

A. Job advertisements

1. Read the information about the jobs taken from *The Guardian* website and answer the following questions.
 - a. Who placed the advertisement: the company offering the job or an agency? Why is it important to know this?
 - b. Do you know who to address your application to?
 - c. What is the significance of *Ref*?
 - d. What do you learn about the job?

Data Analyst Market Intelligence

 Pearson	Industry Higher education , Non-Academic , Marketing & PR , Communications , Digital marketing , Marketing analytics , Media , Creative , Digital media , Print , Publishing Job function Marketing & PR Job level Experienced (non manager) Hours Full time Contract Permanent Listing type Job vacancy
Recruiter PEARSON Location London, GBR Salary Competitive Posted 03 Jan 2018 Closes 03 Feb 2018	

Graduate Financial Analyst – German/Italian Speaking

 Aspire	Ref 1017342 Contact Abigail Moss Industry Finance & accounting , Financial services , Media , B2B Job function Finance Job level Graduate Hours Full time Contract Permanent Listing type Job vacancy Education level Undergraduate degree (or equivalent)
Recruiter ASPIRE Location London Salary £21000.00 - £23000.00 per annum + benefits Posted 10 Jan 2018 Closes 09 Feb 2018	

2. Look at the actual job advertisements (pp 2,3). Complete each text by inserting the missing prepositions.
3. Complete the vocabulary exercises on pp 4,5.
4. Analyse the applicant profile for each job. In the first column, write down key terms or expressions from the advertisement that describe the company and the job’s objectives and tasks. In the second column make an ordered list of the specific qualifications, professional knowledge, skills and qualities that are necessary to be able to do the job. Some of these will be explicitly mentioned in the ad; others will be implied. Leave the third column blank.

Job description: key terms and expressions		Applicant profile		My experience
Company		Qualifications		
Job tasks		Professional knowledge		
		Skills		
		Qualities		

Data Analyst - Marketing Intelligence

At Pearson, we're committed [1] ... a world that's always learning and to our talented team who makes it all possible. [2] ... bringing lectures vividly [3] ... life to turning textbooks into laptop lessons, we are always re-examining the way people learn best, whether it's one child in our own backyard or an education community across the globe. We are bold thinkers and standout innovators who motivate each other to explore new frontiers [4] ... an environment that supports and inspires us to always be better. [5] ... pushing the boundaries of technology — and each other to surpass these boundaries — we create seeds of learning that become the catalyst for the world's innovations, personal and global, large and small.

[6] ... a Data Analyst - Marketing Intelligence, you will be responsible [7] ... gathering and working [8] ... large volumes [9] ... data to create KPIs and maintain data dashboards to track performance of the English and Schools Product Marketing team. Collaborating [10] ... your counterparts [11] ... the central English and Schools team and around the globe, you will also do data analyses and presentations to support strategic projects about investment in new print and digital products, prioritization of innovation projects, pricing, revenue, positioning and marketing campaigns. Finally, you will also find creative ways to measure performance and create KPIs [12] ... activities that are not easily measurable.

Position Responsibilities:

Analyse large amounts of data using Tableau. Create tables and summaries with automated functions, updating them periodically and sharing [13] ... stakeholders;

- Create and maintain performance dashboards of Product Marketing functions such as Events, Author Marketing, Teacher Communities, Go-to-market, English Campaigns etc.;
- Create automated tools to track goal/must-wins achievement [14] ... a month [15] ... month basis;
- Prepare reports and presentations [16] ... internal stakeholders and Geographies synthesizing findings and conclusions, making concrete recommendations, suggesting action plans and implementation timelines;
- Gather, synthesize and share market and customer insights from key Geographies to fuel innovation and inform investment decisions;
- Liaison [17] ... Finance and Business Services team to create processes to obtain data in very granular detail both in structured and non-structured form;
- Support market audits in the key Geographies, including market sizing, segmentation, analysis of the competition and opportunity identification;
- Analyse sales forecasts from the Geographies to support in the future investment of products;
- Support benchmark studies with Geographies in strategic marketing topics such as pricing, channel strategy, bundling and sales force structure and productivity;
- Work effectively [18] ... a heavily cross functional, fast-paced environment, especially working across product, digital strategy, technology and sales teams;
- Ad hoc projects and tasks managed and delivered [19] ... required

Qualifications

Essential Skills & Qualifications:

- Undergraduate degree required (preferably [20] ... Mathematics, Business, Engineering, Data Science or Marketing);
- Excellent data analytical skills - able to digest, synthesise and add value a very wide variety of information and communicate [21] ... different partners and stakeholders
- Advanced Microsoft Office (Excel, Word, PowerPoint) skills with the ability to create financial models/manipulate data [22] ... Excel and able to produce presentations and reports. Access knowledge is a plus
- Working knowledge of Tableau is preferred or any alternative data processing application.
- Attention [23] ... detail with a thoroughness and accuracy when accomplishing tasks;
- Six Sigma certification/knowledge would be beneficial but not essential.
- Fluency [24] ... another foreign language would be ideal.

