, and I mean, we are a completely different company today than six years ago when I started. It's completely different what we do in my organization today and what we did five, six years ago which means that we need to, you know, it's an agile way of thinking. I mean we need to look at where the company is now and where are we going. It's very hard to say where we will be in two or in five years or ten years from now, but we are on a journey. And to be able to to to move forward in this journey we need to look at what do we need now to take the next step in this journey? And that is something today or in five years. It will be something different probably. So that's why I don't believe in having a checklist to what to think about when you recruit because it's one thing today. It's a different thing within five years or three years even. And I don't think you can sit today and define what this company is in 10 years because there will be a lot of external changes and circumstances that we don't even know about today. So we need to always be able to follow and to lead the development.

Interviewer #1: How do you see the development of innovation in your recruiting process?

GTS Director: Yeah I mean six years ago we were selling products and hardware. Now we are selling solutions. We are selling a job to be done to the customers, and in the near future maybe we will be selling services in a different way than we do today. And I think in the recruitment then I mean one important criterion here is that you recruit people that are OK with that. It's not your job to look the same in three years as it looks today. And then it's important that we are open in the recruitment that this is not the company where we have checklists. If you are the best version of yourself when you have a clear template on how to do things and a clear, exact process of what to do tomorrow then

maybe you will not like it here in the company. And I think it's extremely important to be open with that because it's not right or wrong. There are extremely successful companies that are built up with processes and templates and so on. So it's not right or wrong; it's just that it's important that the person is the best self in this cultural climate. And I think that is very important to have an open discussion about that and listen to the candidates what their view is on that because that will make it or break it.

Interviewer #1:   Does this 'flat structure' you describe attract people with the same way of thinking as the company's?

GTS Director: Yeah. I think you need to have a good balance in this because you can not only have bottom up because if you only have that then you are 3000 people it can be a lot of different directions people are running in. So you need to in a way have a clear direction where we are going and you need to help people with the framework of this is the culture. This is how we behave. This is what we expect from you. This is how we work in the company and the direction is this. We know here we are going in this direction. And here is the framework and the culture. This is how we want you to behave. We want to work together. We want to be open and share. We want you to think a little bit outside the box and dare to try new things. I think we don't need to put the bureaucracy on things even though we are growing. However, then there are different functions of course. If you have a function of operations where you are going to produce 10000 units and you want the same result on each unit of course you need to have more process. In general I think you can keep this startup feeling and still be a big company. But what you need to be clear on in the recruitment is that it can be a little bit messy sometimes because we are people here and we are trying different things and you don't always know exactly what is going on everywhere and so on. And it's sometimes not really clear. I mean where we are going on this journey. It's not exactly clear from time to time and that fits some people but not all people.

Interviewer #2:   Could you tell us more about your role in the recruiting process?

GTS Director: I can take all the steps. I first I do this profile, what is important and what am I looking for. Then I contact HR. I mean before that of course there is a budget process and I have an approval from my manager that we are OK to

recruit someone but that's just before we start. Then I contact HR and they help me to put the advert out in different channels and don't ask me what channels because I'm not sure. *Laughs*. HR. is supporting me with that. And then applications starts to come in and I have a system where all those applications come in and then I can sort out applications. I usually sort them in very interesting, potentially interesting and not interesting. And I do that from my profile I created, I look at the CV:s and say OK is there a match with the profile or not. If there is no match at all they end up in the not interesting at all. If there is some match but you know they are lacking some of the most important part, it's a potential interesting candidate. And then I have candidates that are very interesting that match very well the profile. And then next step is that I invite them to telephone interviews. And the reason why I do telephone interviews is that I can do more interviews in a more efficient way. So I do half an hour. You just don't line up expectations. That is this candidate really understanding the role and what is this candidate expecting from the role. And we try to line if that fits and we talk a little bit about the company then I start to listen if this could be a fit for this candidate before I even invite them for a personal interview. That saves time both for me and for the candidate. And then next step I take the most interesting candidates and do a set of phone interviews, maybe like 10 phone interviews, something like that. And after that I usually take out like five, six candidates for a personal interview and they come here and I do an interview together with an HR person. And the first step here is to mainly look at the competence, but of course we also look at the personality and talk about the values here and try to get a feeling if there is a fit or not. Then when we have interviewed all the candidates there is a 'sync' meeting where we discuss of course the candidates and the HR person shares their thoughts so we align what have we heard and how well is the fit towards the profile that we have defined. And after that we usually take out two candidates for a second interview and then those two persons meet with my manager. Sometimes together with HR, sometimes without, it's dependent on if we have had HR in the first step. I always have HR in the interview because I think it's good to be two.

Interviewer #2:   Is innovation of importance when recruiting?

GTS Director: Usually a criteria is not innovation. Because what is the criteria? I mean innovation is like this table. So the criteria could be that this person can think outside the box. I mean it's more of the personality, maybe I ask questions like 'can you mention something that you are really proud of that you have

created?' I mean if a person can do that and then talk about how that was successful and then I listen to the person trying to look if this person is going to contribute to creativity in our team or not. So I don't put the criterion 'it needs to be an innovative person'. What is that? *Laughs*. I mean you see what I mean, the criteria is following our values and the criteria is how you drive things. If I want people to drive new things, come up with new services for example. It includes how do I work with others. Where do I get my ideas from. How do I share my ideas. How do I develop my ideas and how do I turn my ideas into something you can put on the market. That's in itself like five, six or seven different criteria. Do you see what I mean. So the criteria cannot be 'I want an innovative person'. It's also about how the person resonates about things. What what has this person done before and how have this person gone about it. Maybe they say I develop this glass and I did it in my own room and it turned to be a super fancy thing that looks like this. Then you have to ask who is going to use this thing. I mean what is the result of it. Is that product on the market or is anyone else knowing about this product or is it only you. I mean there are several questions that I ask to understand how this person will contribute to creativity and innovation. I mean we are more looking someone who can enable innovation. But what is it? That can be different things because you can be a person that is full of ideas and of course that's very interesting. But they also need to be a person that can do something with the ideas. Either by themselves or through others. But it needs to be someone that can put ideas to something that makes sense.

Interviewer #2:   You have been talking a bit about the need for collective thinking, could you develop on the importance of collective in the work?

GTS Director: It's important because it's very hard to drive something without involving someone else in the company. I mean it's because there is not a clear innovation process. So I cannot myself take this thing you know two different steps from idea to something on the market. I mean you need to sell your ideas to others. You need to build on it to make it happen. So that's why I said that we need to be able to collaborate. We also think the nice ideas can be much bigger. And if you think from different perspectives because one person have one perspective of an idea and if I have an idea and talk with you, you might have a different perspective. And then the idea gets bigger and better and you know for example, I might think from a technological perspective, and then I talk to you and you think from a customer perspective a little bit more, and you think from a cost perspective and someone else thinks from a quality perspective. By talking to different people

and collaborate you get something that more easily will be a value for the customer. You remember how I defined innovation as something new that creates value for a customer. So that's why I think it's important to have this sharing, working together attitude. I think it's important to be able to build your network within the company to work together with us through others. I think that's important. I think we need different kinds of people it's not that everyone should be exactly the same. With indexes we need people more analytical and we need people more like, shooting for the hip crazy ideas. *Laughs*. So it's not that everyone needs to be the same. And by having different kind of people and different cultures and different everything then we add more to the creation and ideas. So it's okay if you are more analytical and not so extrovert but because if I am not so analytical then I have an idea. And I go to the more analytical person and say what do you think? Maybe he or she says have you thought about this? No I have not. That's cool. So it's not that everyone should be the same. And that's right. Now I'm coming back to the criteria in recruitment. What do I already have in my team and what do I really need?

Appendix F: Transcribed interviews - R&D Product Director

Participants:

Research and Development (R&D) and Product Director

Castrillon Valencia (Interviewer #1)

First Interview

Duration: Aprox. 24 minutes (total)

Location: The company's headquarter

Second Interview

Duration: Aprox. 16 minutes

Location: Via telephone

<center>First Interview Transcript</center>

Interviewer #1:   What's your role in the company?

R&D and Product Director: I'm responsible for both product development, R&D, and also product management. I'm responsible for basically four different product areas and that we are basically you know creating strategies and vision for those areas and executing on them. To make them meet our business plans and so forth. I have around 170 employees that I am responsible for. I have direct reporters from the three sub-directors. I have been six years on this role.

Interviewer #1:   Could you tell me about your recruiting strategy?

R&D and Product Director: So you can say my role in recruitment processes is primarily being a grandfather. So when the directors recruit, I'm the grandfather to those interviews. So in the interview I try to find out if they have the right fit in terms of our culture and how we are working and what we do. We are hiring within the scope of the company's hiring spread and you want to be able to recruit people that are fitting into the company's core values and the whole culture of the company. But of course also make sure that we find people that have unique capabilities that we think are good for the team that is

already there. We may have a lot of people that are very focused on details but perhaps not so focused on you know making quick decisions and so forth, and we want to have a good blend in that team so that we ensure that we get the most out of everybody and that we move forward. When I hired my own team, I was trying to find people that would be a good fit for a given position. It's always good to have diversity within the team. So you want to look at age, so we want to hire several newly graduated people, but we also want to make sure to have some that are a bit older so that you get a good combination of this young energetic there are no problems. We can just do all this and then some more seasoned people that have seen a lot of things that can help to you know to structure things a bit. And now of course also gender is also important to see how can we get diversity in terms of both men and women within the team which is difficult. But we understand that because technology has a tendency to be skewed towards men. But we really want to get more female engineers because we see that in the teams. It's a different dynamic that you get.

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Interviewer #1:   What does innovation mean for you?

