

Appendices

Appendix 1: Interview to Roland Triana

Date: October 2nd 2020

Interviewee is Roland Triana, manager of the TSS SSA & Mex unit. This interview followed a structured methodology.

For how long have you been the manager of the SSA & MEX team?

Roland: Since 2017

What does the team do?

Roland: to attend clients from a territorial segment called Commercial and Moving Enterprise for the Technology Support Services unit.

How teamwork worked before the pandemic? In which way has it adapted this year?

Roland: Only that it was easier before because we were in the same physical workspace, we had frequent meetings for strategic and business topics and also for non-work related matters, inside as well as outside the company. Personal contact always influences positively the trust, knowledge and team integration.

After the pandemic happened, the main change was in integrating the new people that arrived to the team (such as the student interns) and to keep the team informed, communicated, to help them have tranquillity so that they can develop their labor virtually, seeking to mitigate the impact that non-presence entails.

In which way(s) does the team include the interns/students in the workplace? This is, to make them feel included and as a part of IBM.

Roland: First, the role that we give them is not trivial, meaning, it is important, it is a role that impact the business, impacts the unit results. It is a real business, work and IBM functioning experience. From that point of view, I believe that the first contribution to them is that this is a real immersion in a multinational like this one.

Then, being a commercial sales unit, the indicators are oriented towards commercial results, which allows students to also understand the dynamic, the importance of the sales role in a company, how it is measured, which are the daily, monthly and quarterly concerns in a unit measured by sales. This is something transversal to any organization, regardless of the industry because every company has a sales unit that generates income. So, this knowledge, being that they continue in IBM or that they continue their careers elsewhere, can be very useful.

Finally, we have the, let's say, non-technical part: strengthening soft skills. Here, of course, the non-presence makes it impossible to develop like we have had in other student groups, since are based mainly in face-to-face activities: meetings, presentations, etc. But this is something that all of us are learning and developing, and that we face. For example, at the beginning of the onboarding process, we had to face challenges on transferring skills, precisely because it was an unprecedented situation.

In which ways do you consider that the sense of belonging to IBM is created?

Roland: Generally, I believe it is done by getting to know a little about the history of IBM after being inside. All of the business units it has and especially knowing the purpose of what IBM is responsible for. That is to say, surely for not being in person not all of you have had the opportunity, but when you are able to learn a bit more of the issues that IBM is looking to generate a positive impact on with its technology, such as health, education, city. ... [incomplete idea]. There is an initiative named Smart Cities, for example, that seeks using IBM technology to positively impact the functioning of cities. So, believe all of these topics that positively impact communities and in which one can see the purpose of IBM, it helps acquiring a sense of belonging because as an employee, one can understand that what we are doing is not a cold business, but instead something that goes in pro of companies and communities.

How do cultural differences impact teamwork? or, in which ways are cultural differences evident?

This is, considering that it is not the same working with a colombian team than a regional team.

Roland: Yeah, I believe that diversity is always positive since it brings different points of view, because it allows us to have a further reach in business by being able to interact with companies from different countries, to understand their business culture and by us being able to adapt to it in order to have good results. I believe it also generates personal enrichment.

Challenges exist, por example there are some differences in language usage, and it is important to understand them to not be reckless (mean the wrong thing). This is something that with time becomes natural, so it is enriching. There are some places that have a more direct business culture, like in the south of the continent: Argentina and Chile can be to the eyes of a Colombian, colder, more direct, but this frankness and directness can also help us know what to expect. On the contrary, this is not the case in Mexico, they tend to delay it more, it takes longer for them to say no, but on the other hand the treatment is friendlier, even warmer than Colombians are used to.

So, understanding these differences and adapting to them is enriching.

What makes this team unique?

Roland: What makes this team unique - and I really believe that we are the only ones within the Digital Sales unit, where we are - first, is the genre equilibrium, which I think is important. In this team there are more women than men, so perhaps there is no such equilibrium anymore, but I believe this is what makes us unique, I believe other teams do not have the same balance. Generally, when you see the news about gender distribution in hierarchies, it tends to be unbalanced, favoring the male gender.

We are different, which I am proud of since of course I participate directly in the formation of the group and the integration of the members to it. And I do not select them based on their gender but rather based on their capabilities and aptitudes, so it turned out to be that, for example, this semester's team of students is all women, and not because I particularly selected it this way, (much less since now there is no face-to-face, everything is virtual), it was based on their resumé (CV) and merits.

