

# M2M

## From Migration to Management

Survey carried out in 2008

Survey results

# On-line survey, autumn 2008

This is not a representative survey:

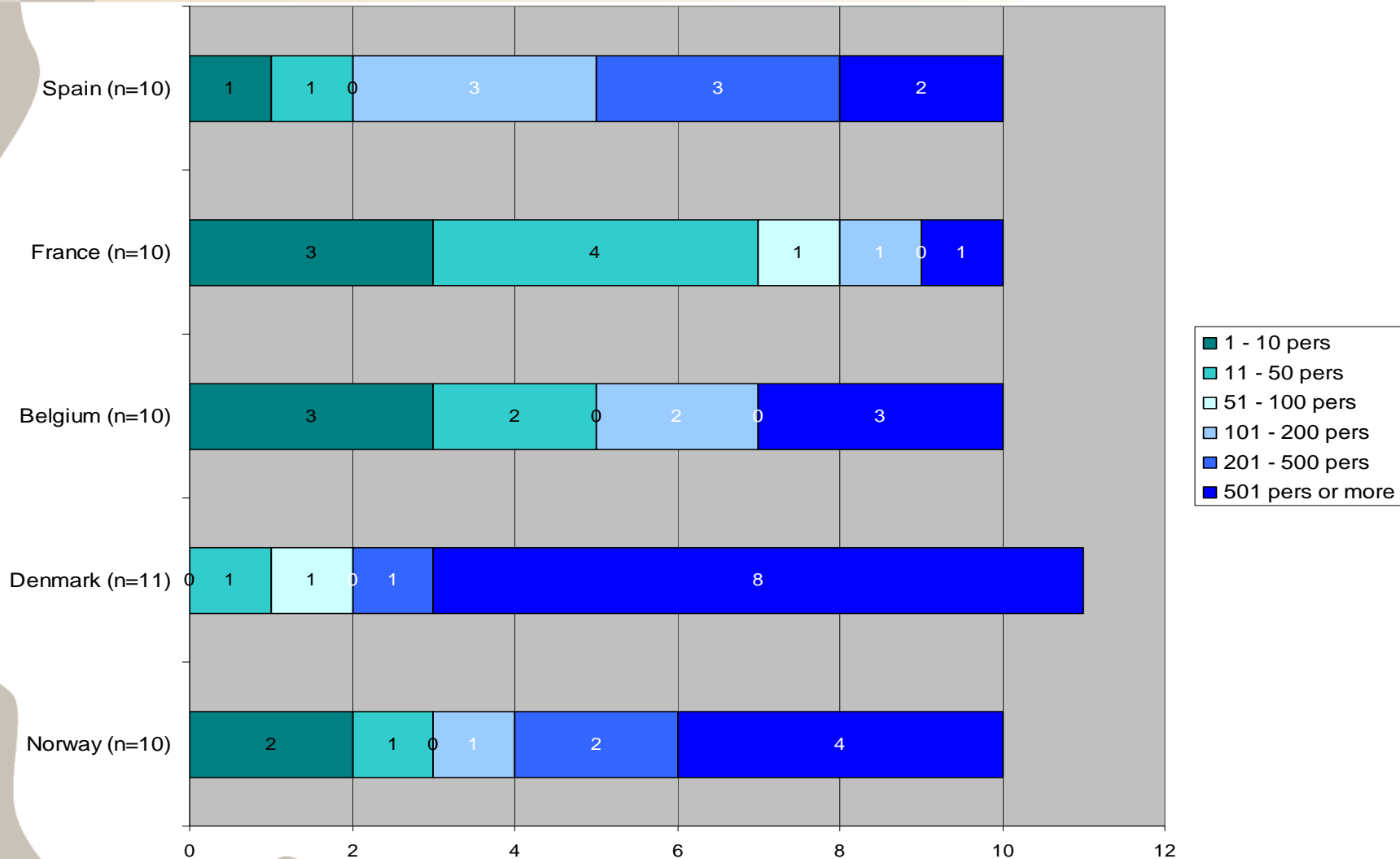
- 10 respondents from each country (11 from Denmark)
- five of six partner countries participated: Spain, France, Belgium, Denmark and Norway
- the partner institutions selected the responding organisations/companies themselves

# Aims of the survey

To answer some of the objectives of the learning partnership concerning immigrants aspiring to middle management positions:

