

The voice for the global staffing industry

GAR

THE GLOBAL RECRUITER

www.theglobalrecruiter.com | Issue 205 | September 2019

WHAT'S COMING?

Recruiters deal with the unknown



Improving productivity
The value of VR
The changing candidate

WORLD OF DIFFERENCE

Sunita Malhotra, MD of People Insights, and professor at many Universities including Université Catholique de Louvain (UCL) on how to spot a global candidate.



There is a huge cost in wrong talent, whereas the right hire can transform an organisation. How to spot, rather than miss out on talented employees is a serious challenge for HR directors and recruiters alike.

As digital innovation opens up opportunities in markets across the world, talent has also taken on a whole new international dimension. It's not just large global multinationals that find themselves in need of employees who can thrive in an international context, but organisations of all sizes. However, it's often difficult for recruiters to identify which candidates will make a success of an overseas posting, work well in a global team or have the capability to grow a company internationally. Previous research from CEMS – the Global Alliance in Management Education – among HR Managers found that almost half of respondents struggled to find good global candidates with an international outlook. The research suggested there were seven attributes to look for which could indicate a great match for a global role:

Global mindset: This is not just the ability to think globally but also to act on it. In order to have that mindset in the first place, an employee needs deep interest and knowledge of the political, economic, social, environmental and legal systems of different cultures. They need an ability to deal with unfamiliar situations, behave according to different cultural practices and use the appropriate verbal and nonverbal behaviour. Someone with a global mindset will understand the nuances of what a decision means in various different markets and apply this thinking seamlessly to every aspect of the business.

Change agility: In a globally interconnected world, everything is changing so fast that on a daily basis you have to constantly reinvent the wheel. Today's successful global employees won't be able to easily draw from the past in order to know what to do in the future and will be expected to leverage new technologies in

ways that can't currently be anticipated. The mindset of a global employee should be malleable, meaning that they don't get stuck on one particular concept – instead they innovate and find creative solutions that aren't always obvious.

Digital knowledge: Many companies declare that 'data and digital is a big thing' but then do absolutely nothing about it. They hire new people and technologies but keep putting an automated interface on old systems. It's like patching up a badly broken leg with a sticking plaster. The best global candidates will not only have excellent practical knowledge about new technology, but also awareness of how to change concepts within an organisation to anticipate customer needs. This is where millennials have huge potential, as they are not tainted by old systems and live in a world where digital is in their DNA.

A great example of such a digital strategy is the way Disney is redefining the customer experience through electronic MagicBands, which can act as a room key, park ticket, and even an optional payment method. Disney draws on data to discover how visitors behave and shop while in its Parks. In this way, they meet consumer needs before they even know what they want themselves.

Multicultural experience: If possible, a candidate should have experience of living in a number of different global locations for a sustained period of time; however of course not everyone can live in multiple countries. At the very least they need to be able to demonstrate curiosity and tolerance as a life skill; a rare quality, but one which will get them ahead. If employees can demonstrate curiosity and tolerance, they will be able to ask the right questions, easily source information, understand meaning and nuances, appreciate individual working styles and connect with colleagues and customers across the globe. Importantly they will be able to appreciate that another perspective is a good perspective.

Great leadership potential: In a VUCA world (volatile, uncertain,

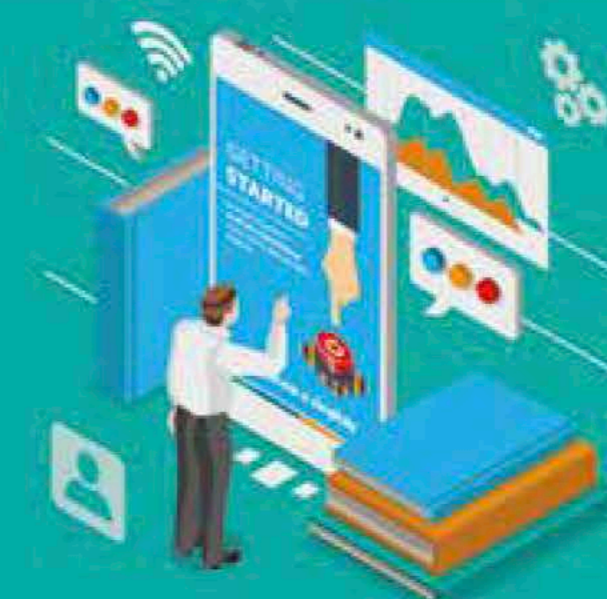
complex, ambiguous) intuition and psychological aspects of leadership – softer skills – will be increasingly relevant. Despite leadership becoming increasingly virtual, human nature will never change, which means future leaders will need to be able to build authentic relationships. People with true global leadership potential will be able to get the very best from others. In this remote environment, a leader will also have to be able to pick up more quickly on signals of working styles, so will need to be highly intuitive.

Networks and connections: The ability to activate extensive international networks is crucial. Rather than employee's social media feeds being a nice place to post photos of their lunch, or holidays, they should be able to use these effectively to connect globally, reach out to stakeholders, find key information and come up with fresh ideas. I frequently see inspiring ways in which

forward-thinking employees are creating a culture of innovation using their contacts. For example hackathons challenge people to come up with collective solutions, with teams working overnight, connecting with their networks to come up with brilliant ideas.

A sense of purpose: The next generation of leaders has so many options to choose from in the global business world and sometimes that can be overwhelming. The CEMS students I teach sometimes ask my advice on how to best navigate so many opportunities. I encourage them to think clearly about their values and life purpose, to help them focus. If I recognise my own life mission, it will enable me to be agile, creative, and open to other people's maps of the world. I believe that if a candidate can show awareness of such values, purpose and focus, they will have the potential and power to positively transform businesses in a globally interconnected world. ■

DOWNLOAD
YOUR COPY
OF GETTING
STARTED



simplicity

Our **FREE** practical and simple guide to starting and maintaining a successful recruitment business.

DOWNLOAD YOUR COPY
visit www.simplicityinbusiness.com/gettingstarted

KEEP IT SIMPLE. GET IN TOUCH. ☎ 01594 888518 ✉ sales@simplicityinbusiness.com 🌐 www.simplicityinbusiness.com