Then, we also have the diversity among the people in terms of their regional origin, we have people from all over Colombia. Besides, we also have the participation of people from Mexico and Argentina who are part of our group, which is interesting and gives us a complete Latin American perspective.

How do you think motivating and making interns feel as a part of IBM help better meet their objectives and better develop their role?

Roland: I include students in initiatives which in principle it is not mandatory to include them, such as *career conversation* sessions, *checkpoint* sessions, which seek to be aware of the development of regular IBM employees. But, for me it is important to make the students part of those sessions where we can exchange feedback and enter that feedback culture that perhaps is not so ingrained and set in Colombia - like in many companies and people that I know of, it is hard for us to assimilate when the feedback received is not what we want to hear, but surely it always helps us improve. Therefore, I like to make

students participate in these kind of initiatives and also give them freedom to choose and and develop their projects in line with their roles within IBM.

Where would you like for the team to go, the people in it?

Roland: I would like for the students - as it really has been but perhaps I would like for it to be in greater numbers - to be the hotbed of future IBMers (workers for IBM), so I try to stimulate that, and support it as far as it is possible for me. Of course, there are issues that are not entirely under my control, such as vacancies or incorporation possibilities available when they finish, or as soon as they finish their internship, because sometimes a couple of months go by when a possibility arise, and the footprint that the person left in IBM facilitates that re-entry. So, that for me is the priority, that they can later be IBMers and develop their careers within IBM.

What do you think is the future of this team's teamwork?

Roland: I believe it will be better after passing this stage, I think we will come out stronger, I think that when we resume face-to-face work -or however it is after the pandemic, maybe afterwards we will have a mixed modality, I do not know how they are going to do [the directives], because this is what is said, that not everything will be as before, there will be a mix between virtuality and presence, but however it is - we will come out strengthened since we were the only unit that used to work this way, we have always remotely served all clients in the region.

Of course, we had some visits in the semester to the countries, to interact with the IBMers of each country, with the clients and Business Partners. But since now everyone had to work as we did, and we had the advantage because it was our regular form of operation, so this makes that as a unit we will come out strengthened once this situation passes.

And there are growth perspectives, we can already project growth perspectives for the group for 2021, anyway, it will ve a very good post-pandemic period.

Appendix 2: Interview to Nicolás Sánchez

Date: September 28th 2020

Interviewee is Nicolás Sánchez, the Talent Acquisition Partner for Colombia

For this interview, it is important to note that it followed a semi structured interview type, meaning that while structured and punctual questions were set to ask Nicolás, it ended up being more of a dialogue since he had multiple experiences to share and he addressed the topics in a casual fashion. The questions provided a framework and orientation by which his responses were guided, but additional queries were asked and he elaborated on relevant information.

What is your role in the Student Program, and for how long have you been working on it?

Nicolas: I have come and gone, but more or less I have been in the program for three years. There was a year in which I was not managing it due to internal organization.

I am the focal of the program for Colombia, where sometimes I assist when needed in Venezuela and Ecuador. My core is the program in Colombia and I am in charge of all the selection and attraction strategies, all the strategies to have the students with us

What does the Student Program do? / How does the student program work?

Nicolas: The main issue, the end-to-end of the process, first thing is to identify with the business units the needs and viabilities of having a student intern (or not) in the company, depending on which functions they will develop. And we make the decision if there is a need to open the vacancy for an intern or a regular worker. This depends on the law that establishes what an internship is, there is a resolution and certain punctual articles in the law that tell us what should and shouldn't be a professional internship.

That would be the first moment, then comes the accompaniment in financial approvals so that this takes place. Afterwards, we come to when we can do sourcing strategies, identify alliances with universities so that we can have students, and then comes the selection process in which we make an assessment. Due to the pandemic, we had to adapt what we had been doing.

Usually we make a series of tests, an assessment which is a massive selection event where we identify profiles, and afterwards we can hire them. We also identify which cases are an internship agreement, a

learning agreement, and we verify which types we have in place with the universities, and with every particular student.

Then, when they enter, we obviously welcome them to the program, do an accompaniment. We provide you [the students] with a learning pack so that you can study, let's say we also have monthly activities where we can have talks, and trainings, so that we can help you with your development inside the company, so that it is according to what it is agreed, that it is good.

And, at the end, an closure process that either includes the normal exit from the company and the end of the internship, or a conversion to a regular student. This depends on the approvals that we have and the student's own interest in continuing (or not) in the organization.

That is more or less an overall of the process.

In which countries does the Student Program operate?

