



Recruiting Global Talent - 10.5 Ways to Source the Right Way

Globalization is an inevitable reality that company's face as they look for growth markets. The level of collaboration with global partners will also see a rise as partnerships are developed to foster innovation, development and distribution efforts. To support these strategic initiatives companies will seek to recruit talent abroad. In the global world de facto recruiting practices do not apply. While there may be some commonality between a region, a continent, countries have their own unique ways to recruit. Different ways of conducting business, different cultures, norms, backgrounds, expectations mean the recruiter needs to understand and work with these variables.

Talent acquisition (finding talent) involves sourcing the right way with a global mindset. What works in China does not work in Switzerland. Business and social networking sites are ranked differently. For example, the Europeans prefer XING to LinkedIn. A leading site like Monster may not even rank in the top five within other countries. Standard job descriptions designed for the US will fail to attract the right response within Asia. Referrals tend to be more successful in some areas than others when done the right way. Candidates in some regions prefer emails while others will not move ahead till a phone information gathering session takes place with the recruiter.

The bottom line - talent acquisition at the global level needs to be done differently. Customization, time differences, regional preferences all add to the complexity of finding the right talent. In this white paper, we present some sure shot ways to improve your internal sourcing effort. If a company lacks resources or does not have resources with global experience we recommend the alternative of outsourcing the sourcing aspect of the recruiting process. It can be a cost effective alternative, which is scalable and requires no long term commitment.

1 Get a Global Mind set

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Your current way of finding, attracting and recruiting talent may be in jeopardy on the global scale. While there may be some commonality in countries within a continent, recruiting is essentially different across countries. Different work environments, cultures, backgrounds, workforce expectations, laws, languages, time zones means standard recruiting processes will not work. Painting the global talent canvass with the same brush will lead to failure. Understand this, strategize and execute accordingly. A global mindset will ensure talent acquisition leads to recruiting the right talent, the right fit in the long run.

2 Populate your Global Mind set

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Now that you understand you will be playing a different tune it is time to fill in the details by researching the region. What are the labor laws specially when it come to recruiting, ethnicity, what sourcing channels work, what is the best way to reach out to candidates, how to craft a job description, what job titles work, how to ask for referrals, what is the recruiting norm, salaries/compensation, who are the major players, what has been the past experience, what are the right filtering criteria, what boards work, what search engines and the list goes on. Bottom line - understand the region and then customize your recruiting.

3 Locate your company's Global GPS coordinates

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Where does the company fit in the global marketplace? Remember a company with a good brand within the US may be completely out of the radar in the global ranking spectrum. In Asia where company brand matters big time for employment - attracting the best talent can be a real issue if your brand is not known. The company will have to work harder to recruit. Other variables like compensation, benefits will need to be ramped up to beat out the competition. The recruiter needs to ensure the stakeholders understand this and work on juggling the other variables to source and attract quality talent for the long run.

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The Job - Run it through the Global Grinder

Now that you are the Global guru in the team, it is time to reexamine the talent need from the global perspective. Is the job description written appropriately for the region/country? How are other similar jobs written? What is the competition doing? Will the locals understand its brevity (Europeans prefer very detailed needs)? Is the job title appropriate (Asians love good job titles with a great starting salary)? Company details, Compensation, benefits, relocation, selection criteria, next steps, the recruiting process all need to be detailed out appropriately. Customize the need according to the local region/country.

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The Candidates - Understand the Basic Motivators

Different cultures, value systems, backgrounds, expectations, languages, exposure to westernized corporate cultures, previous experiences, perceptions - nothing can be taken for granted. It becomes critical to understand the basic motivators for each country. In developing countries like Brazil, Argentina, India, and China - compensation and job titles matter a lot. In more mature economies like Europe, North America other factors also play an important role in the selection process like long term prospects within the organization, reporting relationships, promotion etc. Understand these basic motivators.

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The Local Terrain - Research and then Source

The researcher in the team has the job of understanding, detailing and feeding the data to the sourcer to improve the sourcing effort. Research includes understanding the local industry, the major players, competitors, vendors, partners from a company standpoint. From the candidate standpoint what skillsets will be available locally, what associations, groups, subject matter experts will be appropriate to tap into. What boards, search engines, media, networking sites work locally. The information is documented and shared with the sourcer. The sourcer works with the data, fine tuning it with sourcing usage.

Your Sourcing Channels - Need realignment

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Linkedin does not work in Europe, where XING is more prevalent. To get to the talent that will really differentiate start focusing on passive talent using business and social networking sites. Pricey boards have a very bad ROI especially when it comes to recruiting senior talent. Understand the local recruiting environment. What channels have the highest ROI? In countries like India print ads still work very good for customer support roles like call centers. People still do not have access to computers at home. Ranking of boards is fluid and varies from country to country. Understand the local sourcing channels.

The Résumé - Sprinkle some salt on it!

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Treat the résumé with a pinch of salt. We have seen chunks of contents copied, titles changed, skillsets upgraded, compensation numbers shoot up (validated by fictitious pay stubs), grades upped, degrees changed. Basically everything on the résumé can be creatively customized! A phone screen has to be part of the initial screening process. Again beware - make sure the person you interview is the same person who turns up for the face to face and finally is the person who gets employed! While this happens in the minority it is something the US based recruiter needs to be aware of and have the right safeguards to minimize fraud.

Reach out at the Grass roots

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Sourcing magic happens when the sourcing team maximizes candidate reach. Methods include email campaigns, increasing the company's online visibility by posting jobs and detailing the company. All candidates are contacted for referrals and pursued. The game plan is to maximize candidate reach. Once a critical mass of candidates is reached candidate traffic starts increasing with interested candidates and referrals. It is important to keep the momentum going with daily research, sourcing, candidate outreach programs, timely responses, screening and forwarding the right candidates to the recruiters to close.

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Sourcing becomes a 24 hour operation

If you are recruiting in multiple countries at the same time expect your biological clock to be ticking 24 hours! Different time zones, different holidays, late evening phone screens, weekend email campaigns, résumés pouring in at all times means literally sitting 24 hours in front of a computer and a phone! Not a very rosy proposition. We have already discussed standardization does not work well globally. Populating databases, building pipelines, working the ATS, documenting findings all adds to the complexity. The bottom line is that sourcing requires dedication, consistency, is tedious and an ongoing effort.

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Consider outsourcing your sourcing

And now the sales pitch. Unless you have dedicated sourcers, researchers and support staff who can work a 24/7 schedule we suggest outsourcing the sourcing part. Seasoned sourcers working offsite remotely mean low rates which are truly affordable. They guarantee to better your recruiting effort or your money back. Solutions are scalable and can help with seasonal recruiting and hiring spikes. There are no long term contracts to sign. Work can start within 24 hours of initial contact. Positions not getting filled, not finding good talent, rapid turnover, lack of resources all these pains can be eased by outsourcing sourcing.

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In today's LinkedIn and XING world it makes no sense to pay \$\$\$ to an executive search firm. Our solutions are higher value added and cost less (up to 1/3rd less). You not only get a bigger pool of candidates to choose from, we also provide you with a pipeline of all candidates sourced for the future. We believe in our abilities. **"We guarantee to better your global sourcing effort, or your money back!!" Let the magic begin!!**