Graduate Financial Analyst - German/Italian Speaking

The Company:

This multinational, well regarded business intelligence business has gone [25] ... strength [26] ... strength [27] ... the past 5 years having achieved impressive financial growth. They offer the best quality information [28] ... the mergers and acquisitions marketplace and boast a variety [29] ... well-regarded corporate clients including investment banks, law firms, hedge funds and FTSE 100 corporate businesses.

The role will involve:

- Complete and full training and exposure [30] ... the Mergers and Acquisitions marketplace
- Managing and manipulation [31] ... financial data relating to recent mergers and acquisitions [32] ... German, Spanish or Nordic speaking companies
- Forecasting trends
- Financial analysis
- Working [33] ... Microsoft Excel

Your profile

To be considered [34] ... the role [35] ... a Graduate Financial Analyst - German/Italian speaker you must be fluent [36] ... English AND either German, Spanish or Portuguese/ Italian. The ideal candidate will boast a 2:1 from a respected university [37] ... any finance, economic or accountancy based discipline. The ideal Graduate Financial Analyst - German/ Spanish/ Portuguese/ Italian speaker will have an excellent eye [38] ... detail and a strong capability [39] ... managing numbers. Excellent writing skills will be required [40] ... the successful applicant [41] ... the role of a Graduate Financial Analyst - German/ Spanish/ Portuguese/ Italian speaker as you will be writing reports [42] ... a monthly and quarterly basis.

To apply [43] ... this role, please follow the instructions [44] ... this job board, or contact me directly to speak [45] ... other roles if this one is not appropriate:

Abigail Moss
Executive Consultant
020 7612 3874

A. (cont.)

3. i.

Choose the best answer(s) to illustrate the meaning of the underlined expression.

1. A backyard
 - a) is a hidden way to get into a software program;
 - b) is a support measure for a business strategy;
 - c) the private land behind a house.
2. What is an insight?
 - a) A brilliant idea;
 - b) A realisation that helps you understand a phenomenon;
 - c) The result of an analysis.
3. What do seeds do?
 - a) Grow into a plant.
 - b) Form the basis of an idea.
 - c) Provide a new perspective.
4. A counterpart is
 - a) an argument that gives the opposite view to a previous argument.
 - b) your company's latest results.
 - c) a person or thing that corresponds to or has the same function as another person or thing in a different place or situation.
5. A stakeholder is
 - a) anyone who has an interest or concern in a business.
 - b) something that makes the results of your research more accurate .
 - c) someone who supports the business strategies of the CEO.
6. A report that is in granular detail
 - a) describes only general trends.
 - b) studies the grain industry.
 - c) is very analytical.
7. Something that is ad hoc
 - a) is planned from the beginning of a project.
 - b) is an exciting new idea.
 - c) is created or done for a particular purpose as necessary
8. When someone is thorough, he/she
 - a) completes a task paying great attention to detail.
 - b) is able to work independently without supervision.
 - c) is responsible for leading a team.

ii. Use the verbs in the box to complete the sentences. You will need to put the verb in the correct form/tense.

surpass	gather	boast	accomplish	fuel	bundle	liaise	digest
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1. Communication companies often ... telephone, internet and television into one package.
2. Last quarter sales two million.
3. There was too much information. I was unable to ... it all.
4. The police continue to evidence related to the crime.
5. The project went well. We were able to ... all of our goals.
6. Google workplaces famously gyms, olympic-sized swimming pools, climbing walls, massage rooms and hanging gardens.
7. The prime minister's speech speculation that she is about to resign..
8. It was a public relations job where I with clients, so I was able to improve my negotiation skills.

iii. Match each technical term (1.-5.) with its definition (a.-e.)