R&D and Product Director: Innovation for me means that you find both new problems to solve, but also when you solve the problem you do that in new ways that are initially unexpected and that in the end returns to a benefit for the end user. That you solve some problem in a new way, you combine things in a new way that ends up generating a higher value to the end customer. That's one way of describing innovation, combining things and generate value. If you wanted to deliver a product or solution then you can do it straightforwardly. OK you want to solve this problem. Here it is. That just solves it. Quite often if you can find a twist to do it differently. You can actually find a much more elegant, much more efficient way of the end result that may be much better. And then to get to that, you have to basically think outside of the box what is it that we actually saw and we have to understand what is the end users the one that you're solving the problem for what really intimately understand what the problem that you're solving it. Because then you can start to see other ways of solving it. I think sometimes we are so focused on delivering in a certain time perspective that we choose perhaps the first option we can see a path through. And then we can develop that but if you were having a little bit more, you can say belief, you could be more creative from the beginning. Then you perhaps could see five different ways of solving

the same thing. Whereas one of them could have much more value or be much more innovative if you want to use that word. If you have stress with time you often choose the safe way.

Interviewer #1:   So how do you tackle that challenge?

R&D and Product Director: That's something we're working with. How can we create the foundation for actually being more innovative, allowing for more time and find different ways of working. Can we structure things so that we have some spare time? Because it tends to be the project managers. They focus really on getting things done. And people are by nature optimistic. So you get quite often an optimistic schedule and to deliver on that or even just be slightly delayed, you have to work hard to get this done. And when you work a hundred percent you don't really have that spare time to think about things differently. You get caught up in stress to deliver, and then that narrows your creativity.

Interviewer #1:   So how do you address that through recruiting?

R&D and Product Director: I think it's about creating a way of working and structure a way of thinking within the existing employees because I think everybody can be innovative but just at different levels. Some can be very, very broadly innovative in terms of what the product should be, but some can be very innovative in how they solve some of the smaller problems within the overall scope of delivering this product. So I don't think that anybody has a patent on being innovative. Everybody can be innovative. It's just different layers of innovative that they can be. So I think we want to see every individual in the organization, even the existing ones and see what can we do to make them more innovative. I don't just want to have an office with five innovative people. And then they can be innovative and then they can tell all the others what to do. I don't like that idea. I want to see that the innovation goes on everywhere just at different levels. And then we need to find the people that if we see that we are missing innovation at a certain level, then we have to find a trick to say okay what can we find in this person. So if you need to be more innovative and the type of problems we build well then perhaps it's a different type of people as opposed to being innovative in terms of how we solve some very very difficult mechanical problems. It's different people I think. Everybody works in projects, right. They are really working together as a team. It's very little we have of people that are working on their own

and then they come out and say 'here it is'. Especially in business development it tends to be more sometimes. In development where you have more people it's more like how do the teams work. But on the management side, it's more like an individual that you put there to become the product manager. How innovative, what ability does that person have to think differently.

Interviewer #1: How do you see the development of innovation in your recruiting process?

R&D and Product Director: I think there's some understanding of that the world is moving faster and faster and we cannot stop innovating. So I think there is an ever growing need for being innovative. So I don't think there's less focus on it now than there were before. I think that we have realized that it's a fast-moving world and if we don't move then the competition will move. It's of course a challenge that because of the recruitment pace you have to compromise.Because one of the critical success factors for us is to be able to recruit enough because we are growing. And I think that's dangerous there that we lower the barrier and get the wrong people just because we want the head count. So I think that's a danger that we lower the bar, and we shouldn't do that. I see it as a risk. But that's where the grandparents are very important to say no, I mean we'd rather not have anybody than having the wrong person. Even the language is actually a barrier. I mean there's a strong focus on being able to speak the native language here which I think is changing, but still, I mean all meetings are almost in [the native language], and there's a focus that when you come here, then you should learn [the native language] and so forth. And that of course limits who we can hire. It seems to be such a strong focus on the language that I think it's a barrier. And of course there's a lot of people who are not comfortable speaking English and who is not themselves when they speak English. So you can see a team meeting where there's one English speaking person and then the team reacts differently than they did when they were talking [the native language], so there's something with how comfortable you are speaking another language.

Interviewer #1: Would you say that this affects the recruiting process?

R&D and Product Director: I think it tends to do that. I mean it's not written. But certainly, there's a preference. I mean I just heard some months ago there was a new program manager and when he was introduced the first sentence was 'yeah and he will learn [the native language]'. And I think in this world now we have to think internationally. The company is still very national. I think people are recruiting in the way that they see how the general companies are hiring. I think people just unconsciously have that on their list. I think people choose the easy way because it is easier. It's easier to hire someone from this country than hiring somebody from Spain. It shouldn't be like that. And I think we're beginning to see that we have to hire people in different parts of the world. In business we should be growing. I think we are hiring thirty-five people this year or so and we started to look to Southern Europe to see other people there. Because of the sense to be different. It's a lot easier to hire people there and relocate them. That's at least the theory that's being tested to see. I think people are beginning to understand that there are too few people here. So we have to do something different. It's easier to hire people that are [native language] speakers. That is easier. But I think in the end, we cannot just stop. I mean it's basically too few potential employees that have that characteristic. So we have to widen. I think diversity enables innovation. I mean the more diverse you are, the more innovative you can be. And I think diversity stimulates discussions, different viewpoints and then when people meet and discuss, often something that is better come out of it. So I think diversity would be good.

Interviewer #1: How do you become a 'grandparent'?

R&D and Product Director: Well, I think you could say that the grandparent is the boss of the boss. The managers in the higher layers are also hired for their social skills and values fit. Which is even more important when you are a manager. So I think there is a very thorough analysis of that person to see does this person fit. And then I would say there are certain cases where we have so many people that we are hiring that the one grandfather cannot take care of everything and then he will, based on discussions with me, agree 'okay let's also take this line manager and let him become a grandfather in certain interviews', and the criteria for that is that you have a very strong cultural understanding. And that you are doing what you preach. So do you have to be very, very in line with the cultural values. That's one criteria to be elected to be a grandfather even if you are in terms of your hierarchy.

Second Interview Transcript

Interviewer #1: What is your recruiting strategy?

R&D and Product Director: I will say that the recruiting strategy is to find individuals that we believe can be a positive contributor to the company. And one of the key aspects of that is to be able to fit into our culture and to be able to live our values, and also to be a good match to how you are as a person which with how we view our culture and our values. I think that's a very important part. That's very high-level criteria and something that we find important. If you don't fit that no matter how good you are, you won't be hired. and then you can say from another perspective we are looking for diversity, and that's different for each of the team's different needs. We need to hire people that complement the existing team on several different aspects.

Interviewer #1: What is it that is important in relation to the company culture?

R&D and Product Director: We have some core values that are used widely in our everyday lives. And those are '*Beta*', '*Alpha*' and '*Gamma*'. Those are the core values that we use to guide ourselves through those small things, but also larger discussions. Having them as sort of founding criterias for how we move forward and how we work together with those teams and individuals.

Interviewer #1: How is this communicated?

R&D and Product Director: So the discussions regarding our core values is an ever ongoing process where we have different workshops on a regular basis where we sit down to discuss what this is to us, and then do we live by those core values or not. Then how should we adjust and so forth. It's something that we use on a continuous basis. It's not just something that some expensive consultancy company came up with, and then we just printed it on big posters. We don't do that. We practice it, and we talk about it, and we constantly reiterate what it means to us. These discussions are taking place on all levels of the company. Both managers and the regular staff.

Interviewer #1: Could you explain a little bit more about criterias that you use when recruiting?

R&D and Product Director: Again, I will say that the core values are critical when recruiting and then understanding the person. I mean how does this person work. How does the person react to different situations? I think it's a very important thing that you have a good awareness about yourself how you react, so understanding yourself is an important thing. We are often looking for people that are structured you can say, that have good energy and so forth. But the personalities is important, that you know yourself is an important aspect I think. You can also learn from mistakes, and you can see how you act. Then you can also have an understanding of how you act, and then you can adjust yourself and you know, improve over time. There's so many different teams, there are teams that are customer and customer engagement. Most people we look for some type of skills and the people that are extremely technical and have a specific set of skills. So it very much depends on what each task given to the team means. And based on that kind of drives there are. What is the type of person that you would like to have? And also what does the existing team look like. So there's no checklist or template that says 'when we hire a person it should be like this'. It's very much regarding what does the team look like today. What type of job is the team doing and what do they need to evolve as a team.

Interviewer #1: What role does innovation play in the recruiting process?

R&D and Product Director: And again, what is innovation and how can you look at a person and see if the person is innovative? I would say that any person can be innovative given the right circumstances and the important role for us managers is to create an environment that will help and support innovation and creativity. Because I think there are different people that are very high level that have a very wide scope of their thinking that can be innovative in one-way in turns of were we are driving a product line for example. But there are also people that are innovative in the small things just like how can we based on these different components provide a given value additional to the functionality thought up before. So I think innovation happens on all levels, and there's noone who has a patent of being an innovative person. Everybody can do it you just have to make sure the conditions are set for it. And of course you can have some understanding of certain persons what they have done in

the past, but I think most people are curious. Most people want to try out new things, just happen to be put in the right environment for that.

Interviewer #1:   Could you develop on your role in the recruitment process?