Nicolas: At the Latin American Level, we have it in all of the countries. Due to the pandemic it is not so present in some countries at the moment, but usually it is in all of Latin America, having some exceptions such as Paraguay and Bolivia. In South America we are present in Brazil, Argentina, Uruguay, Chile, Peru, Ecuador, Colombia and Venezuela. In Central America we have it in Costa Rica and Mexico.

How did it work before the pandemic? In which ways has it adapted this year?

Nicolas: Well, in everything, right? A bit in the development of sourcing activities or search initiatives, since it used to be via fairs, we used to go to fairs, do workshops at the universities; but this has not been possible so we have had to do it virtually.

Obviously, university fairs have adapted to this issue. This is something that I am already looking for the next semester and not all universities have adapted to a 100% virtual system, and this is important for us, because let's say it is where we can present the company and the students can get to know who we are, what we do. It is super important and super necessary. So that would be the number one [way in which they have adapted].

Also, we have the selection process -that we are now going through- as a challenge, in establishing which assessments will be done because they obviously have to be done virtually. And finally, in the hiring process it was a challenge to be able to send the computers to the student's homes, how to get it done with no impact, 100% remote. That would be the challenge we have today.

What initiatives does the program have to include students in the workplace? Meaning, to make them feel included and as a part of the IBM team.

Nicolas: Well, that is a strategy that does not concern recruitment as much as it does HR. For us interns are a part of IBM, -and you do not have to thank me- as I was telling you all, you have absolutely all of the regular privileges because we make you all a part of the company, and we emphasize this from the management teams and coachings, we assign coaches to you all when you begin your internship.

Therefore, generating an inclusive environment where we all -or, well, you all- can feel not excluded, but rather that you are a part of the team. Thus, we verify that the functions you are developing do contribute to the organization, and its processes. We are not going to ask you to make photocopies nor irrelevant tasks, instead there has to be a standardization process where we ensure that there is added value. In other words, I believe no student from the total we have is not adding value with some of the processes they carry out in the company. And this is really important because it will really, 100%, include them in the team.

In your opinion, in which ways does a sense of belonging develop within IBM?

Nicolas: It is understandable that [students] may not have the same responsibilities, but the responsibilities they do have are a part of the same team. This is fundamental, meaning, the functions are no less than those of a regular person or of another student, but they do have the same impact. So, were that sync not generated, obviously there would not be good results.

This is the reason why we do development evaluations halfway through the semester and at the end, in order to see how we can help the manager best make those decisions in assigning functions that add value.

What challenges does the program currently have?

Nicolas: Well, it is as I said, right? Because let's say the secret of our internship is that it is very much like us, IBM works in teams. It may not be a team in the sense of: *you do this and then we delegate the rest*, but rather we all are going towards the same objective.

This has been complex recently, because you [the students] do not know all of your team, so there are very few spaces in which you can *be* with these people, which is a rather big challenge. We are telling the managers things like: let's not relegate, include the students in all team meetings, it does not matter that they are not an active part of it but make them feel included. That would be our biggest challenge right now.

Obviously, when problems or inconveniences arise, it is always harder to deal with them from a distance. We are having to adapt in many processes, like if a computer breaks down, if the connection is not working. Those are big challenges from which we are learning along the way, and that we are looking for ways to fix them.

What is the impact of the program? (both in the company and for the students)

Nicolas: Within the company, it is very important, we have at the moment that 54% of regular employees were student interns, we have had a significant growth in all directive or managerial roles in which 30% of the people started as a student intern. So IBM, not only in Colombia but in the corporation globally, aims towards that: the growth, forming from the base up. That is the most important thing for IBM: acquired knowledge. We make it a priority, which is good.

Now, for the society, it is important -and this is what I am always telling you [students]- that we are ambassadors of what IBM does, because we still have a big gap. IBM does many things that help society, right? but sometimes we do not make them known, we do not show them or simply we do not know its impact. Then, we obviously do not carry this to a purpose.

This is what I also tell you [students] about the volunteer activities, where we receive, we learn, we get to know [the communities and the work], but at the same time it is like a river, right? we need to let teachings emerge from us and direct them to schools, to young children, to vulnerable populations. Because I believe that in this way it is that we change to a better city, and I also believe that our CSR is really good, and allows us to reach society in its core.

In which way do cultural differences impact the functioning of the program? This is, both in your team and in the way in which you reach students from all Latam and Central America.

Nicolas: Good question! That is the nicest thing about IBM. I believe that not only in our area but in all areas of the company, you will always have reach with people from other cultures. This is something that very few companies (even being multinationals) can offer. So we say that IBM has no barriers, you will find diversity within teams and it is due to organizational concepts that IBM has had throughout history.

