

FIGHTING FOR TALENT

Будущее компаний все больше зависит от профессиональности отдела кадров. Если в компании работают представители разных культур, на что нужно обращать внимание при подборе персонала, выборе мотивационных стимулов и возвращении лояльности у сотрудников? Знает ROBERT GIBSON. **advanced**

HR: Does it stand for “human resources” or “human remains”? The latter is typical of how some people see HR managers: as sad individuals who sit alone at business conferences, ignored by the operational managers doing the “real” business. Things are changing rapidly, however, particularly in the Western world. As a result of demographic change, an increasingly intensive “war for talent” is developing. The danger for many companies is that it looks as though the talent — individuals with skills needed in the workplace — is winning the war.

This puts the role of HR into a central position. To help their companies succeed in today’s tough economic environment, HR professionals in international firms have to recruit the best candidates. With the growing complexity of global business, this process involves not only a detailed knowledge of the industry, but, increasingly, an awareness of cultural factors as well.

Recruitment

“They don’t even bother to send a photo or provide basic facts like their date of birth in their application,” a German HR manager in the automotive industry complained. At the same time, he was faced with a noticeable lack of applicants from the US for top-talent positions. What he had failed to consider was that, in America, it is not the usual practice to reveal your age, ethnicity and gender (for example, by sending a photo) in a job application.

What is included in a CV or résumé varies widely across cultures. While in the US and Britain, a job application might consist of a one-page CV accompanied by a one-page letter, many German employers would expect much more detail and perhaps even official documents. In Britain, it is normal to give the name and contact details of a referee who can be reached by phone; in Germany, employers expect a written reference from past firms. In some countries, including Germany, personal details about family status are often included. In others, such as the US, this information would be considered irrelevant. The date of birth would be left out in order to avoid age discrimination.

There is a common belief that people tend to hire others like themselves. If this is true, it can be difficult to diversify your workforce.

A German company in Romania was concerned about the lack of local people in the management team.

Although Romanians were applying for such positions, they were eliminated during recruitment. When an intercultural consultant was asked to investigate the situation, it was clear to her that there was something fundamentally wrong with the way the company was recruiting new employees. The qualities that the German managers were looking for were precisely opposite to those encouraged by the Romanian educational system. While young Romanians were being told at school not to show off, the Germans were looking for people with the clear ability to assert themselves and to get things done. Her solution to this problem was to make sure that at least one Romanian was in the interview panel.

When doing job interviews, it is very important to know what questions you can and cannot ask. This ▶

applicant ['æplɪkənt]	кандидат
application [ˌæplɪ'keɪʃən]	заявление о приеме на работу
apply for sth. [ə'plai fɔ:]	подавать заявление о приеме на работу
assert: ability to ~ oneself [ə'sɜ:t]	способность настаивать на своем
automotive industry [ˌɔ:təʊ'məʊtɪv ˌɪndəstri]	автомобильная промышленность
bother to do sth. [ˌbɒðə tə 'du:]	давать себе труд что-либо сделать
CV (curriculum vitae) [ˌsi: 'vi:]	резюме, краткая биография
diversify sth. [daɪ'vɜ:zɪfaɪ]	обеспечить культурную диверсификацию персонала
environment [ɪn'vaɪrənmənt]	среда, окружение
ethnicity [eθ'nɪsəti]	этническая принадлежность
faced with ['feɪst wɪð]	столкнуться с чем-либо
gender ['dʒendə]	пол
human remains [ˌhju:mən ri'meɪnz]	человеческие останки
human resources [ˌhju:mən ri'zɔ:sɪz]	отдел кадров
interview panel ['ɪntəvju: ˌpænl]	панельное собеседование
investigate sth. [ɪn'vestɪgeɪt]	изучать что-либо
job interview ['dʒɒb ˌɪntəvju:]	интервью/собеседование при приеме на работу
latter: the ~ ['lætə]	последний
noticeable ['nəʊtɪsəbəl]	значительный
operational [ˌɒpə'reɪʃənəl]	ответственный за операционное управление
professional [prə'feʃənəl]	специалист
recruit sb. [rɪ'kru:t]	принимать кого-либо на работу
recruitment [rɪ'kru:tmənt]	подбор персонала
referee [ˌrefə'ri:]	тот, кто дает рекомендацию
reference ['refrəns]	рекомендация
résumé ['rezjumeɪ] US	резюме, краткая биография
reveal sth. [rɪ'vi:ə]	сообщать что-либо
show off [ˌʃəʊ 'ɒf]	задаваться
workforce ['wɜ:kfɔ:s]	персонал, штат сотрудников



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