R&D and Product Director: Yeah, actually I would add to that that my managers is doing interviews but what you also often do is to have different kinds of test where it's a program where you get put through programming tests, where your future colleagues are driving that. And they are also meeting with a team and so forth. So the team also have a lot of input to the manager about just do we think that this person will fit into our group or not. But when that has been established that yes my manager believes that this is a good fit. The next step is to have a what we call a 'grandparent' interview where the manager's manager will sit down with the candidate together with a HR representative. This interview is much more focused on the person, personality, the personal history to assess if that person will be a good fit for the company. We don't assess any technical ability and so forth that is the line managers responsibility, but they look if this person will fit into the organization. Do we think there are a long term and match? And it's quite often that we say no actually, that we don't think they would fit. Often we have two candidates to choose between a grandparent interview and it happens on a regular basis that we say no, that we don't think that it's a good fit. Of course,there's a loop there that the line manager starts to learn what is the criteria and does not put forward anyone that they believes will not go through the grandparent interview.

Interviewer #1:   Are you a grandparent or what is your role?

R&D and Product Director: So basically you can say that my role is three levels down to the line. So I am a grandparent in terms of hiring line managers. I've been a grandparent for the last four years or so.

Interviewer #1:   So in the interviews what are you focusing on the most?

R&D and Product Director: The personality. I mean if you don't fit in the personality then it will not work. What we often do is that we identify risks and then we

sit down with the line manager. Then we go through those risks, and it could be that we see that there's a person who has a very short span of interest. To say 'OK this person really likes to change a lot', and we know that we now come into a situation where the team or the group the person work in is in a very long term development process which we think will span several years before we actually get to the finish. Then a particular person may not actually fit into that structure. So we have that discussion and the dimension and take that input as well. So it's not always just a straight 'don't do it', but we say you should be aware of this and take a calculated risk slash decision to move forward.

Interviewer #1:   Does these discussions happen before you do your interview or after?

R&D and Product Director: We usually do not have any discussions before so that when we enter the interview we kind of have a clean sheet of paper, and then we have a follow-up interview with the line manager. A follow up a meeting with the manager to go through our findings, from the grandparent.

Interviewer #1:   How do you assess if a person is a good fit when the manager who is actually going to manage the person might have a better understanding?

R&D and Product Director: Yeah. I mean the line manager is the one that actually, you can say makes the decision if the person fits the role. But as part of the grandparent role we of course know what the team looks like. So we can ask 'do you really think that this will match the group?'

Appendix G: Transcribed interview - Marketing Manager

Participants:

Marketing Manager

Norell (Interviewer #1)

Duration: Aprox. 40 minutes

Location: The company's headquarter

Interviewer #1 :   First of all, could you tell me about
your role in the company?

Marketing Manager: Yes. So I'm heading up a team that's
called Product Solution Marketing & Training, and I'm fairly new in the role since I only had
it for a couple of weeks, and before that I was heading up the Product & Technology
Marketing & Solution Marketing. But the organization apart from those two departments is
also Academy which is our partner training, external training for our partners. Because if
you're gonna develop or deploy a surveillance system, we are dependent that we have a good
knowledge at our partners, so they know how to the different angles and so on to get good
images usability on the site. And there is also a department called technical information
management which develops different tools, product selector on the company's website, you
can check it out later. And company site design, and we are working on cooperating with
other departments as well. And also it's also an non typical marketing function where you
have the special right through its use of documentation use of manuals installation guides and
so on.

Interviewer #1:   How long have you been working in
the company?

Marketing Manager: In total? Three and a half years.

Interviewer #1 :   Has things changed a lot during those
years?

Marketing Manager: Yes, I think so because first of all when I got into the company we were about 1200 people and now we're almost 2000. So I mean it's almost double the size here in this country I am talking about, we are more people apart from that. I could sense, because I used to work in a big company, Sony Mobile, so I could feel a little bit of difference in the company when I started here we worked more in silos. I think we came from a small company and a little bit of growth pain. We didn't find the new interfaces. It wasn't so easy to solve problems over coffee any longer. Several people and functions had to be involved. I think we're working more cross-functional now, so we're moving into a big company. So, yes. And also apart from that I mean we talked about solutions already then but we were quite inexperienced providing those offerings, and we have launched a couple of solutions now, so I think we got more insight and learnings and we haven't addressed them really. But I think we've seen patterns and the regions have some requirements what they want us to fulfill. So that is also some learnings we have done. We have also been exploring to launch some services as well. So apart from our core offerings where we have our cash cows, the products, we also are exploring new areas as well

Interviewer #1:   Could you tell me about your recruiting strategy?

Marketing Manager: Yeah. Up until now I headed up the product and technology marketing. That team is split into two solution marketing and the other ones I actually haven't recruited since I just started in the other role. But my recruitment strategy has been, first of all I mean when I joined it was mainly product launches and like there you heard about our internal expression 2.0 versus 3.0. So 2.0 mainly. So for the first roles, I mainly looked into typical you know just to handle because it's more like a factory you need to be. We want to be agile to be innovative in the R&D, but in marketing in some cases we actually want to be efficient because we could have like hundred and thirty launches here. If you check all the variance we have because the team I have is actually supporting all the different functions of the whole company. So all the offerings we have, and we didn't have enough resources so it was that kind of profile that could keep, it was kind of routine work. So not so innovative let's say. But then we also had to cover new functions where you don't have a given you know work model, and you need to be more driven and you need the skills how to interact with different people and actually how to influence people in different organizations without having the authority. Because now with a bigger company you need to influence that

department. You need to talk to them. So my strategy has been more to get actually looking at the personality rather than the background. Of course we also in marketing have the digital agenda that we need to secure that people have knowledge within tech and marketing automation and so on. It's not us. It's not my teams that are handling the distribution because we have another department helping us with that, with marketing automation and all the regions are actually doing that kind of marketing that in order to have a good dialogue with the marketing functions, you need to have some insight as well. So it's quite a lot of challenges because you need to be able to talk to the offering owners here and to interact with them. And then you need to be quite senior with a lot of knowledge. But if you're a senior you normally don't have new insight about marketing. So I'm looking at the person because the other things you can learn so mainly about the personality. But I have also looked at the team because sometimes you need diversity in the team to have a good dialogue within the team. So age, different cultures and so on and different knowledge.

Interviewer #1:   How do you implement this recruiting strategy?

Marketing Manager: I mean here they are delegating a lot to the managers what they see is necessary to deliver and to fulfill your assignment and your task. So it hasn't been that difficult because it's very different if you work with a new offering, like we had for access control, the audio offering, the analytics category, the solutions, versus if you're gonna do a more standardized. Because it's not a lot of innovation and it's very given how you work for the products. So it's very much different profiles for the other functions. So it's a lot up to me I think. Marketing is a little bit at the side because I mean the majority of the people working here are engineering functions so I cannot really speak for them, but I think it's general for the company that you give the authority to the manager. The whole company culture is built from bottom up. If you talk to the top management here they always want everything to be sorted from the bottom up. It never comes from the top with a direction it's always built from the bottom up. And then they can approve. I mean it's very much delegated here at the the company. Everything I would say. Maybe in the future, it may be too much according to myself. I don't think everyone would agree because they like this way. But sometimes it can be a challenge to synchronize and you lose speed if you're gonna synchronize with everyone. So it's a tradeoff. If you are prepared things will take time, because now it's okay, but in a couple of years it will be very difficult to synchronize to get

alignment I think, but as long as you were talking about recruitment I mean as long as I do a good job, then my stakeholders working with this person is happy I think it's okay. But of course, if I started to recruit people that wouldn't work in the organization, I guess they would like to be involved eventually.

Interviewer #1: What individual qualities would you describe is important to the company?

Marketing Manager: You need to fit in and fit the company. So it's open-minded of course to be compatible with our core values. Open to ideas. I think that's something that I noticed when I started here, people are really open and helpful, and it's very much appreciated if you're new because you get quickly into the role and you know there is always someone to help and I think you feel quite happy and secure and that also goes for all the managers. I mean I think even our CEO. Of course, he has a challenge now with two thousand people, but if he had the time, he would have talked to anyone. I mean there is no hierarchy and I think a lot of people appreciate that. And I mean even people that come from cultures that are not used to it normally appreciate that part of the management style. So I think that is good. So you need that, and that is actually something I'm also looking at because sometimes I know great people that make a really great job but maybe super driven and not in the wrong way but since I know, it's a little bit softer style here they wouldn't fit in here. So then you think about that's a super good person but I'm not sure it's right for the company, or she would feel ok working here. So it's a match of course. And then I think of the bigger picture. Of course, it's always appreciated, but I wouldn't say it's necessary for all the roles I have. Except for those ones that are more routine maybe you wouldn't be satisfied in that role if you have the bigger picture. Of course, you can have the bigger picture within your area. But I mean that is something. *Beta* is something that is also important, and I think a lot of people can relate to that. We have had a challenge here according to me and now we've grown to find a way. I've seen a positive trend here wow that instead of working through your formal organization, you work through cross-functional collaboration instead. And that's the way to go. As I see it if you have a big company that you need to do like that. Working according to the core values is very important I think.

Interviewer #1: What role does innovation play in the recruiting process?

Marketing Manager: It's related to thinking big. I think that you challenge yourself. That you think outside of the box, not within the given. It's OK to try out things, and it's OK to make mistakes as well. I think for us, of course, there is some part of innovation. I mean the digital marketing you can call that innovation as well. It's not really. It's more like you know consumer business had it for a while, and we're copying it and adjusting the model to make it work for business to business, but for us we should influence people around us that not necessarily are so for them it's very new. They don't even know what's that? So we have new terms that we need to explain in order to influence them. So I think the big innovation here is R&D, innovating new technology of course. So you need to be able to be open and more supporting that would bring the marketing message out for the innovation. But we are not the core of the innovation in the company from that perspective even if we of course have innovations or challenging innovations. I think it's a bit to over exaggerate it because we don't come with really new things. Maybe new things for the company, for business to business. But still we can look a lot at the consumer business and see how it's done there. And modify it so a big part of the innovation comes within our R&D.