- | | |
|------------------------------------|---|
| 1. a performance dashboard | a. a quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance |
| 2. key performance indicator (KPI) | b. a disciplined, statistical-based, data-driven approach and continuous improvement methodology for eliminating defects in a product, process or service. |
| 3. Six sigma process | c. a business management tool that will allow a business to keep track of all aspects of their daily activity. For example, it is able to track sales on the east coast and compare them with your sales on the west coast. It often uses infographics. |
| 4. Tableau | d. interactive data visualization products focused on business produced by a US based software company |
| 5. Geographies | e. countries that are grouped in a region where the company operates |
| 6. Access | f. a database management system (DBMS) from Microsoft that combines the relational Microsoft Jet Database Engine with a graphical user interface and software-development tools |

B. Writing assignment 1: Job application

- In pairs consider the generic features of a CV, an application letter and a cover letter. I.e. What are their purposes? Given that they have a common writer and audience, how does the purpose affect and constrain the content, and language of each text type? How does the mode (how it is sent) constrain the content and organisation of the letter when it is sent by post, as an email and in an on-line application?
- Choose one of the jobs from exercise A. In pairs, next to each task, skill, professional knowledge, qualification, or quality that you identified in A 2, write down in the third column, if possible, an example of something you have done that demonstrates the skill, quality, professional knowledge or qualification.
- Choose the position which most interests you. Using the format of the on-line application below, apply for the job. With the exception of assuming that you will complete your degree this year, **DO NOT** invent qualifications or experience that you have not got.

All answers are required

First name

Last name

Email address

Upload your CV

Upload from your computer

Or import from cloud storage

Dropbox

OneDrive

Google Drive

Your CV must be a .doc, .pdf, .docx, .rtf, and no bigger than **1MB**

Your covering message for Data Analyst – Marketing Intelligence / Graduate Financial Analyst – German/Italian Speaking

4000 characters left

C. Reading: It's always time to network.

1. What do you think a 'career-management network' is? What would it involve and how would it work?
2. Match each of the following expressions on the left with one on the right. (a)-i) correspond to i.-ix. and j)-r) correspond to x.-xviii.)

a) on an on-going basis	i. flexibility
b) to end up jobless	ii. regularly, steadily
c) empty-handed	iii. to contact
d) give and take	iv. immediate concerns
e) to gain	v. to find yourself unemployed
f) layoff	vi. to benefit
g) day-to-day demands	vii. to make the effort
h) to get around to	viii. being dismissed from your job
i) to reach out to	ix. with nothing to offer
j) acquaintance	x. what you owe
k) to bring up	xi. because you have to
l) to swap	xii. because you want to
m) openings	xiii. someone you know, not necessarily a friend
n) to seek	xiv. to mention
o) by choice	xv. vacancies
p) by necessity	xvi. to exchange
q) high and dry	xvii. to look for
r) dues	xviii. isolated, unprotected
3. Each of the following sentences is the first sentence of a paragraph (1 – 9) of the text on p 7. As you read, choose the sentence (a. – i.) which best begins each paragraph.
 - a) Nothing increases networking like an economic downturn.
 - b) When outplacement counsellors say, "Get out there and network," they often send people out empty-handed to become "takers" from existing networks they did not help create.
 - c) The irony of the career-management approach is that after you build a network and keep it active, job offers may come your way as a secondary benefit.
 - d) "Never ask a networking contact for a job," says Bourne.
 - e) "Networking is much more effective when applied as a strategy to manage your career on an ongoing basis vs. just when you need a job," says personal coach Kevin Bourne of Ceridian LifeWorks, N. Royalton, Ohio, USA.
 - f) To begin creating a career-management network, Bourne advises breaking networking into small pieces by identifying three people you would like to meet.
 - g) One of the people who contacted me confessed to not having had a network in place before the layoff.
 - h) "Career-management" networking is a continuous effort to build relationships, and its primary benefit is the exchange of information or favors, not just the discovery of job openings.
 - i) He follows his own advice, finding new contacts and staying in touch with old ones.
4. Cohesion: Reference, substitution and ellipsis
 What do the underlined words or expressions in the text refer to?
5. Comprehension
 Answer the following questions in your own words.
 - a) The article describes two kinds of networking. What are they and how do they differ?
 - b) What factors may hinder or prevent a person from successful career-management networking? In what ways?
 - c) Why might networking not help you find a job?
 - d) What practical advice does Bourne give?
 - e) To what extent and how has the concept of networking as described in the text changed since 2002?
 - f) How appropriate is networking for a recent graduate? Explain why.