For example, it is a beautiful story, if you watch the movie *Hidden Talents*, you will see that it was heavily influenced by what IBM is. IBM always bets on multiculturalism, diversity, and when we talk about diversity it is the highest point. We always think that it is only LGBT+ people, or only women, but diversity reaches far beyond that, beyond just people of color. It is also in how we put multiple people from multiple cultural backgrounds in synchrony, in order to get to a single objective.

Thus, speaking about the Student Program, it is simply about understanding cultural aspects. This is beautiful, because when someone enters a team, it is obviously not the same to hire a person in Colombia than it is to do so in Argentina or Chile. Especially due to the cultural aspects that are predominant in our context. In this sense, likewise are the benefits, and the way of interacting and *being* together. So, it is really really interesting but also enriching to all.

Then, what are we trying to do? We used to only do activities by country, there used to be a regional programme but it used to be like: *I do the workshop here because I know in Colombia we find "this" more interesting*; and now we are aiming in this virtual era is: *let's do something transversal for all seven countries of SSA*. [...] And we will see how it turns out, so far we have had good feedback because students are connecting with other students from other countries, and this has generated something really good.

[...] We have also started with some other pilots. For example, Constanza from Chile was recently helping me with hirings in Colombia. We are analyzing and researching and found that when a colombian is contacted by a non-colombian (a foreigner), they generate a different interest or a different emotional rapport. This also happens in all countries [of the region]. I find this fascinating. Having someone call me from Chile or Argentina, this generates diversity in just a call, because one says, *this company is diverse not only in what they show in social media, but in a simple call I was contacted by someone from a different country*. So we are exploring this, and it is lovely.

[...How does it affect the way in which you reach students?]

Currently, we are working on a strategy to not only look at Tier 1 universities that obviously have the best talent, the best skills, and form students in terrific ways; but also to find ways to get to include people from different regions. I believe this is rather good because we are attempting to include universities from not so well known cities, but nevertheless have talent. Their students may not have had the same opportunities, and by giving them the chance [to work at IBM] you cannot even imagine the difference this makes, not only to a person but to their family and environment.

I had a person from a small town in Boyacá [a region in Colombia] and I was moved. I would say that that transforms culturally as well. I tell them [students]: *you are not only entering a regional team but you will also find students from each country, and you will be representing Colombia*, that generates something *in* them that maybe was not habitual or normal in their life project. Culturally speaking, this is a brutal thing. It is telling them that even if they cannot study at a university with certain characteristics,

nevertheless IBM will give them an opportunity at a completely different culture that might help them grow a lot.

I think that is cool. I have seen multiple cases like that, from a university in the Amazon, a university in Neiva, and so on. I have been attempting, but it is not easy to change the culture to a manager that has been working for 30 years at IBM and that only wants candidates from certain universities (not naming names, and so it is hard to come and present a person from a university in Putumayo. My duty as a Talent Acquisition Partner is to demonstrate that this person has the same capabilities and skills to develop the role. And the surprises have been pleasant. It is something that is not so usual but it is putting theory to practice.

Right now we are relaunching the Language Club, which was something we used to have only in Colombia, but we are offering for all of the region because it is very important. It is incredibly hard that people have an incursion in the english language, so asking for them to have a basic knowledge in it from the start is hard, especially understanding the Colombian context. I have seen testimonies from people who entered having zero english knowledge but have finished their internship at an intermediate level, because they have taken our courses, because of their interest, because of the Language Club (that is 100% conversational).

From there, we are betting on the country. It serves us as an organization since they have left us with value, but we are also adding to the country, because IBM has given them a hand, a platform in which they can increase their skills. This breaks all inequality barriers, it is no longer: *since I studied in a certain university then I deserve certain opportunities*; but rather having everyone in the same stage. It is about how I contribute to you, and how you contribute to me.

I have witnessed some cases that have interactions of people from super universities and people from other universities, in which one is a super technical leader and has a lot of specific knowledge, has a certain expertise or hard skills, and the other person helps them with language, ICTs and soft skills. they make up impressive pairs and groups. It is an interesting phenomena, since they are the antithesis to what you may believe that happens, but it really does.

Do you think motivating students and making them feel a part of IBM helps them better reach their objectives and carry out their roles better? If so, in which ways?

Nicolas: We just ended a campaign regarding this, the engagement survey. IBM does this globally and yearly in October, and it measures how engaged and committed are the workers with the company. to us,

people's engagement is a tremendously valuable thing, it is like a metric -it sounds terrible to call it a metric- but it is an objective.