Interviewer #1: How do you identify these qualities in the recruiting process?

Marketing Manager: So, often we have two interviews. First interview is closest manager, recruiting manager plus a co-worker to be, and then you are checking the CV, personality or very open what you like. The second one HR is participating together with a grandfather or grandmother, and they are more checking the core values. But like I said in the beginning for me it has been the most important thing has been the person the personality and diversity. So diversity is easier to check on the CV of course. I could also be diversity in terms of the personality of course, but I have a set of interview questions. I recruited a lot since I started. I think I've recruited like I mean twelve people in three and a half year. So I think it's quite a lot. It's not a little at least. So I have a set of interview questions, and those are kind of more maybe to get to know the person behind so I can, you know this kind of questions like 'can you share some big challenge and what you learned from it? If I have a scale here of chaos and structure where would you place yourself?' Stuff like that. Because then you get the person to speak a little bit more. And there is not a right or wrong answer to those questions. More for me to get to know the person, so that is how I am.

Because if we have the right personality, we can support all the innovations we are doing here. Because you need to be this kind of person that is flexible. We are maybe not agile and the same as you are in R&D but we need to follow their change of heart and their decisions 'oh now we go in this direction in this direction', and you cannot be stressed out you need to be more like 'oh this is fun to follow this'. You need to have that kind of mindset, so I'm more looking for the personalities that can support that it's not so given a straightforward and we are agile in our developing.

Interviewer #1: Could you develop your reasoning a little bit?

Marketing Manager: Of course I share the core values and ask the candidate to discuss a little bit around how they think. So it could be more like to have the bigger picture, I think it can be connected to our innovation. But I'm not really looking for an innovative person in that sense, more open for the following or being part of that team that innovates. And of course we work with for example core technologies that are like one of our core teams working with innovations. So one person in my team and also I'm also often involved in that because it's new stuff. We are having this marketing technology forum for example, and we discuss, because we are also marketing our technologies. So we work with these guys also. And when is the right timing should we say something about it. How should we? For example, how should we relate to artificial intelligence? It's so hyped now what is the company's take on it? So we talk to them and marketing as well, but we don't normally do the innovatio. My people don't normally do these innovations. If you say that's more, you should be able to work with these people. So open minded, flexible and not getting frustrated when things are changing back and forth. And also like to work as a team because you need to. Many of those people work very closely with the R&D, sales and Marketing like a triad that works closely together because otherwise, you will not be able to be quick enough when things are changing. And that might change over time. You know talking about being agile. When I started here and I think we're still is, marketing was a bit like you know support function. A little bit like a typical R&D company, and I can recognize that because I worked in Sony Ericsson and Sony Mobile for 17 and half years, so it was a long time, so I saw the development from the really R&D focused company, product management sell ideas in the R&D organization and sell products and so on. Eventually you need to work more and more with positioning when you have a fiercely competitive landscape which increases. You need

to more work not only with the product but also with how you communicate in the marketing and the channel strategy and everything. I'm thinking we're moving towards that direction. So marketing getting an increasingly important role and I heard for example. So I feel we have a lot closer relationship right now and like it's a good flow, and I've heard like, and I also see that we can have that role. But maybe we should be more involved in the beginning because it's not unusual that you know we can do something new. We have innovated some new offering and then 'here please market it' and then we what's the deal. We want to differentiate it and position it in the communication, and it may be not so different. So it's very hard for us to do. It's so similar to the previous product. Then why did we do this one and what's the use case. What is the target audience or target use going to use it for? And then sometimes it gets really challenging and then it comes to the market then they maybe have the same questions. So I guess the optimal way of working with innovations is that it's good that we can do stuff from a technical point of view and sometimes we should actually because the market cannot always know what they want because if you don't know that the technology exists, for example, you cannot ask for it. Some things that are more given or more close to what you have already today. Like cameras and so on. I think we could benefit maybe not corporate marketing thing where I work but perhaps regional marketing. We actually own the business and have the customer relationships should be more involved in the innovation process. So I think we could have marketing maybe not corporate marketing, but maybe regional marketing could have a different role and that would of course also affect the recruitment and who you are recruiting to those positions so that's why I'm saying now I'm more like supporting the innovations that are done today but that could change the profiles can change. If the marketing function would have a different role in the future.

Interviewer #1: How do you see the development of innovation in your recruiting process?

Marketing Manager: I think, already since I started I can see, I can recognize so many things. Like I said it's not the same company at all, but from Ericsson, Sony Mobile to Sony. You have an offering that you can sell. You get increased competition from China mainly, or Asian companies. The products will get more commoditized and you need to differentiate both in terms of software analytics but also in your communication. What value you bring the customer. Then I see that there will be a need for marketing to be closer already from start to get good sales. I see that happening because

when it's not so given that you'll sell products just because they're great, when you need to work with other channels to channel strategy and you need to work with the positioning and the marketing and not only the price of the product.

Interviewer: Do you think diversity will play a role in this development?

Marketing Manager: Yeah, because you can have a diversity, not only a gender function but you can also have like different features and different. So I think so, and even the cross-functional collaboration, of course. That's a significant improvement.

Interviewer #1:   What does innovation mean for you?

Marketing Manager: That's a big question. *Laughs*. I think for me innovation, maybe because I come from tech companies before, it's more like it needs to be a bigger step then evolution. So it's more like a step change. New arena new opportunities. I cannot really express in words actually because I think companies like ours is developing all the time. It's not the same company, and our offering is not the same. I mean we had a new platform that is much more we have done this, our own chip led chipset platforms before and probably some of them have been more just an evolution versus the previous one. But I think this last one has been a bit of a game changer. So that I would probably classify but I don't have a fixed definition, but that's probably because for example today it is not only import with the technical improvements. It's not the only important thing. We have great quality in the new platform but also when it comes to trust and security to prevent cyber crimes and so on. We have a lot of security features in our new platform so that I think is innovative and in today's world when we have a lot of things that are threatening the cybersecurity. So I'm thinking more technical when I see, there could probably be some in marketing and in economy as well, but I don't know why I'm thinking more technical stuff maybe because I'm working in this industry. Maybe I'm hard to add my own functions. I don't know. *Laughs*.

Interviewer #1:   Do you also think that the criteria for innovation or innovative qualities will change with it?

Marketing Manager: I think so. Yes, definitely. I mean it
needs to be somehow connected to how the world is developing I guess because of course,
you can be. I think now when I go back to the previous question I'm relating it a bit to the use
as well because you can innovate things that's not gonna be used or not working with today's
behavior. So I'm thinking as I said now for example that the security features we have in our
latest platform are super important today, so in today's world maybe we have invented them
before, but they weren't of any use before. Maybe they wouldn't have been as useful and also
if I think the first computer it was like, was it in the fifties? I mean that you had the first one
no one really could use it. It was too big as well and so on. Of course, it was a great
innovation but when was it really, it was innovative of course, but it's also within you know
the technology matures. So there is some point of time when it's, yeah. For me working with
marketing at least. It's not. I cannot market a thing that's it's not gonna be used so I need to
connect it somehow with that when it means something for someone that wants to buy it and
so on. But of course, that early innovation is also important because that's the first step for
making the one that you actually can earn business on and that you can market. And I think
you need to like try. That's also a company thing that you need to make a lot of mistakes as
well so you need to have that innovative climate in order to tryout things because you never
know what's gonna be a great thing. Some products that we have are from students that came
here to help out or something like that. It's also great and it's been very successful both as a
technology but also as actually something that we market because it's easy for the salespeople
to say 'oh it has this function' and then 'oh it seems to be great' they just need to say that
instead of explaining everything back and forth they know our system works well.

Interviewer #1:   Could you describe a typical hiring
situation for you?

Marketing Manager: Yes. So I think this is kind of standard.
We don't have that many like you know a case you need to do case studies and stuff. So the
first interview you have its recruiting manager and a colleague to be of the candidate. And the
second interview is then the grandmother, grandparent and HR and more going into the core
values and so on. And I know that we say that we rather say no then yes just because it's a
nice company, but in that situation, we're kind of picky, it's just to make sure that we have the
right people on board. Now I know for R&D functions they have a challenge with the number
of candidates. I mean there are many R&D companies here but marketing often get a lot of

applicants actually so I don't have that challenge to find people. And then, of course, I always check references, two of them before making the offering. But we don't have, not in my function, we don't have any tests and so on as a standard. I did use a test once when I had a tricky situation. I couldn't really choose which one to take out of two people. We have like a communication platform which we call a message house and based on that they should make an article for communicating the offering. So yeah you could bring that in if you'd like. I don't know how they do it in R&D but I think it's pretty standard. When looking at the candidates, first of all, you want to know, so you cross check to see that you're right. And then you'd actually check like formal things like drug issues sick leave stuff like that. Any issues with that. And then there is normally like check personality. Things like can you run this person if you have project, management skills, for example. I have a couple of those criteria, and then they motivate them. I would describe the role. And how do you see this person, would they fit. And then, of course, the standard question, if you had a chance to rehire this person, would you. So yeah more or less like that. Core values. No, I think we checked them already and yeah I mean it could be more for this specific role as such. Of course, it could be. If I have any doubts also from any of the interviews, the first or second one that we want to really check for example. Yeah, could this person really, you know is it a team player that works according to our values as well. For example. Then, of course, I can check that specifically in those criteria. Sneak in that question.