- Main obstacles
- Needs
- Success criteria

# Number of employees in the organisation. N=51

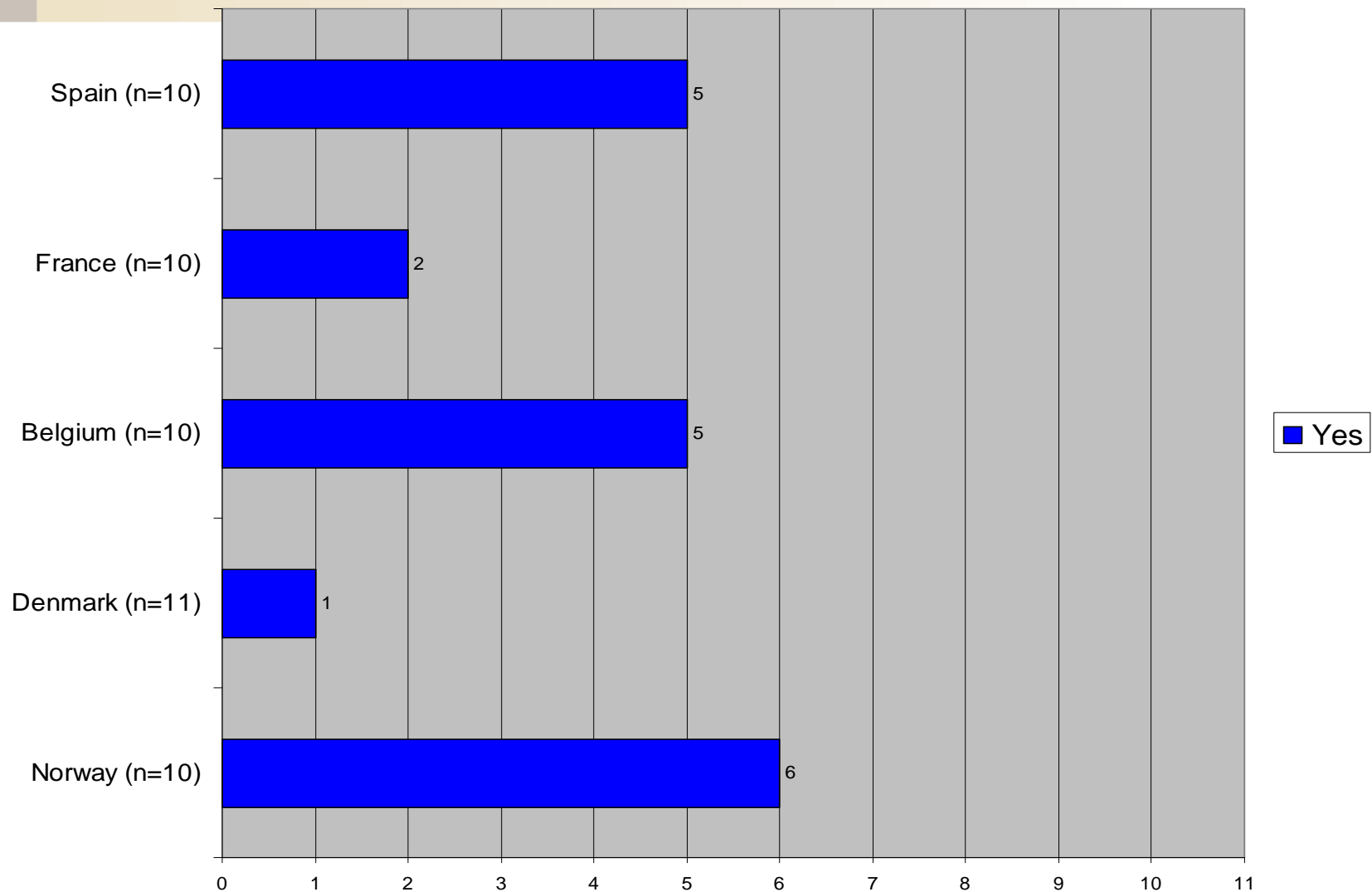


Do you have employees of immigrant origin in middle management positions in your organisation? N=51

Yes:

- 37 % (19 organisations) totally
- 48 % (15) of organisations with more than 100 employees
- 20 % (4) of organisations with 100 employees or less