It's always time to network.

Start building a career-management network before you're left high and dry.

By John Sullivan, PMP, Contributing Editor

1. 1.
Over the last few months, several people have contacted me because they were looking for work. They were networking because they heard that, "Networking is the best way to find a new job." While that's true, it's not quite right.
2. 5.
"If you are applying networking as a career-management strategy, you are always networking."
3. 7.
The exchange can be as simple as providing a Web address or making an introduction. But the career-management approach requires you to contribute to the network, not just take away from it. You need to do this before you end up jobless. "For this strategy to work well, you've got to be continually building a network before you have a specific need," says Bourne. "It's important to remember that networking is all about relationship-building." 10.
4. 13.
While there is some give and take in any network, it's not necessarily a quid pro quo situation, literally "something for something" where all exchanges are equal. The exchanges may be unequal, with one person gaining more than another. The key is having an exchange – it can't be all take and no give. 15.
5. 18.
I can understand that. We often focus on day-to-day demands and don't get around to making any contacts. Some people also find it difficult to reach out to others. "Introverts have a very hard time with networking," says Bourne, "because it requires some effort to get out of the 'comfort zone.'" 20.
- Getting Started 23.
6. 25.
If you have a mutual acquaintance, ask for an introduction. If not, first write a letter, then phone or send an e-mail. After the initial contacts, Bourne suggests requesting a short personal meeting or lunch.
7. 28.
"It's embarrassing if they don't know of one and if they like what they see when they meet you, they'll bring up the fact that they're looking for someone." It's better to ask for additional contacts or advice. "A successful networking meeting," says Bourne, "may just be limited to discussion about the industry trends, people you know in common, or swapping 'war stories.' But as a rapport develops, either party may gain some useful information that can help to solve important real-world problems." 30.
8. 35.
But even though he's a coach, networking is not easy for him to do because he's also an introvert. He's learned to network. "We don't have a networking gene," says Bourne. "We have to learn how to do it. People who are more extroverted really enjoy meeting new people, but introverts like me find it to be a real challenge. Still, it's a very important thing to do."
9. 40.
Numerous surveys have shown that most job openings are never advertised and are filled by personal referral, meaning the employer seeks candidates from colleagues and friends, and not via the classified ads. If you ever need to seek a new position – by choice or by necessity – the career-management network then can become a job-hunting network because you've already paid your dues. "After all," says Bourne, "if you have an existing relationship, people are much more likely to be willing to help than if you're meeting them for the very first time." 45.

PM Network, December 2002, p 18

F. Interview simulation

You are going to simulate a series of interviews in which you will play the part of the interviewer and the applicant.

1. Complete the following table by placing the objectives (a. –e.) in the appropriate order.

Phase	Objective	What the interviewer does	What the applicant does
1			
2			
3			
4			
5			

- a) to provide overview of job
 b) to determine applicant's interest in the job
 c) to set the applicant at ease
 d) to bring the interview to a close
 e) to determine applicant's suitability for the job

2. Decide whether each activity (f. – t.) applies to the interviewer, the applicant or both and place it in the appropriate place in the table above. Some activities may be relevant to more than one phase of the interview.

- f) listen attentively
 g) show interest
 h) greet applicant
 i) greet interviewer
 j) thank interviewer
 k) explain why there is an opening
 l) introduce self
 m) ask relevant interesting questions
 n) describe job
 o) make small talk
 p) answer questions politely
 q) smile
 r) make answers relevant to the position described
 s) thank applicant
 t) inform applicant of follow up

3. You will be given a CV and cover letter for two applicants for one of the jobs advertised on page 1. In pairs prepare an interview for the applicants.
 4. You will be attending an interview for the position you applied for. Prepare for this interview.
 5. Interview simulation role play
 6. Discussion

Examples of good and bad interview answers for difficult and/or common questions are available at www.denham.net or Denham Resources on YouTube.

G. HBR Case study

The following situation is taken from the case study in *Harvard Business Review*, June 2007. Consider how the situation unfolds and how you would react at each point, in light of the story's developments.

1.

You are Fred Westen, CEO of Hathaway Jones. Hathaway Jones is a privately owned U.S. retail chain that sells designer clothes. Recently it has been trying to revamp* its image because its staid* and classic clothes do not appeal to a wealthy, younger market. You believe that by expanding into China, you could tap into* their luxury goods market, which has been growing by 70% a year.