Appendix H: Transcribed interview - Engineering Manager

Participants:

Engineering Manager

Castrillon Valencia (Interviewer #1)

Duration: Aprox. 31 minutes

Location: The company's headquarter

Engineering Manager: I am an engineering manager here at the company. I've been working in the company for ten years managing for five years. I have a team of 15 people now, and they're all electronics engineers. So working with schematics and designing electronics

Interviewer #1: And now how many people are you currently managing and how big is your team?

Engineering Manager: So the team is 15 people. I'm the only manager

Interviewer #1: And what were you doing before that?

Engineering Manager: I was an electronics engineer myself five years ago. Before that, I was a sales guy. I worked there for almost three years during my studies. So before that, I was studying for civic engineer.

Interviewer #1: Could you tell me more about the company recruiting strategy?

Engineering Manager: So I've been recruiting since I started as a manager. I've grown my department. I don't know exactly how many I've recruited, but I think there's one employee that's still with me. since when I started. The rest of them, I've recruited myself. So there's been a lot of recruitment in what I do. The overall strategy is to find people that have the same values as the company does. So basically what we want to help each other out. We want to share information that holds everything in. We want to collaborate and be nice to

each other, help each other out, and to have an excellent good quality of work during the day. We do that by basically having the first interview with one of the guys from the team. Then a second interview with someone more central from HR and then a higher up manager. So that's kind of a control stage where they focus more on the personality side of things and to make sure that all the people that get into the company fit the profile that we're looking for. And there have been examples of me finding people that I find great with the focus on technology and everything you need to know. And then during the personality part, they find that it's probably not a good match for the company as a whole.So that's the way we find the right people try to do extra interviewing.

Interviewer #1:   How was this a strategy communicated to you?

Engineering Manager: So basically I went through it myself the first time when I started at this company I went through a first and second interview. Then becoming a manager I went through three interviews. So managers and project managers are going through three interviews , and then the third one is a personality test basically where you get evaluated somehow and that one that part is usually for just making sure that the feelings from the second interview actually match what you see in the tests. So that was my first way of seeing it. And then as an engineer, I was participating in some interviewing with my previous manager as well; this is before I became a manager. So that was the gateway into

Interviewer #1:   Was there a training?

Engineering Manager: No, there was no training whatsoever. There is training nowadays but when I started basically I had a mentor who helped me out during the first interviews. After that, I just started doing it and learning by doing.

Interviewer #1:   About how many interviews would just say that this mentor helped you with in the beginning?

Engineering Manager: Quite so, not too many. We did one recruitment round. So that was maybe ten interviews. So the interviewing I was familiar with because I've been doing that before. So that wasn't the huge part for me, but it was more of learning to be selective. So when you get people trying to get into the interview and you try to find who you're going to meet, but that's the process that I struggled with from the beginning. Who do you choose for

interviews? That's something you need to train up and see. Is this relevant? Is this not relevant? Yeah, it's the profiling part of things.

Interviewer #1: What is the recruiting criteria that you would describe as important for the company besides the core values that you mentioned?

Engineering Manager: So just going through the CV, I'd say you usually have some story about your career that shows me what you want to do with your career. I know it's not always that you get that from the CV. Sometimes it's everywhere. And then I have to go to the personal letter and see what's in there. So some of my colleagues use the personal letter as a prerequisite. That's the one you have to read, and that has to be great. Otherwise, I won't call you into an interview. And some people go for the CV, and that's the only thing that they read. Some people do both. I wouldn't say that I have a strategy in that it's safe if I always look at the CV first. If I don't get the answers that I need, then I have to look at the personal letter. There have been times that I've seen a CV, and I'm not falling in love with this person right away, and then I read the personal letter, and that's great. And the aspect of that is the story that you have to tell. Why are you looking for this position? What's your reasoning behind applying?

Interviewer #1: What criteria do you look for when you are interviewing a person?

Engineering Manager: In that step it's always personality always comes first for me. If you know what components you're looking for in your job, what drives you and makes you happy. If a person comes to me and tells a story that doesn't fit together and you feel like they're giving me answers that they think that I want to hear, then the interviews is mute, and you don't get out what you need from it. So honesty is a big thing. Honesty in the sense that you f a giving me the true picture of what you're looking for. Because to me in an interview isn't just me evaluating the candidate. It's more of an opportunity at our company fits the needs and wants of the person in front of us. So there have been times that I've met people that are a really interesting personality wise. But the confidence is right for this position that I'm having. But then I can find another position person and try to find the right manager to meet and try to connect people. That's kind of the most important part for me is not to feel like I'm just evaluating people daily. It's more of a connection-finding.

Interviewer #1: Are there any other characteristics?

Engineering Manager: Yeah, when you look at the technical parts there are two different profiles for me. They're sitting senior profiles, and there are junior profiles. When looking for senior profiles, It's really important with the history and what kind of technical background you have. Is it the right fit for this vacancy that you are looking to fill. So in that kind of interview, you're going more in-depth on seeing what kind of competence the person has. If you're looking at the junior profile, you can look at the CV and see, does this person have the background that they need to be able to learn the things that they have to know when they're coming here? And that's we do have the right education and stuff like that. Do you have grades that are not lousy at least? And then that combined with the personality makes a good candidate. So the personality is more of a focus for me with the younger candidates. It's important with the senior ones as well. But you focus more on the technical stuff with the senior ones.

Interviewer #1: What role does innovation play in the recruiting process?

Engineering Manager: I wouldn't say that I mentioned the word innovation too much when it comes to recruitment. The definition of innovation is making connections with things that aren't connected logically. I think that the best way of making that happen in reality is basically two people meeting with different ways of seeing things, and then they talk. So just this collaborative personality is really important to me that you find it interesting to understand other people's perspective and seeing what the what kind of experience they come in the situation with. So again it's the personality; I think it's really important to the innovation as well.

Interviewer #1: Is there a collective component for that?

Engineering Manager: To me it is.

Interviewer #1: Could you elaborate more on that?

Engineering Manager: Yes. To me, it's all about the right people, at the right place, at the right time, and they have to have the right setting to be able to do it. If you have people that are just bogged down with a lot of stuff to do all the time and they don't have any time to collaborate, then the innovation won't happen. This is because it's not about one person sitting in a room trying to figure something out. It's not. That's not how it happens. You must have people that are willing and driven by talking to each other and collaborating, and you have to have an environment that allows them to do that as well. So I think that's the key components.

Interviewer #1:   Would you say that they end up into your criteria when you recruit?

Engineering Manager: It's both. I mean that we have to think about this every time we recruit someone because if we miss out on that we have a person that won't collaborate and then that person won't participate in the innovation party will you.

Interviewer #1:   Would you ever hire someone who is not collaborative in terms of their work style?

Engineering Manager: I would have a harder time to do that. There are examples of us doing that. But then, It's a role where we can accept that person is so good on his or her own so it's fine to sit that person down in a chair and just doing some work that will create value for us anyways. It's more of a, will that person be a problem for us in that aspect? but then that will result in a no. But for me it's difficult to accept a person that isn't collaborative at all.

Interviewer #1:   When you're interviewing people, do you go through a checklist?

Engineering Manager: No.

Interviewer #1:   OK. so what kind of mechanism to use to see if they're a good fit?

Engineering Manager: What stage interviewing or interview?

Interviewer #1:   Yes, interviewing.

Engineering Manager: So when I started interviewing, it was a lot of focus on this evaluation part where you have to see where the person comes from and why they want to start here and stuff like that. Because then we have like ten interviews per position. Nowadays it's more of us searching for people and trying to get them in here to listen to what we have to say. So it's more of a selling kind of activity more than evaluating activity nowadays. The first part is always talking about the company, talking about the team, talking about how we work, the perks of being here and what the person would be getting if they are employed. Then the second part is trying to figure out what they wish to have or want. Then try to find this match, so again it's this matchmaking thing.

Interviewer #1:   What does innovation mean for you?

Engineering Manager: The definition for me is if you connect to things that aren't logically connected then you've got innovation. So if we take a glass window for example and combine it with a chair, there aren't logically connected but if we make a glass chair that might seem like innovation to some people. It could occur from one person of course. But to me the good ones always occur when people are collaborating together especially when they come from different environments. Let's say someone from Asia meet someone from the US, they probably don't have the same use of things, but when they talk or meet, then they might figure out ideas that aren't logically connected to each of the people individually but together they might innovate something. It's always the value that dictates If an innovation is worth something. So in our case, it's always value for the customers. So what does the customer get from this innovation or what does the company get from this innovation that you're making? so the value is always the key.

Interviewer #1:   You have talked about the difference between being innovative and being an innovation supporter or enabler. Is that a distinction that you make when you recruit?

Engineering Manager: Well that's a good question. So there are different approaches to innovation. One is that you throw every idea that you have up on the table and everything goes. That's the usual way of doing things. So then you want to block all the negatives in the room so everyone that says that's a bad idea because they have to stop doing that. So that's

one approach. The other approach is trying to kill every idea as soon as possible. And I think it is Google X that uses this one. So they find an idea of changing the world. And then whoever kills at the soonest gets some bonus or something. So depending on the approach that you have you need different types of people. In the first one, you need people that's creative thinking and the other one you need people that are scrutiny focused. I wouldn't say that I have an approach like, but I'm aware of my team having all these different components. So if I were to have a meeting with a focus on innovation, then I would invite the people that I think are needed for that strategy. But I haven't thought of it too much.But it is that way.

Interviewer #1:   Is there a balance when you recruit depending on whether you have too many creative thinkers?

Engineering Manager: Yeah, I always must have a balance as long as you can do it. It's really important to have diversity in all aspects, gender wise and cultural wise in this personality. So the personality is one thing that I can diversify which is a good tool. So I try to keep the team diverse by having a different personalities.