## Do you have employees of immigrant origin in middle management positions in your organisation? N=51

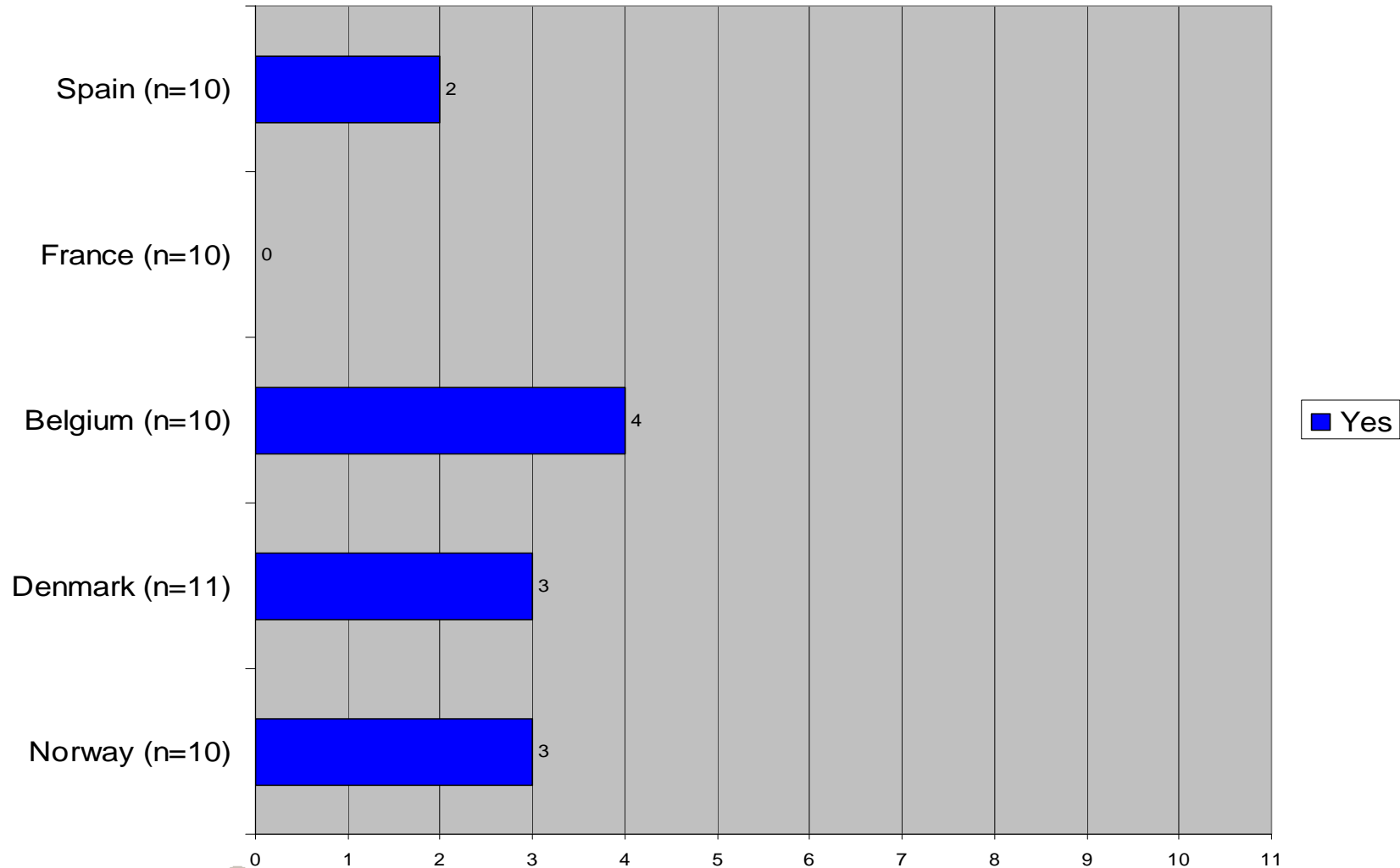


Does your organisation have an explicit policy/strategy plan for recruiting employees of immigrant origin to middle management positions? N=51

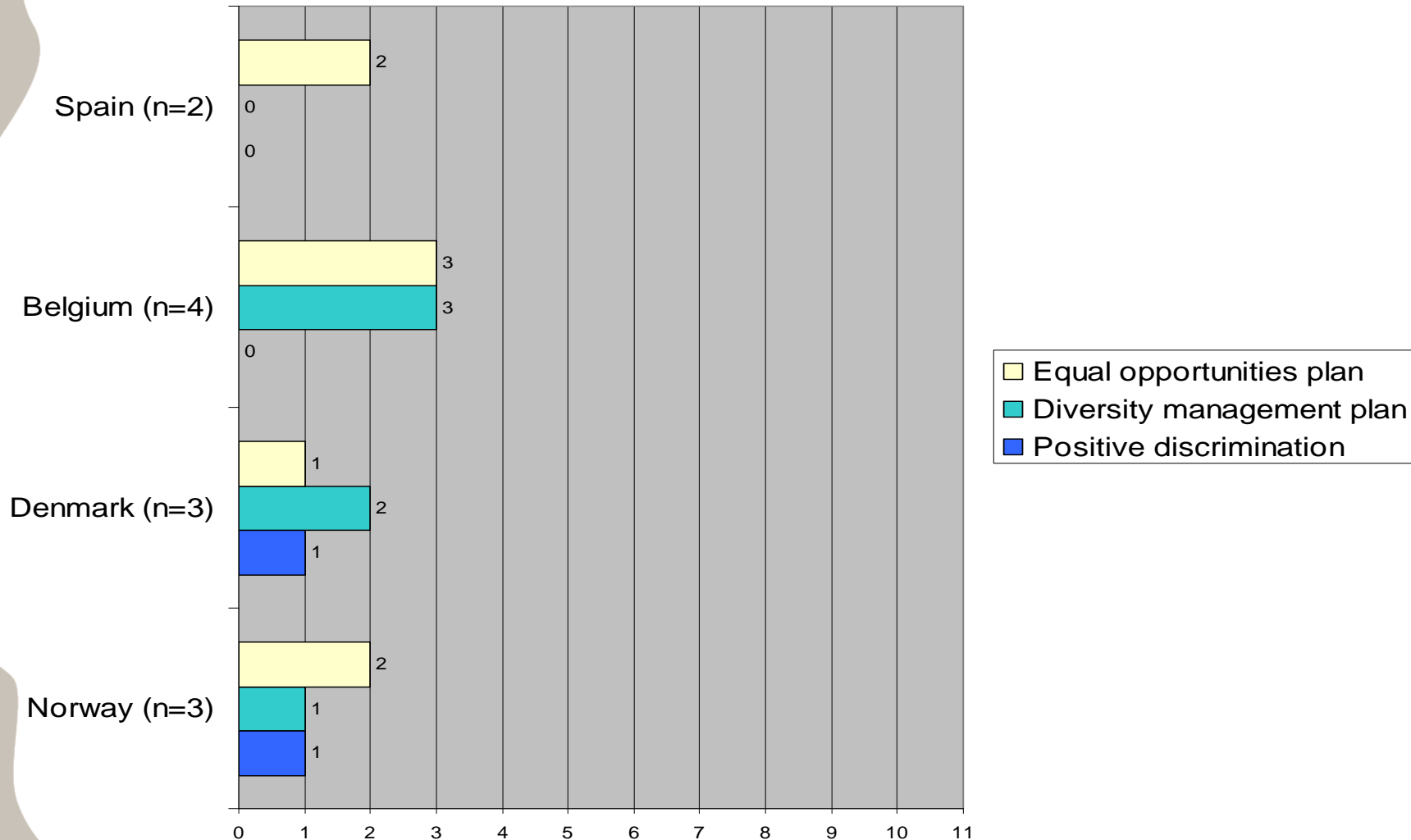
Yes:

- 24 % (12 organisations) totally
- 32 % (10) of organisations with more than 100 employees
- 10 % (2) of organisations with 100 employees or less

