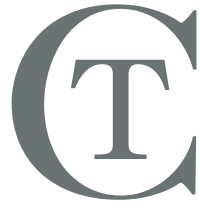


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EXECUTIVE SEARCH



NEWSLETTER INTERNATIONAL

CAREER TRANSITION FOR EXPATRIATES

EXPATRIATES | „CANDIDATE MARKET POSITIONING“ | INTERVIEW

EXPATRIATES: EXPERTS AND CULTURAL MEDIATORS

Tens of thousands of managers are active worldwide outside of their home countries, so-called expatriates or: „Expats“. This term refers to managers whose employer have posted them abroad for any given period, or experts who offer their knowledge to a foreign company outside of their home country.

The technology transfer as part of a plant construction project in China or Russia is a classic background for posting managers. While planning and construction work can be purchased externally, proprietary technological skills are not available on the market. It is imperative to send these knowledge carriers to the construction site for a certain period (often three years) in order to support the production launch and train local managers who can subsequently take over.

The second typical posting context is the „best practice“ approach pursued by many international corporations. In concrete terms, this means that HR standards, financial procedures and management techniques should be designed uniformly at all company locations, whether in Mumbai, Moscow or Manchester. Expats are used to communicate these standards in order to promote international exchange. Accordingly, expats are typically found in local management, especially in the personnel and finance functions, as well as production.

Particular importance is attributed to expats in countries lacking in local executives who may be hired by international companies. This was true in the 1990s for Russia and the other CIS countries; managers bearing a Soviet stamp were struggling in a multinational environment and frequently lacked the necessary language skills. Therefore, most companies relied mainly on foreign postings from headquarters during this period to build their CIS subsidiaries. Meanwhile, the vast majority of executive positions in Russia/CIS are filled with local managers - or foreigners living permanently in the country and willing to work on the basis of local employment contracts.

The popularity of the expatriate model is virtually unabated in China. One reason is that the vertical range of manufacture in international companies is usually greater in China than in Russia. While Russia is interesting for many companies especially as a sales destination, China is often an important production base for the global market. Consequently, the demand for expatriates within technology transfer is significantly greater.

Another reason for the popularity of expat models in China lies within the distinct national culture and the special political and legal environment. The demand for managers functioning as cultural mediators is higher there than in other regions.



Christian Tegethoff

Managing Director
CT Executive Search

CONSULTING FOR PEOPLE WILLING TO SWITCH IN ASIA/CIS

CT Executive Search provides consulting services for international managers working in Asia or CIS countries, and wanting to start a new career in „their“ region. Consulting services focus on both „classic“ expatriates who want to remain after their postings expire as well as so-called „local expats“. The latter term refers to foreigners working in international or domestic companies on the basis of local employment contracts.

Under the product description „Candidate Market Positioning“ (CMP), CT consultants help expats willing to switch to perfect their market approach in Asia or CIS, and deal effectively with potential employers.

The basis for consulting is a situation analysis to identify fields of applications in the target region and bring them in line with the candidate’s personal career goals. It also includes optimisation of the applications processed in all languages relevant for the target region.

After determining the best market approach strategy, CT consultants maximise the placement chances of the candidate through target-oriented use of job boards, social networks as well as by working with multipliers and directly approaching potential employers. They also offer support during contract negotiations and conduct interview training so that candidates present themselves in the best possible light within an international recruiting process.

This makes CMP an innovative consulting service providing measurable added value and increasing the chances of a successful placement even in a difficult market environment, as currently exists, for example, in Russia.

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Managing Director
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HOW DOES CAREER CONSULTING WORK FOR EXPATRIATES WHO ARE "WILLING TO RETURN"?

INTERVIEW WITH JOCHEN ISEKE, MANAGER OF INTERNATIONAL OPERATIONS OUTPLACEMENT V. RUNDSTEDT & PARTNER



Jochen Iseke

Manager International Operations Outplacement, v. Rundstedt & Partner.

What challenges do expats face when they want or have to return home?

Many expatriates find that the company is not at all prepared for their return. They sometimes discover, shortly before returning to their home country, that there is in fact no job available for them. Many companies or human resources departments only start looking for an adequate position once the employee has returned home. This means: Many expats end their time abroad without knowing what job or tasks will be assigned to them at home. A career break is thereby inevitable, because adequate positions are rarely available for the returning employees. Ultimately, this quickly leads to the employee's departure from the company, the worst possible outcome for both parties. Losing expats upon their return is a setback in terms of sustainable talent management and employee loyalty.

For returning employees, the search for a new position within or outside of the company is difficult, because contacts within their local networks are often no longer active. Having lived so long abroad, they also often have no knowledge of the current situation on the job market or application requirements.

What can companies and expats do in order to ensure a smooth transition in terms of employee loyalty and career planning?

Companies should consider this transition to be a part of talent management and engage in an active dialogue with the expat, ideally six months before the employee's planned return, to find out how and where they can make optimal use of their skills and potential within the company. This gives all participants the opportunity to carefully consider the positions that are open when the employee returns or, if necessary, to tailor positions to the profile of the employee. The returnee can then ideally use their last months abroad to resume contact with (new) supervisors and colleagues at home and thus prepare to join the team.

If the company does not approach employees actively, they would be well-advised to approach their former supervisor and/or HR department on their own initiative and start a dialogue about development options. ►

VON RUNDSTEDT

CT Executive Search cooperates with von Rundstedt on career consulting for expatriates during job transition periods.

Many companies, not to mention the expats themselves, often do not know how to proceed when planning the return. What consulting services are available for them?

We support companies on internal career management. The first step is usually an analysis of the employee's potential. We determine this, for example, through a combination of psychological testing, structured interviews and case studies. The second step focuses on career consulting. The employee develops, together with an advisor, their individual goals, desires and needs. We take into account both professional and private spheres. The result is a clear objective for the next career move, providing added value for both the company and employee, as well as a structured action plan for further career planning. Last but not least, we support the employee in formulating their potentials and abilities, as well as interests and goals in the process of liaising with the company and match them with the available offers and current needs of the company.

On this basis, HR managers and the expat can plan the employee's return and repositioning within the company in alignment with the needs of the company.

Expats who are interested in returning to their home countries, regardless of their current employer, assessing their current situation and pressing ahead with their career planning are welcome to contact us directly. If requested, our experts will also support employees, beyond the identification of strengths and skills, in the (re) activation of their personal network, as well as in creating an individual application strategy.

Consulting for the expats often begins at the place of posting and then continues after their return to Germany.

What are the chances of success?

The chances of success are very good. A timely exchange ensures planning security for both the company and the employee. In the best case scenario, the employee can work directly on their next career move.

Should no appropriate position be available within the company, the employee's departure from the company is easier because they find a new position more quickly with our support than without consulting.
