

The peaceful secret weapon *in the «war for talent».*

Human resources managers have an unenviable task. They are supposed to recruit the most capable staff for their company – but they often lack the bait they need to attract them in. Is the talent search «mission impossible»? Not necessarily. Young employees in particular find flexible working extremely appealing.

Background: times are changing.

A good salary is worth a lot, of course, but it is certainly not the be-all and end-all for talented high-flyers. They look for challenges, good career development opportunities, independent working and autonomy. They also want a private life that lives up to its name.

How can a company successfully meet these requirements in order to secure the best possible position in a fiercely competitive job market?



Tanja, HR manager

Tanja is the HR manager for a company that builds machines for the petrochemical industry and runs automation projects abroad. Her task is to persuade high-flying university graduates who are open to new technologies to join her company. Such people are hard to recruit – or only for a very high salary. And then there is the problem of the company's location...

Tanja talks to Roger, a highly promising engineering graduate from the Swiss Federal Institute of Technology, at a job interview.

Roger: «The job is exciting! But where will I actually be working? I live in Zurich and don't want to commute too far.»

Tanja: (sighs inwardly. The candidate will soon be grimacing.) «Although our company has a branch in Zurich, most meetings are held near Lucerne or Berne. And if you worked abroad, it would be near industrial towns – in areas where our customers extract the raw materials, so mostly in desert regions.»

Tanja sits in the bar, frustrated. Roger has just turned the job down, mainly because of the unattractive work locations. Nearby, Nico, head of IT, sips an aperitif. Tanja tells him about her recruitment problems. She remembers an HR seminar about opportunities to work from any location.



«I'm just going to ask him where he would like to work?»

Tanja: «Nico, do you know anything about video-conferencing and online meetings?»

Nico: «Yes, it's part of UCC. Unified Communications & Collaboration. And something tells me that we could use it to solve some of your problems.»

Eight months later. Tanja is preparing in her office for a job interview with an engineer. She starts a video-conference on her laptop with Nico, who is in London.

Tanja: «Hey Nico, I just wanted to quickly say something: thanks ever so much for the great job you did by getting UCC up and running for us! Thanks to you, I'm really looking forward to interviewing someone we want to recruit!»

Nico: «Great to see you! You're welcome. And what are you going to say to the candidate?»

Tanja: «I'm just going to ask him where he would like to work.»

Two months later. The engineer accepted the offer. He liked the work locations and the work-life balance. Now she is interviewing Peter, a top candidate for the post of technical director.

Tanja: «And how do you spend your leisure time?»

Peter: «I coach one of the FC Winterthur youth teams twice a week. And, of course, I spend as much time as possible with my family. That's extremely important to me.»

Tanja: «I'm pleased to say I can make you a good offer in that respect. Of course, there will be some meetings at our headquarters, but in principle you can work wherever you like.»

Peter: «Excellent. And how does that work exactly?»

Tanja: «Conferences between our Swiss offices usually take place online. If a building contractor from abroad is also involved, we usually include them via video-conferences. It's often about design and engineering questions, and the relevant documents can be discussed and worked on together. We do that with online screen-sharing. A document is displayed on all participants' screens and everyone can work on it simultaneously. I can invite people to an online meeting at the touch of a button.»



«It means you save time which you can spend with your family.»

To avoid chaos when it comes to storing files, we use a web tool that makes cooperation for virtual teams much simpler. All important documents are stored centrally in a team folder that every team member can access. We also never hold meetings on site before 10 a.m. That means we cleverly avoid the morning rush-hour. Any meetings that have to be held earlier take place online.»

Peter: «Hmmm, it really sounds as if you don't waste your time travelling here.»

Tanja: «That's right. It means you save time which you can spend with your family.»

Peter: «That sounds great. These are modern working methods that I'm looking for from an employer!»