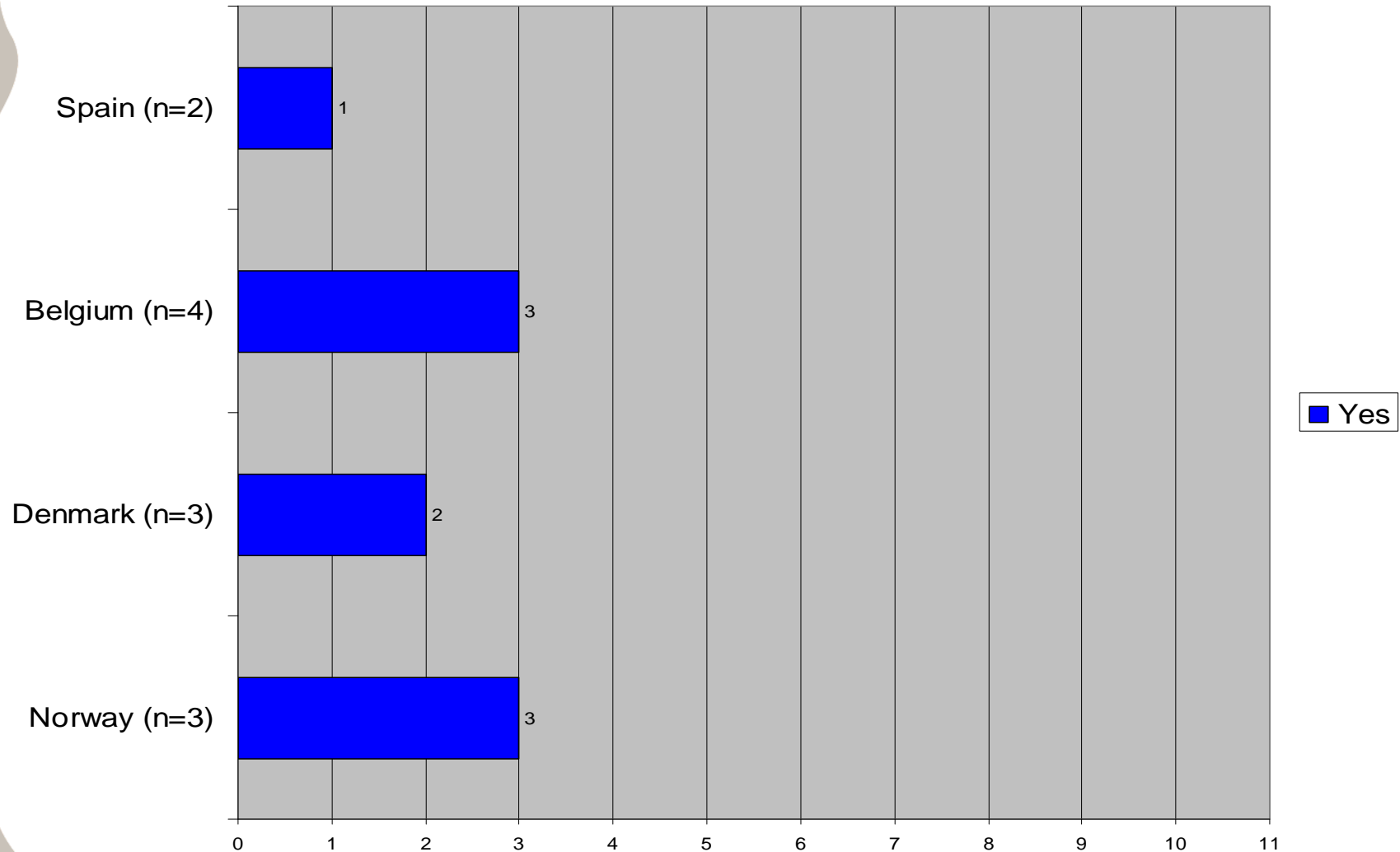
# Does your organisation have an explicit policy/strategy plan for recruiting employees of immigrant origin to middle management positions? N=51



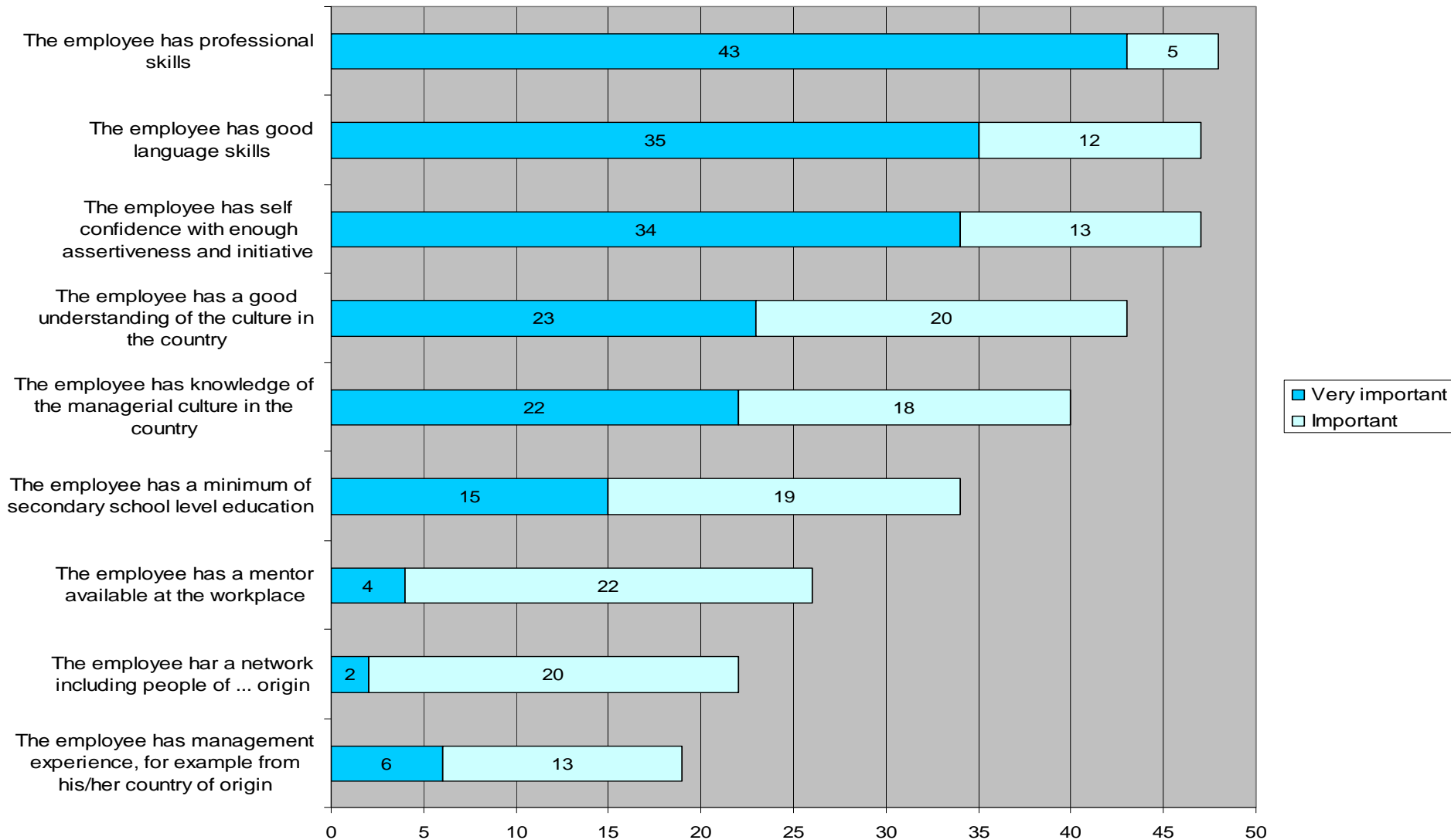
# What kind of policy/strategy plan do you have in place? N=12

