

## 10.5. Filling your (Management)

### Positions (RC)

#### Introduction

Filling positions with the right people can be a challenge, especially when we are talking about positions that require higher qualification. While the general employment market seems to be abundant, finding someone who

- Fits in your company culture
- Is willing to work in your company location
- Brings the personal and formal attributes to bring value to your company and
- Has the right qualification

might require some serious trade-offs.

#### Formal Qualification

Students in China tend to choose universities with a higher ranking, not really taking the actual major that much in a consideration. Formal qualifications do not count very much entry-level to mid-management levels since it might be not easy to find someone with the exact requirements who is willing to work in that exact region with your required compensation level despite the enormous labor market.

#### Experience Qualification

If you are looking for someone for a specialist function it might be easier to find someone who brings the relevant experience already with him. For management positions it might be a bit harder to find the right personnel: Sometimes also the experience should not be considered as “the possible employee did this kind of job already” before, especially since most of the applicants are looking for a job upgrade or salary upgrade. Most applicants are not that much interested in changing on the same level as long as there are no serious reasons for them leaving the former employer, e.g. being not satisfied with working conditions or strong disagreements with their superiors.

#### Personal attributes

When considering the last two articles, it becomes obvious that formal qualification and experience might not be the decisive factors of employment. Personal attributes often are. Motivation, willingness to learn and a personality that fits to company culture can often be the decisive factor why an applicant is superior compared to his competitors.

#### Organizational setup

Especially in smaller or medium-sized organizations, organizational charts can be somehow dynamic depending on the available work-force which exists already in your company. The setup often depends on what kind of personnel you have available and if you have trusted employees, it might be more suitable to change the organization according to your staff than the other way around. Like this you can ensure that you have the right people with the right competencies in place instead of bringing in unknown variables in the organization by trying to find the right staff for your organization.

#### Concentration of Power

Especially when you consider changing the organization in your company to fit the staff, be wary of concentration of too much power in single positions if you are not sure about the personality or the consequences within your organization. Concentration of Power which might frighten off staff in your company can be a dangerous path to go regarding employee motivation and happiness or even for yourself if someone gets more influence than the superior above. If you are filling positions below you with a high concentration of power, you should ensure that you trust that relevant employee and at the same time have enough control that nobody can doubt your independence.

## 11. Job Market & Job hunting for Foreigners in China

The job market in China is probably quite different from the job market in your own country: Taxation, job application process and benefits from the company can be quite different.

To support you in your personal job hunt, this chapter will give you an overview about the job market in China for foreigners in General and will give you some hints about how to find and successfully negotiate a working contract.

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