Obviously motivating people, having them feel committed, feel as a part of the organization. There are statistics that show us that if a person is feeling a part of the company and not just performing a function within said company, their productivity reaches almost 300%. And this is not just a matter of productivity, but if you feel as a part of, and understand that you are a part of a team and a brand family, a unit, etc, then obviously your performance will be very good.

That is the reason why at the beginning we seek to be attractive to candidates, not with lies, but with something real. We will not promise them anything different than what they are coming here to do. If you attract candidates and with what you "sell" the company is not according to the functions that the person does, then what you do is generate a disconnection and you break the relationship entirely. What we do from the start is attract applicants with factual things, things that actually happen. And obviously, we motivate them throughout their internship with elements that are not a salary, but are a sort of an "emotional salary" that make the person feel comfortable with what they are doing.

For us at IBM, not only us but all of us, it is a concern that a person is not solely motivated by a salary, but rather by something beyond a wage. That is what makes an IBMer. In my opinion, we have good wages compared to the rest of the market, but that is not our driver. In many interviews I ask, *what motivates you to work at IBM?*, and if they tell me that it is because the company is a multinational and that they will be paid well, to me that is not an easy goal because it does not correspond to IBM values.

Where would your team like to take the student program?

Nicolas: It would be to be recognized with the program that we carry out, with respect to other organizations. Nowadays we have had it close with other multinationals in Colombia and South America that wonder how we do it. Our objective is to share furthermore our *learned lessons* that we have had in this process.

We are aware that we have a long way to go in spreading the word, in making the program known to a lot of people, because we are falling short on that. About two thousand people apply each semester, but that really is too little. Our biggest dissatisfaction is that, whenever we go to fairs and ask people if they know what IBM does, they tell us that IBM makes computers [laughs] and that has not been true for some time now. That alone speaks volumes about how we are lacking in brand positioning efforts, in attraction efforts. We were just positioned as 12th in the Universum ranking, that ranks the best companies to work for and intern for in Colombia in IT, and the idea is to be number one.

Which would be your next goal, the impact that you are striving to accomplish?

Nicolas: The next short-term goal is to achieve a 100% virtual splice, as we still have issues. Considering IBM already had the option of *home office* as a regular practice, that has helped us, but in the short term is to have everything super clear, that we can have 100% virtuality with zero issues.

The closest challenge is that we can have a good virtual assessment or selection event for the people that are to start next January [2021]. We can say that we are “experts” (and note the quotation marks) in carrying out these face-to-face events, but now we have to see what works virtually, to see in which ways we can have them, how we can guarantee connectivity, what happens if someone does not have internet access but regardless we cannot close the opportunity. I mean, there are countless questions.

In the long-term, hopefully sometime we will be able to raise that 50% approximately of student intern hires, and that we can have many more regularized workers. That, although it is a high number, I believe the success of the program resides on regularizing the most people possible.

And, finally, have a bigger influence in the market, a greater sensibilization or something that will allow us to reach actual students, and that whenever they say that they want to work here, it is something genuine and not their last choice.

What objectives do you have for the next semester / the next generation of students, in terms of inclusion?

Nicolás: I would really like to see a mix of people, to approach more universities that we have never reached before. Give you, students, more connections between students from different countries, and to have more initiatives, to be more One IBM, and to provide you all with more enriching spaces.