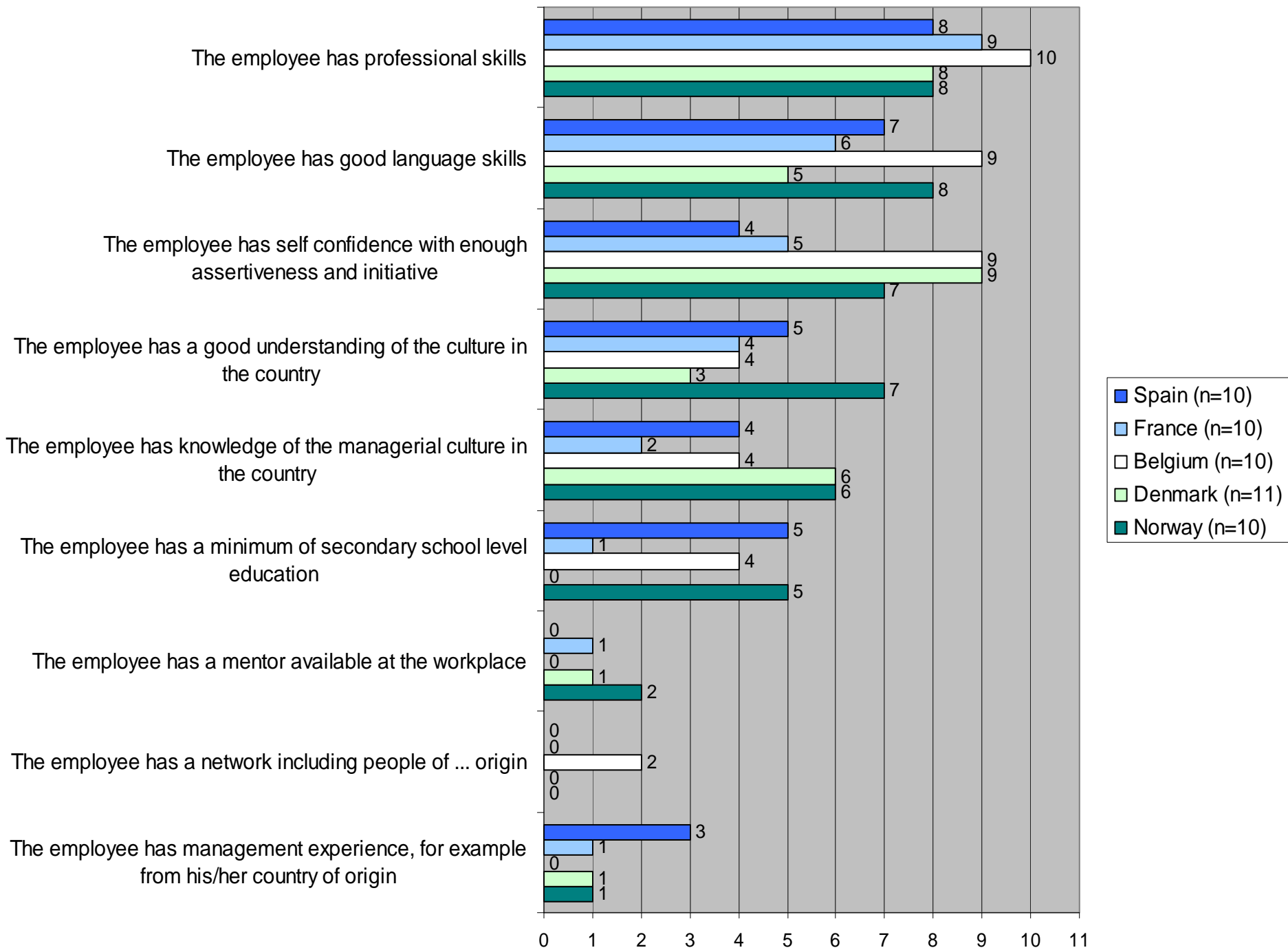


If your organisation has such a policy/strategy plan, does the organisation measure the results? N=12