You are looking to open three stores: in Beijing, Guangzhou and Shanghai. What kind of a candidate would you like to run the flagship store* in Shanghai?

revamp – bring up to date

staid – boring and safe

tap into – use to your advantage

flagship store – store that acts as an ambassador of your products and values

2.

An old friend from your college days telephones, asking you to see his daughter, Mimi Brewster, who wants to play a part in the Hathaway Jones expansion into China. Mimi is in her late 20s. She grew up in China and speaks both Mandarin and a local dialect. She majored in modern Chinese history at Berkeley and after 2 years at a management consultancy, did an MBA at Stanford. For the last four years she has been working in the West Coast regional office of Eleanor Gaston, the largest clothing, shoes, and accessories company in the U.S., where she was responsible for successfully relaunching* two brands.

Do you agree to see her? Why / why not?

to relaunch – to modernise and put the new, improved product back onto the market

3.

At the interview Mimi proves herself to be competent. Her references say that she is aggressively creative, original, opinionated*, and a risk-taker. Indeed, she shows that she knows the retail clothing business, is sensitive to Chinese culture, has creativity and suggests a marketing strategy for the Chinese stores to appeal to Chinese women. You are impressed. As she leaves, she winks* at you and says, "Thanks, boss".

Do you

- hire her on the spot for the Shanghai store;
- say that you'll set up some interviews for her, but that she must pass them on her own merit;
- thank her for coming in, give no indication of whether you might like to hire her or not and say that you will contact her later?

Why?

opinionated – has strong opinions and voices them

to wink – to quickly close one eye then open it

4.

The head of HR has just come in with some information about Mimi. She always Googles prospective candidates and scans the first 11 pages of hits. On page 9 she found that on leaving Berkeley, Mimi had led a non-violent but vocal protest group against the World Trade Organization. Further searches with extra keywords such as "human rights" and "free trade" found that 8 years ago Mimi had been actively involved in protests about China's treatment of a dissident* journalist. Her photo was taken outside the Chinese consulate in San Francisco. The search brings up several news articles reporting her active involvement in several protests.

You are relieved that the search did not reveal anything more recent than 8 years ago and that it wasn't a picture of Mimi half naked on MySpace, which could really embarrass Hathaway Jones.

What do you decide to do?

Would you hire Mimi despite her online history?

dissident – in opposition to official policy

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information for all the questions in your section.
- i. Who is the expert? How worthy are his/her credentials?
 - ii. What does he/she think Mimi's strengths and weaknesses are?
 - iii. What does he/she think Fred should do? Why?
 - iv. What does he/she think Mimi should do? Why?
 - v. What advice does he/she give to future jobseekers?
 - vi. How does the writer perceive the role of the internet in job recruitment and in general?
- a. John G., Palfrey, Jr (jpalfreyaw.harvard.edu) is a clinical professor of law and the executive director of the Berkman Center for Internet & Society at Harvard Law School, in Cambridge, Massachusetts. He is also a founder of RSS Investors. He writes a blog at <http://blogs.law.harvard.edu/palfrey/>.

Glossary

to check out: to be true
to come up: to happen
to arise: to happen
to make it onto the web: to be published on the web
to backfire: to have the opposite effect of what you would like to happen
chutzpah: audacity (from Yiddish)

malleable: able to be moulded, changed
expertise: expert knowledge
rumor: an untrue story
fallacious remarks: untrue comments
to expunge: to get rid of

devil-may-care: not caring about the consequences
otherwise: in other circumstances
to not think twice: to do something without thinking about the consequences

Fred Westen should certainly follow **his** instinct and hire Mimi Brewster if everything else checks out. **He** should talk to **her** and tell her exactly what has come up. He has little to lose. There's no legal reason to fear searching the Internet for information about **your** job applicants—an issue arises only if **you** unlawfully discriminate against someone because of what you find. And if CEOs are looking only for people who are total saints, and who never did anything that made it onto the Web, then maybe **they**'re hiring only uninteresting people at the end of the day. **A strategy of that sort** could backfire terribly: If you have nobody with chutzpah in your group, you will find yourself hurting for leaders.