Interviewer #1:   How has the development of innovation changed over time?

Engineering Manager: One aspect of that is when I started here the company or the group that I was uh employed to felt kind of like old the company. Some people have been here for a while. For an example, when we sat down for coffee after lunch, we always talked about home renovation and car maintenance and stuff like that. me and my friend that started the same day we were younger, so we didn't have any relation to those topics. We talked about football and partying since we were twenty-five. When we started it was a rough environment. I'd say in that team at least it wasn't easy. And you had to get kind of acceptance somehow. it wasn't difficult or harder in the aspect of I'm not going to make this because it's so rough. It's more of a -I don't know what words to use. It was a bit difficult getting into that team as a younger person. But nowadays basically 60 percent of everyone that comes in here comes from school right away. And then we train them here. It's reliant on everyone helping out and welcoming all the new guys and girls that come from school. And that's a big difference to me. They're welcomed, and it's a safe environment for them to come into. So I'm proud of seeing that transformation.

Interviewer #1: When would say that happened?

Engineering Manager: I'd say. My friend and I was probably the start of that. And then the next batch of people that came from school directly they further that development. So that's when it started. And then it's been ongoing ever since. So there are specific people in that team that's I've seen a major difference in their approach during the years. It's nice to see.

Interviewer #1: Is there a difference over time in terms of what type of people you recruit?

Engineering Manager: I'd say the difference is also in those people that were there from the beginning. They are still here. And I'd say their approach is different. So I think everything involved at the same time. It's not just people coming in is making the change, it's also the change of approach from the beginning.

Interviewer #1: It seems that there is a pressure to hire a lot of people. Is this something that you see affecting your recruiting?

Engineering Manager: No. I think that it comes down to two things. It's my personality. I would never do something that feels wrong to me. If I were forced to do that, I wouldn't be able to do what I do. And the second part is the environment here is that of course I'm expected to hire people at a fast pace, but the number one requirement is that we get the right people in and that's always the focus. So that always comes first. I feel I'm more of a letdown to the company if I recruit the wrong people than if I wouldn't recruit at all.

Interviewer #1: Currently, do you see anything being implemented for the company to be innovative?

Engineering Manager: So I thought about this before you came here. I thought about what innovation means to me. And I wouldn't say I used that word too much. We as a company use innovation a lot, but I think to me innovation is probably something that happens all the time. And I take it for granted. So that's why I'm not using the word because to me it's just the regular work that we do. As I've talked about it before, what I do to make sure that we

innovate and think in new ways is just enabling your personality to be able to do it, to create the time and the tools that they need to be able to innovate, work and do what they are great.

Interviewer #1:   Is ther anything that you think that you should add in terms of criteria when you look for a person?

Engineering Manager: I mean you can always evolve. There is the danger of doing something too long or too many times is that you get into a rut and you do the same thing over and over again. So you have to think as soon as you can. My instinctive answer to that question is that I'm happy with what I do. And I think that's successful right now at least. But if you look at what I do, the way I innovate is by making different approaches to recruitment. This is kind of the part for me that I think how can we get people to be more interested in the company and how can we get them in the building, so we can tell how fantastic it is to work here. So that's the way of always evolving that process. And like I said I'm not thinking innovation when I do it. But it's kind of what you do to reach the goal that you need to reach.

Interviewer #1:   Yes, it is sometimes difficult to articulate. I think these are all the question. I will end recording.

Appendix I: Transcribed interview - Electronic Engineer

Participants:

Electronic Engineer

Norell (Interviewer #1)

Castrillon Valencia (Interviewer #2)

Duration: Aprox. 18 minutes

Location: The company's headquarter

Interviewer #1:   Could you do a very basic explanation of a typical recruiting process in which you were involved?

Electronic Engineer: Sure absolutely. So I'm not part at all of the actual posting of the of the add wherever is posted. I basically come in when my boss, the Engineering Manager, has some interviews lined up and he asks if I want to be part of this. He does this because he likes to have someone from team there. And if I have time, I tag along. We get started together. So we meet the person to interview. Before that I have some things I always take up because my responsibility is to introduce the day to day work, what we do. What is it that we strive to do ask and I'll try and get across what the engineering team is abou since I'm part of that team. I guess a different kind of discussion from what my boss is focusing on because during the interview usually we have a tour of the customer center here: I introduce all the cameras and then we talk a little bit about the person and then we talk a little bit about the work. During the talk about the work, I focus a bit about the technological aspect to allow them to open up about that stuff because a lot of times I think it's a lot to do a good impression on my boss or something and it was for me at least quite comforting to be able to talk some technology to an engineer. I'm there to describe the work and to be there if they have any specific questions about the day to day work. I think it's a bit more authentic if it's an actual colleague that talks about this instead of the boss. Then after we finish the first interview, I get told afterwards if that person passed the second interview or not. We have a small discussion with my boss after about what kind of impressions we have of the person. If we think they are going to be a good fit or a bad fit. If there's any questions regarding their background and their technological knowledge. If there were good things

about this person or other things that the second line interview should explore. Well that's I basically how I'm in the picture until they are hired so come in a specific and early segment of the process.

Interviewer #1: Is this a common way of doing the first interview in one different departments?

Electronic Engineer: I think not. I think it's not universal and I think my manager decided to do that on his own. There might be some other managers that do the same here as well. I don't think everyone does it. I think yes some of them do it alone and some them with bosses together.

Interviewer #1: And this is the first interview that you are part of?

Electronic Engineer: Yes, what is the first interview here because I think sometimes my manager has had a phone interview before just to get something. Otherwise it would be the first interview.

Interviewer #1: Are you are you a part of the complete interview?

Electronic Engineer: Yes

Interviewer #2: So as a person who is in a live-interview. What would you say is your impression of his recruiting strategy. What is it that he's looking for?

Electronic Engineer: My boss told me about a year ago when he hired me, he asked his colleague, the boss for the mechanical department, what kind of person he should be looking for for the team? He was looking for some form of input or something. His boss said find someone who's driving their own work and trying to be a good team player, someone who brings everyone else along, and tries to spread some form of good spirit. I'd say a good feeling in the office. I think a bit of what what he's been looking for is technical some form of technical drive and knowledge base as long with a drive to keep working, a drive to draw your own work and be willing to be a team player. I think that's that's it. It's one those kind of things he's looking for.

Interviewer #2:   What do you think is important in terms of like being a team player?

Electronic Engineer: Well, I think that if you're not, you can get quite protective of both your work and be jealous of other's work. So it can become a bit of a competition. Both who gets the good projects the most innovative projects and the ones you think is designed to sell good. So you can look good but also it's if you're not a good team player, it could be hard to take input from other people. And that's crucial in our design work in our day to day work ,especially in the beginning but also further on because you do need a lot of input from different departments and from different people in your own department that know something a little bit better than you do. If you don't seek that, if you don't try to find out, and if you're not allowing those people to help you and help them when they need, then we become worried that the culture we have would deteriorate. We have some people from other company across the street and they've been going downwards. We've been hearing a bit about that the culture there could be a bit more harsh; there a person doesn't openly share ideas and they don't openly tried to help out each other , but instead they would be a lot more protective of your work and didn't want to share. Trying to avoid that is key and I think that was why it's important to be a good team player.

Interviewer #2:   What is your definition of innovation?

Electronic Engineer: Well that's interesting. I had a few discussions about that with friends and colleagues- not in great depth discussions. One thing about an invention, I think, is you could define that as an original thought or an original idea. Never thought before abou. But you can also define it as a combination of existing things in any way. Innovation to me is something new, a product or a way or process that is improved somewhat over a previous one used. Or changes from a different process altogether. The creation of those things, those new products, those news processes, those new ideas is innovation.

Interviewer #2:   Is this something that you feel is happening as a participant in the recruiting process?

Electronic Engineer: I think the drive to innovate can show itself in a lot of different ways. Sometimes you need to find out how that is displayed in a person. if you want to see if they are good or a major problem. if they just have the capability to helping.

Sometimes it can be a curiosity but I think it would also be a somewhat of a conservative approach to something because we have a few people in our team that are quite knowledgeable about what they think don't work. And that applies that limits to a system to a project that could cause it find ways to get around those limits. So they are also helping to be innovative in some fashion. But some curiosity and some openness to go in different ways I think is key. But I think they are looking for an openness and a drive since they are the building blocks for creating innovation in the person that is in the pricing that is there.

Interviewer #2:   Do you see them using any kind of checklists or tools or anything?

Electronic Engineer: Yeah. He actually gave me his boss. He has a basic list of 20, 30 questions to ask if something gets slow and he doesn't remember what to ask next. It gave that to me when I was helping him with the first time. So there is a checklist. I think he's deviating a lot from that since. it's more of about if you have nothing else to ask questions because the more you do it the more you're just trying to explore a person. You are exploring by trying to both find out who they are and what they can and how they want to approach things. I think the questions come quite naturally there. if they don't come naturally, well, then there's a good time. I don't think it happens that much and I think not having to use a checklist is a good sign. Allowing yourself to be open and trying to coax the interviewee. to be relaxed and open enough to chair the interview.

Interviewer #2: How do you see innovation as a criterion develop in the recruitment process?

Electronic Engineer: Well, I think innovation is always important. In a maturing camera market, we have to be innovative in order to do well and to become better. To be able to supply what is needed for the changing world. So innovation is continually needed and it's continued to be looked fo.I think they recruitment tactics, not much the strategies, are changing. The tactics are to catch the best talent, the most innovative, the most knowledgeable, the most comfortable people with this kind of work. This is because while it is innovative, it is ,a day to day, where you have to to allow yourself to just get this done and innovate. Other things as well so it's not everyday.