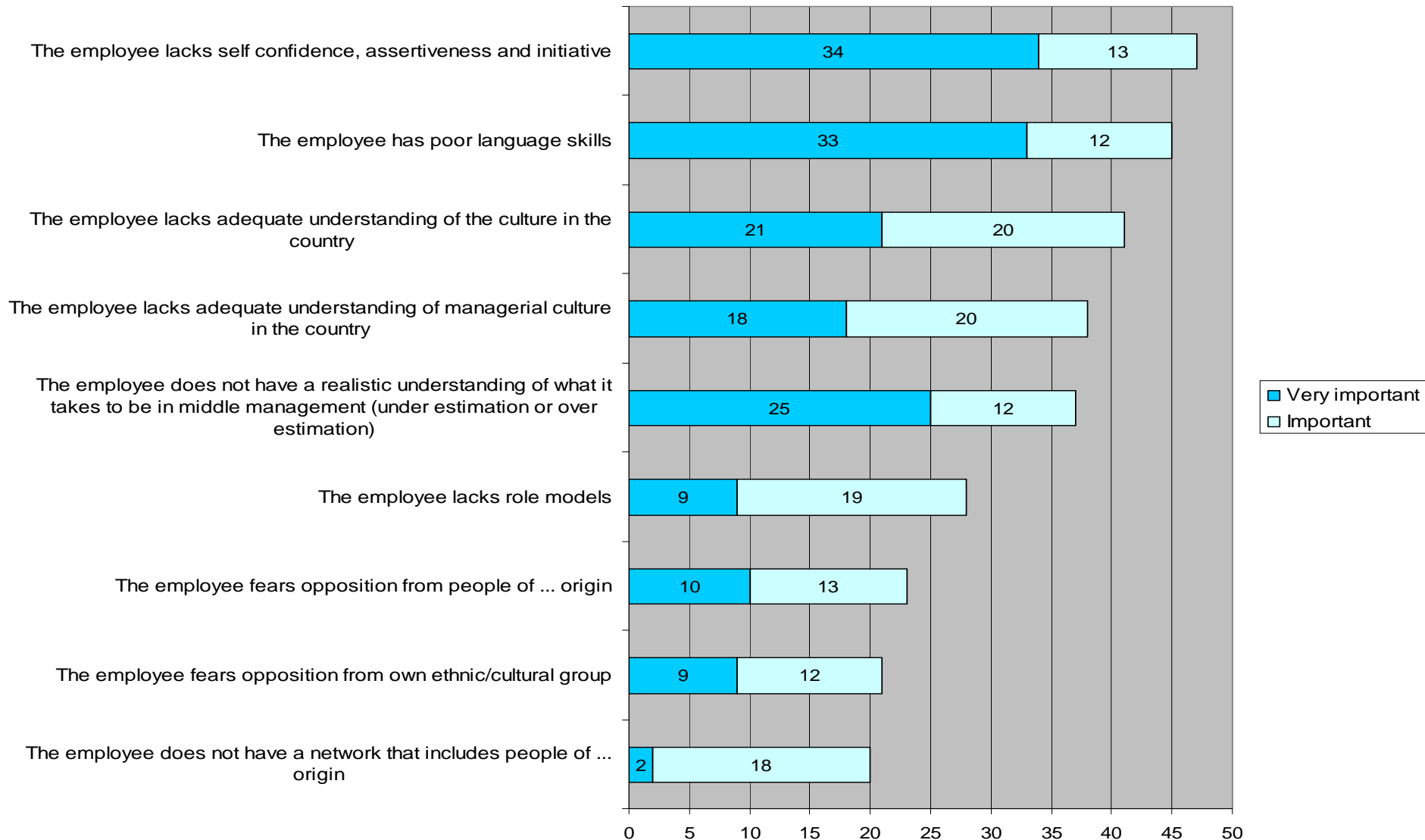


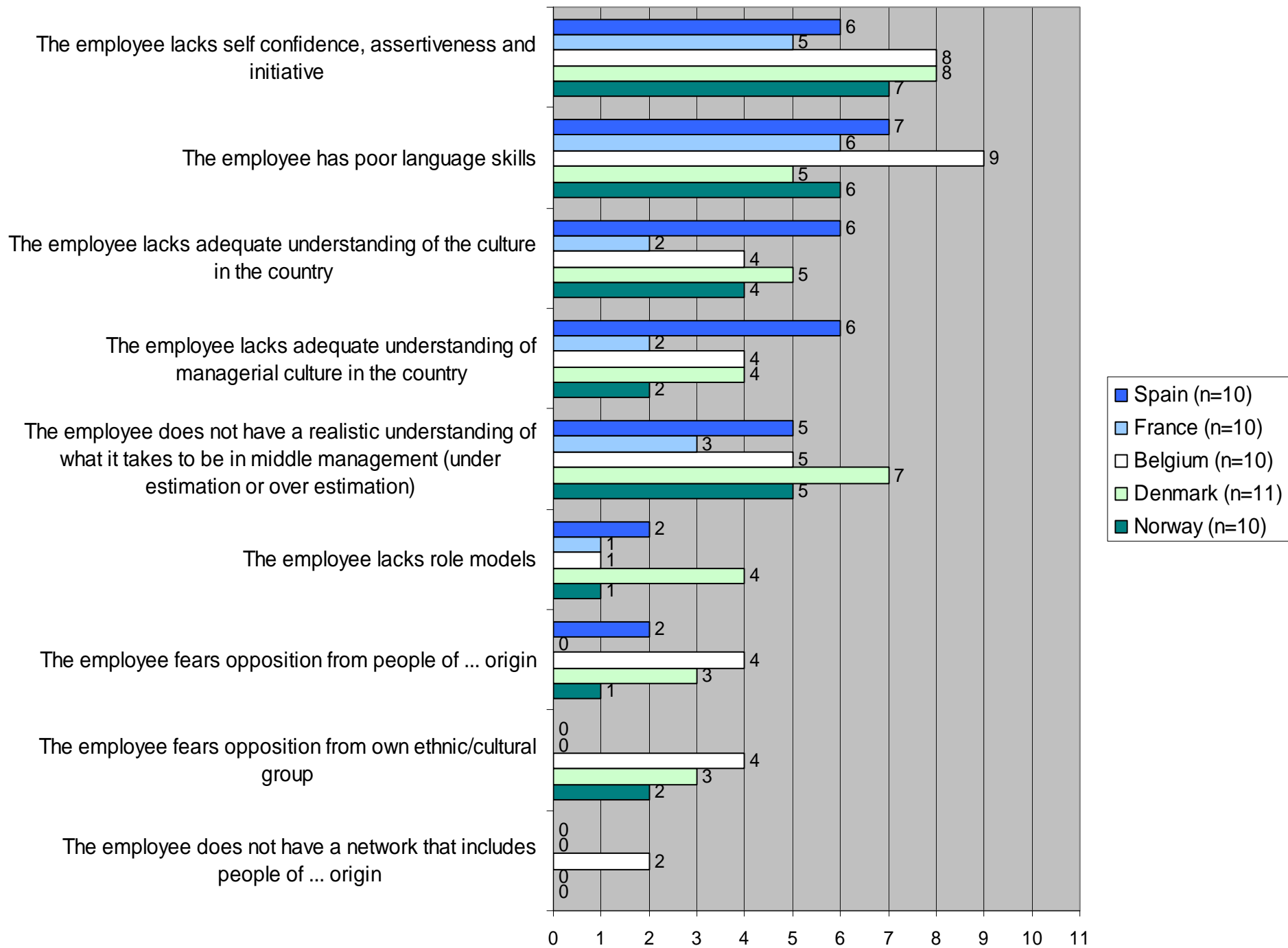
# In your opinion, to what extent are the factors below important for an employee of immigrant origin aspiring for a position in middle management within your organisation? N=51