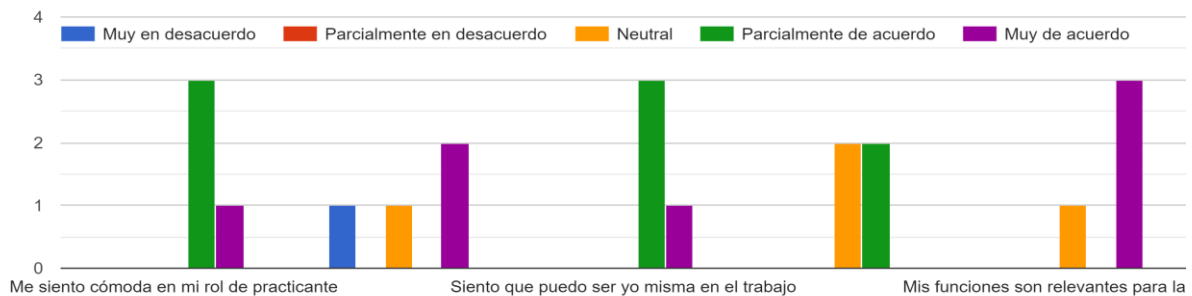
Appendix 3: Student intern survey

Date: January 2021

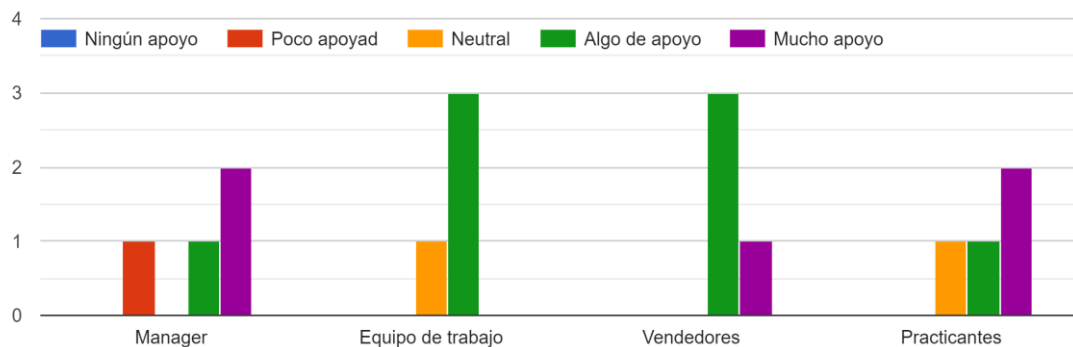
The objective of this survey was to gather insight on perceptions about the internship process at IBM as a first work experience, about teamwork and communication, about sense of belonging and about future expectations. It was applied on the student intern group, which at the time of application consisted of five members including the person who constructed the survey. For this reason, the population was of four students, all of which answered all questions.

In terms of data, the survey consists of seven quantitative questions, where Lickert scales were to assign values to affirmations, along with single-choice and yes-or-no questions. It also consists of seven open-ended questions used to gather qualitative data about thoughts, feelings and recommendations.

1. ¿Qué tan de acuerdo te sientes con las siguientes afirmaciones?

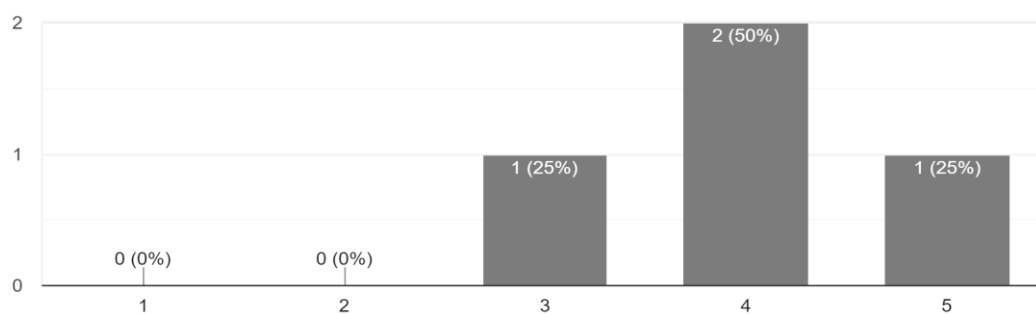


2. ¿Qué tanto apoyo sientes en el rol de practicante por parte de las siguientes figuras?



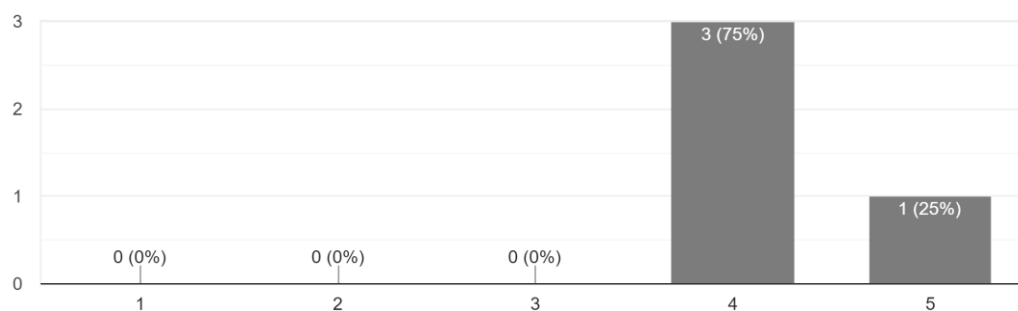
3. De 1 a 5, ¿que tan motivada te sientes en el trabajo?