There may also be another side to the story discovered by the human resources department. Digital information is extremely malleable. Anyone with a tiny bit of expertise can easily falsify **it**—for example, by anonymously lying about someone in a chat room and starting a rumor that catches fire and becomes a “truth.” Fallacious remarks travel very, very quickly online—perhaps even faster than true information—and it is hard to track **them** down and expunge **them**. So if something that may or may not be true about a candidate is raised, it is essential to bring **that person** in to clarify the situation. You might also want to ask **them** to provide more references for you to check. Because online information is so easily falsified—and, plainly, so easily shared—**this second level of interviewing** has become increasingly important.

Presumably, Mimi didn't call up newspapers and ask **them** to write articles about **her**. But in the culture of “digital natives,” there's often an intention to be public. People raised in the modern computing environment share information much more promiscuously than previous generations have. **They** have a certain devil-may-care attitude toward things that other people would probably consider highly private—compromising photos, embarrassing conversations, and other activities that **they** otherwise wouldn't want their mothers to know—and they don't think twice about revealing them online. **That**'s not going to change unless there's a radical course correction in social norms.

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aa. John G., Palfrey, Jr (jpalfreyaw.harvard.edu) is a clinical professor of law and the executive director of the Berkman Center for Internet & Society at Harvard Law School, in Cambridge, Massachusetts. He is also a founder of RSS Investors. He writes a blog at <http://blogs.law.harvard.edu/palfrey/>.

Glossary

to immerse yourself in: to surround yourself by
baby boomer: children born following WWII until the early 60s, during which time there was a high birthrate
to pull the trigger: to expose and bring down

to be headed for: to be moving towards
backlash: an antagonistic reaction to a trend or event
wreck: crash

Given **the trend**, hiring standards will have to change, or you just won't be able to hire great people. **That's** hard for the current crop of CEOs and HR executives to understand. Most senior executives are "digital immigrants" who have not immersed themselves in the electronic culture. Baby boomers, and sometimes younger executives, are trying to work through **their** ambivalence toward the current generation of 20-somethings, who increasingly put negative information about **themselves** online. The primary difficulty for digital immigrants is that **they're** fighting against **their** own instinct, which is to pull the trigger on the digital natives. The generation gap will continue to widen until the digital natives become CEOs and HR executives themselves.

I don't have a crystal ball, so I can't tell whether the current revolution is going to turn out to be permanent or not. My guess is that we're headed for a really big backlash at some point—there are going to be train wrecks as people who post too much personal information online begin to realize the consequences. When **they** have to explain to their kids why naked pictures of **themselves** at age 25 are on the Internet, some digital natives will have real regrets. That said, I don't think **those conversations** will necessarily differ much from the ones that people who grew up in the 1960s had to have with **their** kids about drugs and free love.

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b. Jeffrey A. Joerres (chief.executive.officer@manpower.com) is the chairman and CEO of Manpower, an employment services company headquartered in Milwaukee.

Glossary

landscape: environment

background check: a search to verify the authenticity of someone's past history

prior to: before

a gauntlet of: several, many

to start fresh: to begin again with no past history

to get a foot in the door: to be accepted as a candidate or serious applicant

red flags: signs of danger

to sideline: to cast aside, to no longer consider

opinionated: having strong views and expressing them often

brash: loud

to be a big deal: to be important

to hinder: to obstruct

The evolution of online media and social networking is changing the employment landscape in many subtle but fundamental ways, which most employers and candidates are only beginning to understand fully and manage effectively. One of **these shifts** is the practice of informally conducting at least partial online background checks of individuals prior to interviewing them.

Traditionally, a background check was not done until after an applicant had gone through a gauntlet of interviews and been selected as a finalist. And it wasn't long ago that someone with an imperfect past could move far away from **his** troubled history and start fresh in a new location. Today, qualified candidates can be Googled out of contention for a job before they even get a foot in the door for an interview, and it's difficult for **them** to leave their baggage behind even when crossing national borders, because the online community knows no boundaries.

In **this case**, Fred and his HR manager have taken some initial steps in the hiring process and uncovered some red flags that would cause **me** to sideline Mimi as a candidate for the Shanghai position. Beyond the disconcerting online revelation, former employers describe **her** as opinionated and brash, and in the interview with Fred, it seemed quite inappropriate for her to wink at him and call him "boss" on the way out of his office. If the job for which Mimi was interviewing were in a Western country, these concerns might not be as big a deal, but China is a unique place.