Interviewer #2:   I think these are the questions. Do you have anything else?

Interviewer #1:   No, I don't.

Electronic Engineer: So I'm not an boss but it's been really fun to be part of the interview process because you learn to see person. you're forcing yourself to actually try and look at a person and determine what are these personal qualities. To me it felt a little bit hard to do in the beginning because it seemed unfair to put a person in somewhat of a box. But I've kind of find it very interesting to be able to find the qualities of a person that can either fit here, find something that they need to work on, or that don't fit here and they need to go somewhere else. While not a boss, it's been really interesting having to think about these things. For examples, having to think about who what can a person do how are they innovative, how are they in the day to day, and how their qualities could fit in different parts of the project process. I think that also makes us the colleagues a bit more aware of how to facilitate each other and how to build a better team.

Interviewer #2: That's what I was curious about because different managers have different styles. Interesting that he brings you in because I mean also the candidates in a sense your potential colleague so the interview process affects you. So in that sense you have a buy in this process. and we were curious to hear what is your perception the recruiting process and and this is very valuable data. Actually it's good that we have it really good now. Thank you.

Appendix J: Transcribed interview - Technologies Director

Participants:

Technologies Director

Castrillon Valencia (Interviewer #1)

Duration: Aprox. 37 minutes

Location: The company's headquarter

Interviewer #1:   Could you tell me about your role in the company?

Technologies Director::   I am Technologies Director. Technologies is department within R&D, including technology development in strategic areas. We have some software development, and we look into new product concepts and ideas. So basically we provide the technology base and knowledgebase for all the product's features and solutions that the company develops. I manage around 200 people of which 14-15 are managers. I have been working at the company since 1996. So I started here as a software engineer. I'm originally from Germany, so I moved to this country just the year before. So I started here at my first job and started as a software engineer, and I think the company had about a hundred people, something like that. And then after two years, I started in this products area and it was new then. So that one product was the first network camera so I started this project manager then, and since then I've been working with the camera business in different role, so I became a manager in the late 90s and then had a different departmental roles within R&D. So for like maybe the last twelve years something I've been responsible for technologys department.

Interviewer #1:   How long have you had a role in recruiting?

Technologies Director: I have been recruiting since the late 90s since I became a manager. Before I've been taking part of recruitment as a resource, so they always involve like engineers or project managers during the recruitment process. But recruiting myself, I've been the manager and the last year that's mainly managers that I'm recruiting and then I'm involved as a grandfather. So in recruiting from other departments, I take a role as grandfather,

Interviewer #1:   Could you tell me about your recruiting strategy?

Technologies Director: I mean I think that the company as you know we are recruiting a lot of people and we have done this quite for some time now. But I think we are still putting very high requirements on the people that we're recruiting so if you call that strategy then we are quite careful that we employ people that we think fit into the company. So, of course, there are the skills, the education , and stuff like that. But then there is a lot about values so that we look and try to see the people that are working at the company. That they comply with our core values that they fit the company and have the basic principles of what we think is the right way to do.

Interviewer #1: What principles are those? Can you elaborate a little bit on those?

Technologies Director: I guess people have talked about the company's core values. So they are that we are Gamma because we feel that if you employ people, we don't want to have people sitting in the room and they don't talk to anybody else just doing programming. We think it's essential that they can communicate, they can interact with people, and that they share their knowledge. So that's very important for instance. We also want to have people that have the courage to try new things so that they have this bigger picture idea. That's meaning that try to find new ways, to try out new things. So this I think it's very important for us.

Interviewer #1: What individual qualities would you describe is important to the company?

Technologies Director: I think again they relate a lot to the company's core values, but then of course I think there's not one type of person that you're looking for of course it's always the question how these people would fit into a team and what people you have in that team, and what you're looking for. Sometimes you want to have very outgoing people because you think you need that in the team. Sometimes you want to have someone that has very technically skilled and maybe not that outgoing. So it is very different depending on the situation. But in general, I think the company is still try to be a small company even though there are quite a lot of people, we try to act like a small company. So people need to take responsibility; for instance, you have a lot of freedom within the company. But you need to take responsibility for what you're doing. Do not expect that you have someone telling you all the time what to do. So this is something that I'm looking for a lot so that I know the people

that they can act independently. They don't need someone all the time telling them what to do. So it's not like you have a lot of processes and everything this exact written down. I would mean for instance if you started the company we don't have like a description of your specific role in detail. So it's not like you can veto this is I what I'm supposed to do. Instead, it's more like you need to learn your way and depending on who you are you can have a great impact on how you perform and the way you work. So and then, of course, it requires people that can do that. So if you don't feel that you want to take that responsibility or you don't want to if you expected someone telling you all the time what to do with them maybe that's not the company. There are of course a lot of people, I mean, a lot of characteristics that you could list that would maybe be a problem for any company. But then specifically for this company, if you're a person that is very much into your own career and it's only about you, and you don't want to share what you're doing it's more your prestige in politics and stuff like that, I think that's something you don't want to see at this company. The question about openness, if you fulfill your agenda and stuff like that, then I don't think that's very interesting for a company like us.

Interviewer #1:   Why is being open something necessary?

Technologies Director: Because I think we see that openness is very important for us to fulfill our agenda. You're talking about innovation and if you're not able to share your ideas, communicate with other people, involve other people in your thoughts and ideas, and work together on something, then I don't think you would be able to succeed.

Interviewer #1:   So how do you look for that when you are recruiting someone?

Technologies Director: I think already in the way people act within an interview. If you ask questions, how do they answer those questions so are they very open or are they the not very open. Do they share what they have done. You can look at what they have done and during their career, for instance talk about different things that they have done. So I think there are a lot of techniques that you use asking this kind of questions to get the feeling whether this person has the characteristics that you are looking for or not. Then of course in the end anybody can tell you whatever they want and if you're very good at lying and making up some kind of illusion about you, who you are. I mean it's very difficult actually to look

through that. But most people in a interview if you try to learn a bit more about what they have done, the way they answer questions, how they talk about their lives and stuff I think that gives a quite a good picture about whether they're for instance open or not. But I mean you never really, really know. But then you can do complementary things, such as looking into the references from people that they have been working together with earlier from other employments. And you can see if they give the same picture about the people that they give themselves, so that's all those different things that you can do and that we do try to get the best possible, the real picture of who these people.

Interviewer #1:   Is openness something that you specifically look for?

Technologies Director: Yeah, in general, openness but again also other things that you look for. Again, either depending on the specific role but also in general. Do you feel that the purpose that the person can collaborate with other people, for instance, are they interested to listen to other people's opinions? Stuff like that. If you have someone who has all trying to be in the focus point and saying everything is about me and I never listened to other people, you can hear that if they talk about what they have done for instance if they are running projects or something. How did they do that? Do they talk only about themselves and what they have done or are they talking about what other people have done, which role they have taken, and sometimes have they helped other people. So I think you can learn a lot about people by talking to them and asking them to tell about what they have done. The way they tell you about what they have done and how they have done things, I think it tells a lot about that.

Interviewer #1:   What role does innovation play in the recruiting process?

Technologies Director: I would say innovation is a very broad term because in innovation that you either can talk about innovative people. There may be people that have great ideas, but innovation is about actually implementing them and get them to the customer. Maybe it requires a different kind of skills. For instance enabling innovation, some managers may say no to new ideas and respond this is how we always have done. So you will do the same again. Or there are managers have actually say, oh maybe that's a good idea. They listen to their employees. They create conditions for their employees to act in new ways or find new solutions. And that, of course, is enabling people. So if you look for managers or project

managers or maybe other employees that they're more enabling others to be creative, they create good conditions for the people that maybe are very creative and who need these kind of conditions to be able to fulfill the work. I think it's difficult to say as a company want to be innovative to say we're looking for a specific innovative people. I think innovation is a group effort or a team effort and you need different types of people working together to create this innovation. And there are some people maybe that have all the ideas, and there are other people they may be able to implement them, and then other people to be able to sell them or communicate them. It's very rare that you find someone who is doing all of that by himself or herself. I think it's mostly that you have people with different skills and capabilities working together.

Interviewer #1:   Besides 'open' what other criterion do you look for when recruiting?

Technologies Director: So I think I said that collaboration. If you're looking for people that help us to be innovative I mean there are a lot of different things. Again to be able to collaborate is one criterion of course. But you have people that can be very good at understanding customers problem for instance. So if you have people that can visit customers and understand what is the problem that this customer wants to solve sometimes. It's like reading the book, but people don't always know what problem they have. But if you're good at being there looking at what the people are doing, understanding their problems and then taking those problems back to engineers and explaining to them, OK actually this is the problem. Then you have another very, maybe technical, individual skill. OK maybe I have a lot of knowledge about this technology, and that actually could be applied in this case to solve that problem. I think there are many different capabilities and different people that are important to have to be very innovative. So I think it's it's not that for innovation you can collaborate and you are open to ideas, and that's it. I think there are a lot of different things that are important then, of course, there are things that very counterproductive to innovation. As I said before if you're very traditional, you don't dare to do or try new things, then that would be a big obstacle to innovation. But in order to foster innovation or be beneficial for innovation, I think that a lot of different things and usually don't find them in one person. There are some unique persons that have a lot of these aspects, and maybe they can be very innovative themselves. But usually I think it's more that it's a combination of different people with different skills and capabilities.

Interviewer #1: So as a manager that is involved in the recruiting process, how do you assess what is needed at that moment especially as this varies?