4 responses



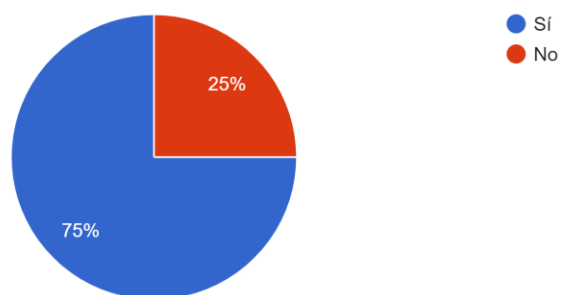
4. De 1 a 5, ¿cómo calificarías tu experiencia en las prácticas?

4 responses



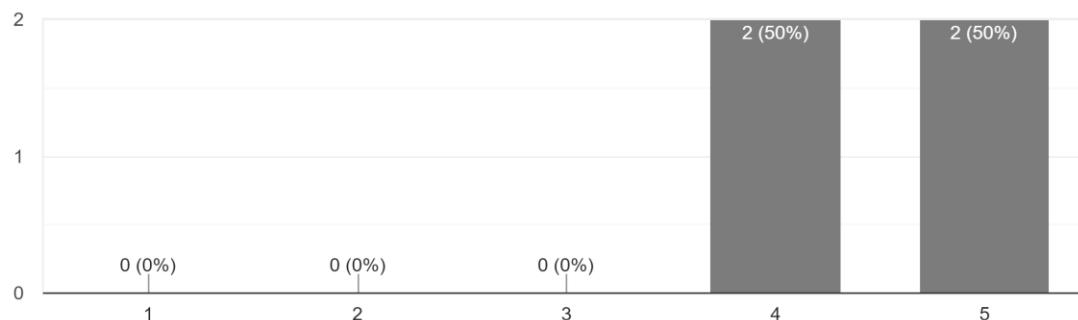
5. ¿Crees o esperas que las prácticas sean una manera de ingresar a trabajar como empleado regular a la empresa?

4 responses



6. ¿Qué tan atractivo es para ti continuar trabajando en IBM?

4 responses



7. ¿Qué aspectos incentivan tu motivación en el día a día?

4 responses

La relevancia en el equipo, el sentido de pertenencia a la Unidad.

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Me motiva poder aprender nuevas herramientas y habilidades que me hagan una mejor profesional.

1. Tener certeza de que el apoyo desde mi rol es indispensable para el cumplimiento de las metas de la unidad.

2. Las oportunidades de aprendizaje y el desarrollo y fortalecimiento de habilidades (hard and soft skills).

8. ¿Cómo crees que el trabajo remoto ha impactado la manera en la que te identificas/te sientes parte del equipo de trabajo?

4 responses

Negativamente, siento que la virtualidad impidió gran parte de la unión con el team

Gracias a trabajo remoto no me siento parte del equipo de trabajo, nunca los conocí y por esto no pasamos de temas de trabajo

Afortunadamente no he tenido problemas al integrarme en mi grupo de trabajo debido a la virtualidad pero sí siento que la forma de trabajo remota ha dificultado poder crear lazos diferentes a los estrictamente laborales.

De manera parcial, ya que, pese a que el equipo de trabajo de la unidad es abierto y la comunicación entre las partes es asertiva, respetuosa y cordial en la mayoría de escenarios, la virtualidad es una especie de barrera que hace más difícil que esas relaciones se mantengan a largo plazo.

9. ¿Cómo crees que el trabajo remoto ha impactado tu rendimiento, aprendizaje y crecimiento en el trabajo?

4 responses

Me hizo ser más disciplinada, y gestionar mi conocimiento autónomamente

El trabajo remoto te enseña otras skills y habilidades que no aprenderías si este no fuera así pero también te priva de aprender otras que aprenderías en el trabajo presencial

El no tener que gastar tiempo en transporte yendo a la oficina, me permite ahorrar tiempo para hacer más cursos en Your Learning y potenciar así mi aprendizaje.

De manera significativa, ya que, más allá de los retos que plantea el e-learning, el manejo del tiempo, el número de distracciones y los asuntos que atender de forma remota aumentan de manera significativa cuando se trabaja desde casa.

10. ¿Qué acciones podría tomar el programa para mejorar/incentivar la inclusión de los practicantes?

4 responses

Mejorar la inducción a la Unidad y tener reuniones bisemanales

Dado que la gravedad de la pandemia ya ha disminuido, el programa podría hacer una reunión pequeña, por lo menos de los practicantes para que estos se conozcan y sean por lo menos ellos un equipo

Realmente creo que para lograr una mayor inclusión se tendrían que hacer encuentros presenciales porque de otra forma es muy limitada la posibilidad de compartir con las otras pasantes y con el equipo de trabajo en general.