Although Mimi has some strong qualifications, her background in China is not enough to make her a good manager there. Hathaway Jones is opening **its** first store in Shanghai, and **the firm** needs a manager who can build a constructive relationship with the local government. Hiring someone without the right skills and attitudes to do so could hinder **the company's** ability to succeed in this market. And, of course, the fact that Chinese people are very Web oriented and know how to Google probably wouldn't help **her** situation.

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- vi. How does the writer perceive the role of the internet in job recruitment and in general?

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Glossary

personae: characters, image
to haunt: to visit like a ghost
to be fair game: to be appropriate and fair

to come up: to appear
to portray: to picture, to depict

Frankly, because retail and service businesses are so local in nature, I would hesitate to put an expatriate in the Shanghai position. Chinese employees expect **their** leaders to be modest and humble and see **them** as highly respected authority figures with parentlike attributes. A Western-style leader who doesn't understand **this** will face high turnover rates and low productivity levels. For all **her** language skills, Mimi does not strike me as a credible parent substitute for a Chinese workforce.

This case illustrates how important it is for potential employees—particularly young people who spend a great deal of time engaging in all sorts of Web 2.0 activities—to protect their reputations and think twice about the online personae they are presenting to the world. Information posted today will still be available years from now and could come back to haunt them. Many new high school and college graduates don't truly understand **this** until they are sitting in a job interview and the HR manager opens a file that includes not only **their** résumé but also their latest blog entries and party photos. Online content is public information, and it is fair game for employers to ask about **it**.

We always recommend that candidates search the Internet to find anything about **themselves** that might come up in an interview, so that **they** can prepare to respond effectively. **They** should consider how they might use the Web to demonstrate attributes that would make a positive impression on potential employers. Better to fill the Internet with content that portrays **you** as an accomplished and capable individual who would be an asset to a new employer than to share the details from **your** latest weekend adventures.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information for all the questions in your section.

- i. Who is the expert? What are his/her credentials?
- ii. What does he/she think Mimi's strengths and weaknesses are?
- iii. What does he/she think Fred should do? Why?
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Glossary

to giggle: to laugh

fabric: material

I just celebrated **my** ten-year blogging anniversary. I started blogging when I was 19, and before **that**, I regularly posted to public mailing lists, message boards, and Usenet. I grew up with **this technology**, and I'm part of the generation that should be embarrassed by what we posted. But I'm not—**those posts** are part of my past, part of who I am. I look back at the 15-year-old me, and I think, "My, you were foolish." Many of today's teens will also look back at the immaturity of **their** teen years and giggle uncomfortably. Over time, foolish digital pasts will simply become part of the cultural fabric.

to align with: to match up with

Young people today are doing what young people have always done: trying to figure out who **they** are. By putting **themselves** in public for others to examine, teens are working through how others' impressions of them align with their self-perceptions. They adjust their behavior and attitudes based on the reactions they get from those they respect. Today's public impression management is taking place online.

to harm: to cause damage to

to convey to send

Once again, adults are upset by how the younger generation is engaging with new cultural artifacts; this time, it's the Internet. As with all moral panics around teenagers, concern about who might harm the innocent children is coupled with a fear of those children's devilish activities. To complicate matters, many contemporary teens are heavily regulated and restricted while facing excessive pressures to succeed. The conflicting messages adults convey can be emotionally damaging.

to trace back to: to find the cause of

to seek: to look for, to want

What is seen as teens' problematic behavior can also be traced back to the narratives that mainstream media sell to teens—including the celebrity status given to Paris Hilton and Lindsay Lohan. Thanks to a number of complex social factors, narcissism is on the rise. Narcissists seek fame. Reality TV shows tell teens that full exposure is a path to success, so how can we be surprised that attention-seeking teens reveal all? Not all teens want this kind of attention, but cultural norms have shifted, and the Web has become both a place for friends and a space to seek attention.

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Glossary

to push the edge: to challenge accepted values, to do things which are considered at the limit of what is acceptable

a handful of: a small group

a blemish: a spot, bad 'mark'

to (not) do: to be (in)acceptable, (in)adequate

to strategize: to plan

to handle: to deal with

nuanced: finely tuned, subtle and rich

accessorize: dress up, decorate

So, what does all **this** imply for the company in this case? Many young people have a questionable online presence. If Hathaway Jones doesn't want to hire **these people**, it'll miss out on the best minds of my generation. Bright people push the edge, but what constitutes the edge is time dependent. **It's** no longer about miniskirts or rock and roll; **it's** about having a complex digital presence.