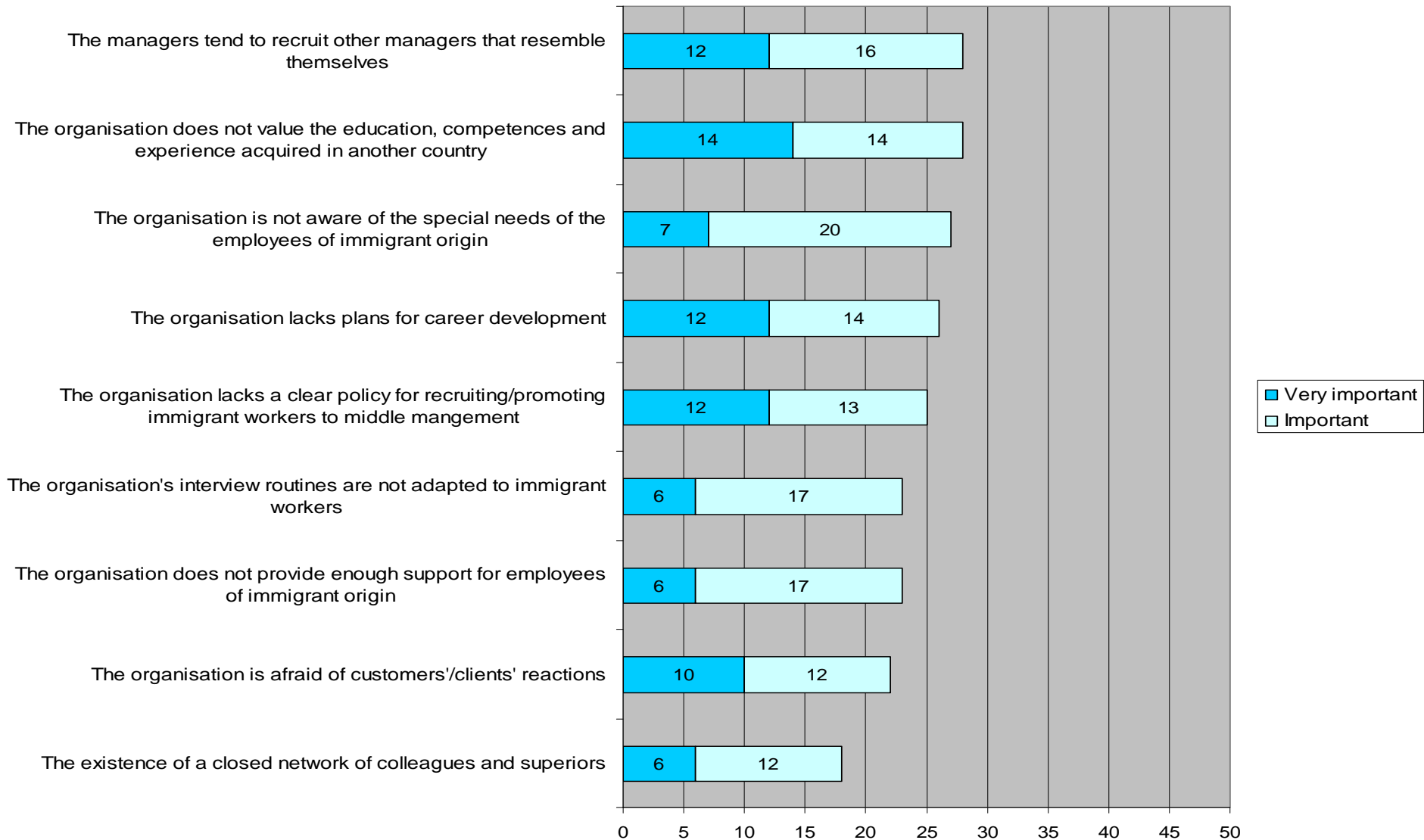


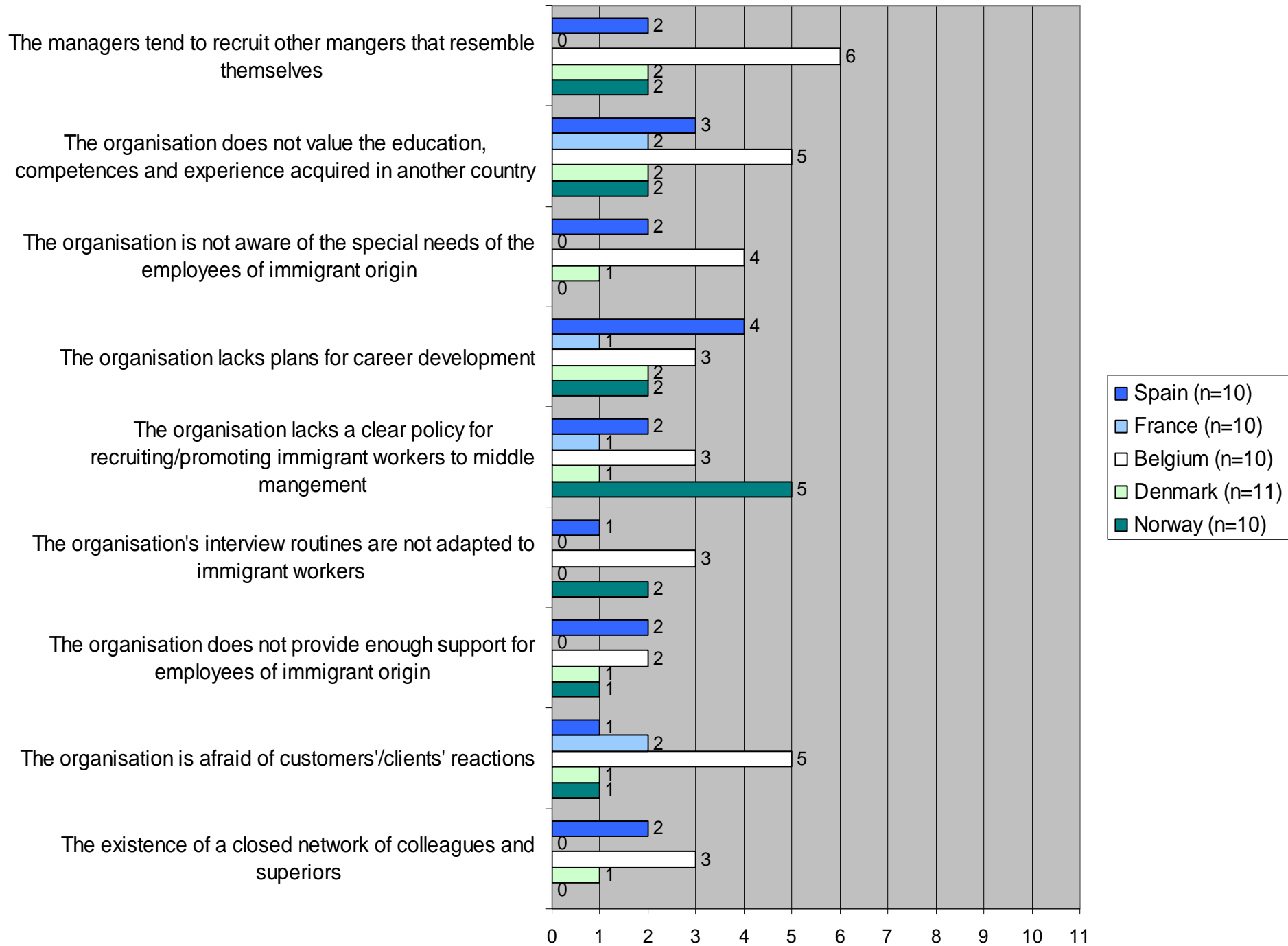
# In your opinion, to what extent are the factors below important individual barriers for an employee of immigrant origin aspiring for a position in middle management within your organisation? N=51





# In your opinion, to what extent are these factors important external barriers to overcome (barriers within your organisation) for an employee of immigrant origin aspiring for a position in middle management? N=51





## The employee has self confidence with enough assertiveness and initiative (imp. factors)

### Very important:

- 67 % totally (34 organisations)
- 74 % (23) of organisations with more than 100 employees
- 55 % (11) of organisations with 100 employees and less

## The employee lacks role models (ind. barriers)

Very important/important:

- 55 % totally (28 organisations)
- 71 % (22) of organisations with more than 100 employees
- 30 % (6) of organisations with 100 employees or less

The organisations does not provide enough support for employees of immigrant origin (ext. barriers)

- Very important/important:
- 45 % totally (23 organisations)
- 50 % (10) of organisations with 100 employees or less
- 42 (13) of organisations with more than 100 employees

## The organisation lacks a clear policy for recruiting/promoting immigrant workers to middle management (ext. barriers)

Very important/important:

- 49 % totally (25 organisations)
- 55 % (11) of organisations with 100 employees and less
- 45 % (14) of organisations with more than 100 employees

The organisation's interview routines are not adapted to immigrant workers (ext. barriers)

Very important/important:

- 45 % (13 organisations) totally
- 55 % (17) of organisations with more than 100 employees
- 30 % (6) of organisations with 100 employees or less

## The organisation is afraid of customers' reactions (ext. barriers)

Very important/important:

- 43 % totally (22 organisations)
- 29 % (9) of organisations with more than 100 employees
- 65 % (13) of organisations with 100 employees or less

# Attempts at conclusions

- The immigrants' internal barriers, such as lack of self confidence, poor language skills etc seem to be understood to be more crucial than the structural barriers in the organisation
- "It is not the organisations responsibility that so few immigrants reach leadership positions"

# Attempts at conclusions cont'd

- There seems to be a correlation between size of organisation and awareness as to the most important barriers