Generar más espacios de socialización y actividades de bienestar que involucren a todos los miembros del equipo. Incentivar interacciones que no estén relacionadas con asuntos laborales.

11. ¿De qué manera se hacen evidentes las diferencias culturales en IBM?

4 responses

Diferencias de lenguaje al ser un equipo de diferentes nacionalidades

No senti ninguna diferencia cultural

Principalmente en mi equipo de trabajo ya que diariamente tengo contacto con personas de México.

Podría ser en la manera en que los miembros del equipo establecen sus límites en la forma de relacionarse.

12. ¿Cuál crees que es el impacto de no conocer a tu equipo de trabajo personalmente?

4 responses

Creo que dificulta la integración e interacción las relaciones se tornan completamente impersonales

Creo que el impacto es muy grande, un equipo se tiene que conocer, saber como trabajan los otros para asi poder trabajar bien en equipo. Yo por ejemplo por el hecho de no conocer a mi equipo personalmente muchas veces no se a quien tengo que acudir para ciertas preguntas o problemas, lo cual hace que el trabajo sea más lento

Considero que el impacto principal es en la formación de networking porque la forma de trabajo remota dificulta que se establezcan relaciones cercanas con los integrantes del grupo de trabajo.

Disminuye la probabilidad de que las relaciones perduren después de mi salida de la compañía. A manera general, podría estar impactando la comunicación, ya que, los chats pueden tornarse ambiguos y podrían presentarse malentendidos. También existen más limitaciones en la adquisición de conocimientos que miembros mas antiguos del equipo ya poseen.

13. ¿Qué aspecto destacas de tus prácticas, o qué aspecto atractivo encuentras en realizar las prácticas en IBM?

4 responses

Es una empresa de servicios con una diversidad abrumadora en la operación y aprender a moverse en una multinacional lo consideré muy muy enriquecedor

El hecho de que es una multinacional y que te da la oportunidad de trabajar en esta en cualquier parte del mundo, te da la oportunidad de trabajar con otras culturas además de la tuya y conocer como se trabaja en diferentes países y culturas

Destaco que hay muchas oportunidades para aprender, no solamente en el trabajo del día a día sino también la plataforma Your Learning que tiene muchísimos cursos para aprender diferentes habilidades o las conferencias que hacen en el Squad de Prácticas o el equipo de Recursos Humanos de IBM.

La red de contactos, la generación de espacios de bienestar para los empleados y los beneficios exclusivos que estos pueden adquirir.

14. ¿Qué aspecto podría mejorar sobre las prácticas?

4 responses

La interacción, la calidad de la inducción

La inducción de los practicantes, siento que esta fue muy breve y muy rapida para la cantidad e importancia de trabajo que ibamos a tener

Considero que sería bueno tener claras las funciones que se van a desempeñar durante la práctica antes de firmar el contrato de prácticas.

El programa de prácticas debería ser mucho más específico en cuánto a las funciones del rol de practicante desde la publicación de la oferta. Mejoras en los procesos de inducción al rol.

Appendix 4: Calculations made to determine hourly wages

Date: July 2021

Table 1 Calculations for Student Intern hourly salary rate in Colombian Pesos (COP)

	units
Student intern monthly salary in COP	\$ 1.500.000
Days in a month	30
Unpaid weekends	9
Total work days	21
Total daily salary in COP	\$ 71.429
Working hours in a day	8
Total hourly salary in COP	\$ 8.929

Table 2 Conversions of Student Intern hourly salary rate from Colombian Pesos (COP) to United States Dollar (USD) and Euro (EUR)

	USD	EUR
Student intern monthly salary	\$385,80	\$324,96
Total daily salary	\$18,37	\$15,47
Total hourly salary	\$2,30	\$1,93

Table 3 Calculations for Digital Sales Manager hourly salary rate in Colombian Pesos (COP)

	units
Student intern monthly salary in COP	\$ 12.356.554
Days in a month	30
Unpaid weekends	9
Total work days	21
Total daily salary in COP	\$ 588.407
Working hours in a day	8
Total hourly salary in COP	\$ 73.551

Table 4 Conversions of Digital sales Manager hourly salary rate from Colombian Pesos (COP) to United States Dollar (USD) and Euro (EUR)

	USD	EUR
Student intern monthly salary	\$3.178,13	\$2.676,90
Total daily salary	\$151,34	\$127,47
Total hourly salary	\$18,92	\$15,93