Technologies Director: First of all I think we only employ four to five people to help us innovate. That's one part of the organization but there are other aspects of organization that are important. I think again it's a combination of different things from different people and of course if you have an organization you feel OK actually we need people that help us to be more innovative and what we lack at the moment is creativity. I mean most of the people that have been for a while and they all working with the same in the same framework then maybe you want to bring in someone with some new ideas may be from a different industry or maybe a different experience to create new influences for the organization. But it could also be that that you have a team very feel that the five people can come up with great ideas, but they never get them to the market because they want to go on to the next idea and the next idea. Then maybe you need someone who actually is good at implementing the things. I think it's very difficult to talk about this in generic terms. But people that are enthusiastic about the idea and people that want to solve problems that have very good technical skills, they obviously will be good at finding new innovations.

Interviewer #1: As the company is growing fast in its workforce, how does this affect the recruiting process?

Technologies Director: In general of course, it is a big challenge to employ all those people. But as I said before, we do not sacrifice our requirements, so it's not like OK we have a number and as long as we as have as many people as we want, then we are good. Still we are looking at the person, and we only employ people that we really think are the right person for the company. We rather do not hire if we don't have the right person. So this, of course, puts a lot of pressure because people they know then that if we want to execute our agenda, we need all those people. If you feel it's difficult to find them then of course it's better to get someone instead of nothing. But we always think it's better to wait until we find the right person. It will be very important for the company to find these people to be successful and to be an innovative company.

Interviewer #1: Why are the core values so important in the recruiting process?

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Technologies Director: I think our core values are very important because they somehow describe what we think is important for the company and for people that work in the company in order to succeed. Somehow the keep everything together because otherwise the company would change. Maybe in 10 years if you look at the company, the company may have different products, different markets and different customers, but something will need to be the core of that company. And this is probably the culture. But then when it comes to hiring people, you cannot just describe it based on these core values. There are other aspects of what we're looking for when we're employing people. I think that's still very important that we as I said before if you feel that it is important that we have people that can take responsibility and act by themselves, then it won't help us to employ someone sitting at the desk waiting for someone to tell him or her what to do. So you have employed a person that will not contribute to the company the way you want them to. So I think it's very important that you stick to to the criteria that we have. And even if it's difficult to continue to try people that we really feel are acting within the framework of what we think it's important and the core values is very much an important part of that.

Interviewer #1: And would you say that if you sacrifice the core values then potentially you will sacrifice being successful in the long term?

Technologies Director: Yeah I think so. If you look at any company, they have some core values and many of them they have similar core value. But there are companies that have very different core values, and they also may be successful, but they still have to find something that they feel is what they are having at their core. And if everybody is working in line with the core values, I think collaboration will be much easier. It's something I mean if you have 3000 people like we do, you cannot tell them exactly what to do and how to do things. But if you have something that guides them and saying yeah but this is the direction we have, and here we have our core values. If you relate to them, then you act, then we can be reasonably sure that we all act in a similar way. Without that, it's very difficult to have a company. If you don't have that then you have a lot of processes and accurate descriptions about what your workers and what are you allowed to do and what you're not allowed to do. But then that will restrict you very much. if you're always required to work expect as someone has said like five years ago I think you will not be innovative but if they have those soft guidelines. You still

know everybody will act within those frames but you have a lot of freedom within that. I think that will be very beneficial for innovation and creativity.

Interviewer #1:   Would you say that the core values are a catalysts for innovation?

Technologies Director: Yes. But the company is a growing IT company that is very, very dependent on innovation. If you look compared to other companies that may be much more dependent on the efficiency and making things cheap, they will have different core values because for them it's more important that you save money. In our case, that's not the most important thing for us. It's more about the bigger picture, do something new, find new things. *Beta*, meaning you cannot just go your way and do things as you want, but instead you to need to work together as a unit.

Interviewer #1:   What is innovation for you?

Technologies Director: For me innovation is to solve a problem for a customer in a new way. So it starts with some idea relating to a problem, but then also it goes all the way through implementation and rolling out to a customer. If you have solved a customer's problem in a new way, that's innovation.

Interviewer #1:   How do you see the development, are the core values something that you have always had from the beginning?

Technologies Director: The core values have changed. It's not like they've changed 180 degrees, but they have been formulated a bit differently. For instance many years ago there was one of the core values was, 'make it happen'. So people were expected not to sit and wait but make it happen. But then maybe if you're a very young company a few people make it happen. seems to be a good idea but if you are company like we are today, making things happen may not add new value. Things need to work and they need to be generating something new. I think depending on the situation of the company, the size of the company, the situation we are relating to the market, competition; you can have core values that you need to adopt a bit depending on the situation. But innovation I think it's a bit different if you are a few people and the small company in innovation can be like do or die. I mean either you have a new idea that brings you to the next level or maybe that's the end of the company. No

innovation at this company is everywhere. I mean you have small innovations all the time that are very important for the company, but they're not as important as they were 20 years ago

Interviewer #1:   For example?

Technologies Director: As I said, if you I mean if the company would not have invented the first product, you could argue whether the company would be existing today. But today we are inventing new products all the time and each of them they're important, and they will add onto the company business. But if you miss one of them that's not as important for the company. So it's innovation in a much broader perspective I'd say. You're not that dependent on specific parts, but it's also more difficult to say because in many areas where you're very established to push innovation all the time and come with new ideas still is more difficult. So if you ask people that have been working for some time, was it easier to get the patent, a new patent-like 15 years ago or today? Maybe some of them would say it was much easier then because I mean like the new ideas they're quite new. Now everybody has been doing this for quite some time and to come up with really new ideas within that area maybe it's more difficult. But then, on the other hand, the company is expanding in new areas for the company. So maybe there's new potential for innovation.

Interviewer #1:   There are new areas for the company, but it's not so much that they're creating those areas?

Technologies Director: It's new for the company but in many cases the extra a bit more established if you look at the industry, so I mean our products were really new to everybody. Now we are working with things that may be quite new for the company but maybe not that new for other companies in other industries. Maybe, for instance, things that we are moving into like cloud and service that they have been there for quite some time.

Interviewer #1:   Does innovation happens at other departments or is it something that happens only in R&D?

Technologies Director: I'd say that innovation happens in all departments, then of course I mean I'd say that since these producing the products that we are selling. I mean there's, of course, the core of innovation. But then if you look at operations, for instance, the one dealing that production, they're very innovative and they need to be innovative too to keep the

company competitive from other perspectives. Marketing can be very innovative, in the end, as long as it brings value to the customer. If you go out and be innovative at production for instance decreasing lead times. If you had to wait like a month before you can get products in two weeks based on whatever innovation, of course, that's an innovation adding value for to the customer through the cost.

Interviewer #1:   How do you see the development of innovation in your recruiting process?

Technologies Director: I think one thing that you can be sure of is that there will be changes. But it's challenging to say what changes. If you look at the company is changing all the time. It's not like we're just growing it's also I mean we're moving into new markets. I don't know if you talked to people from new business. So they are developing quite different products from what we're doing today. So they will create a different kind of offerings in the future. We will work with a different types of technology. Historically we been very much a hardware company. So the products that we have seen the cameras. I mean that's hardware. And then it's filmed on top of that product. But today we're working a lot of the software on cloud service software and they are working with that. It's different. I mean the cycle is if you develop hardware products I mean that can take a year before you be able to release one, and then you don't then you have that product a couple of years and then release new ones, software is changing all the time you release new software all the time every day. You can create a new release and that, of course, put other requirements on the company and that maybe need to change the way we think about how to collaborate or innovate. I'd expect that if you look at the company 10 year from now, there will be a lot of changes. maybe there will be different core values.

Interviewer #1:   In your experience what has changed over time when it comes to innovation in the hiring process?

Technologies Director: When you look at the people and not in the process?

Interviewer #1:   Yes

Technologies Director: I think the situation is, of course, different if compared with a smaller company in the bigger company and that's more like complementing different people

with different competencies and depending on the conditions in each case. And of course, it's a bit different if you have employed people that work in a bigger company in relation to start-up. I think that it requires different skills and not only skills but different personalities. And what do you expect from the people? And so I think there's a bit different but I mean if I look when I looked at people like 15 years ago and today, I think I don't think it's a very big difference. I think it's still the same. Same things that you're looking for.

Interviewer #1:   So you have said there is a collaborative process and this process depends on different people supporting the process through their qualities?

Technologies Director: Yes.

Interviewer #1:   And their competences?

Technologies Director: Yes, it's more like maybe it's a bit more different set before. I mean if you have five people then you have five people to share that responsibility. You have a team of 20 people then you have 20 people sharing that responsibility

Interviewer #1:   Is there anything that over time in your experience that you have learned must be there?

Technologies Director: With the people to make sure that are few innovation problems? Yes I think I'm back to that it's being open. I think if you're not open for new ideas or new ways, then you cannot be innovative, that's for sure. So I think that's one of the core values of course but then also as I said before, I'm back to that collaboration being able to listen to other people, take in others ideas, opinions, to be able to discuss and collaborate from regarding different things. I think that's also very important. Today in this complex world, not one person can solve this problem that we try to solve. I'd say I mean that's almost impossible. You need different competencies skills and stuff working together to be able actually to solve the problems that we want to solve. So if you cannot collaborate create relations with the people. I mean people today if you wanted to be innovative you must be very outgoing to be able to talk to other people find other people that having the skills that you need can give you ideas. I think that being able to create networks and talk to collaborate with other people is important.

Interviewer #1:   Is there anything else you think is worth mentioning?

Technologies Director: No I mean i've try to say that innovation is quite complex. So I think that people have a person like the inventor in mind sitting somewhere inventing great things. I think if that ever happened, it's very, very rare. I think innovation today is much more depending on collaboration between different people with different skills, working together. So I think that's what I would take away.