Naturally, there'll always be a handful of young people who manage to go through adolescence and early adulthood without any blemishes on **their** record. Employers need people who play by the rules, but they also need "creatives." Mimi is a creative, and for the job Fred is trying to fill, a traditionalist just won't do. Fred should listen to his own instincts and hire Mimi. I'd advise him to open a conversation with her immediately so that **they** can strategize together about how to handle potential challenges posed by employees' online practices.

I think Fred will learn a lot from that experience. My generation isn't as afraid of public opinion as **his** was. **We** face it head-on and know how to manage it. We digitally document every love story and teen drama imaginable and then go on to put out content that creates a really nuanced public persona. If you read just one entry, you're bound to get a distorted view. That's why I would also advise Mimi to begin creating her own Google trails. She should express her current thoughts on China, reflecting on how she has fine-tuned her perspective over the years. Part of living in a networked society is learning how to accessorize our digital bodies, just as we learn to put on the appropriate clothes to go to the office.

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Glossary

As Fred has told **his** VP of human resources, if you Google anyone hard enough you'll find some dirt. **This** is the new reality. Companies don't want to go on record about Googling candidates, but everybody's doing **it**. Your CV is no longer what you send to your employer—it's the first ten things that show up on Google. I'm 28, and I'm part of a generation that doesn't even go on a second date without Googling the other person.

to take heed: to notice and accept a warning

In light of the widespread use of Internet searching practices, Hathaway Jones will have trouble hiring Mimi. The job is high-profile enough, and the online content about her is sensitive enough for Chinese decision makers, that there is absolutely no question **the information** will be discovered and noted—even if **it** appears only on page nine of Google's results. Then people will write more about it on the Internet, and the community will take heed. Given the climate of the times, Mimi presents a risk to Hathaway Jones.

In this case, Mimi didn't publish the content herself, and she is powerless to pull it from the Web. **These** are newspaper articles. Even our company, which was set up to search for and destroy unwanted online information, wouldn't try to remove newspaper stories. **That** would be bad constitutional practice, and what's more, in almost every case, we would fail. The Internet loves newspapers; it can take a very long time to move an item from page one on Google to page two.

to disclose: to reveal

Mimi should have disclosed the newspaper articles to Fred when they first met. She's smart enough to know that her opinions about China and globalization could affect the company's performance there. By taking **this information** to Fred before HR did, she would have been able to exert some control over how the story played out.

5. Read the following commentary by the expert. Take notes in answer to the following questions so that you can share the information with your partner and synthesise the whole analysis. You might not find information for all the questions in your section.

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Glossary

albatross: (figuratively) something that hinders or is a handicap

to repudiate: to reject

a rumor: an untrue story

herpes: a sexually transmitted disease

well-being: health and happiness

to shrug your shoulders: to not care and feel that you cannot do anything

Mimi doesn't have to wear the postings like an albatross around her neck for the rest of her life, though. There are several things she can—and should—do if she's serious about her business career in China. For example, she could consider publishing stories about globalization on a home page that she creates, or joining an online discussion forum about China on the World Trade Organization. In **these public forums**, Mimi can explain that she had many political and social interests when she was younger. If her opinion has matured, she can repudiate **her earlier view** by explaining on the Internet that she believes the world is more complex than she understood it to be when she was 21.

The lesson to be learned from her experiences—and it is a lesson for CEOs as well as for job candidates—is that you need to know what is being said about you online. A person's reputation has always been shaped not only by what she makes known about herself but also by what other people say about her. Now, however, what other people say reaches a far wider audience than ever before. Ten years ago, if someone spread a rumor that you had herpes, **it** probably wouldn't get too far. Today, all it takes is one enemy to put something anonymously on the Internet, and everyone will see **it**, whether it is true or false. Don't tell me that it wouldn't have an enormous impact on your emotional and professional well-being. Some people shrug their shoulders and say that our notions of privacy are evolving. **They** are. But even today, I believe people have some right to privacy. It's the big Internet issue, which is why I'm in the business I'm in.

I. Discussion

To what extent do you agree with each expert's view?

J. Writing assignment 3: Analytical Report

You are the head of HR for Hathaway Jones. It is your task to write an analytical report for Fred Westen synthesising the views of the 4 experts on the Mimi case so that he can make a decision on whether to hire her or not.

1. In groups plan the report using the grammar file. Decide what content would be appropriate in each stage and what the topics of the analysis stage would be.
2. Write the report. (1 -1½ pages)