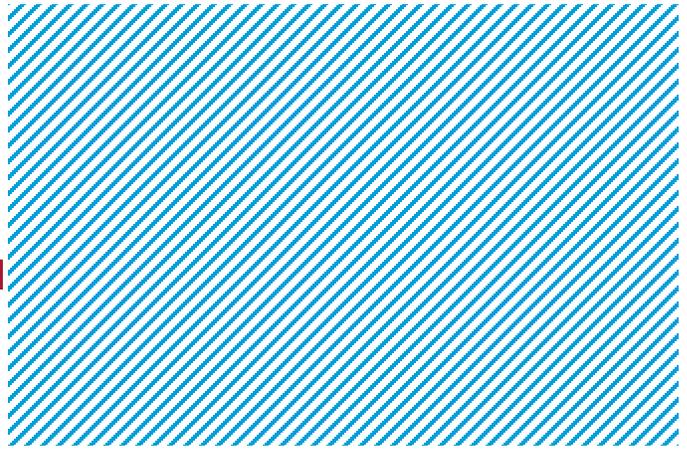


COMMON CULTURAL BARRIERS TO THE JOB SEARCH



Obviously, American cultural attitudes and behaviors related to job hunting and work may be more or less alien to those of your own culture. If you have not thoroughly absorbed American work-related cultural values and expectations, you may want to read this section, which addresses some possible cultural barriers to an effective job search.

SELF PROMOTION	1
DIRECTNESS IN COMMUNICATION	1
SELF-DISCLOSURE.....	1
CAREER SELF-AWARENESS.....	2
INDIVIDUAL RESPONSIBILITY IN FINDING EMPLOYMENT	2
INFORMALITY ON THE INTERVIEW PROCESS.....	2
PUNCTUALITY.....	3
EFFECTIVE LETTERS OF APPLICATION AND RESUMES.....	3
INDIVIDUAL EQUITY	3
PREPARATION & ORGANIZATION	3
LANGUAGE BARRIERS	4
TWO-WAY STEREOPTYPES.....	4

SELF PROMOTION

You must be confident in discussing your goals and accomplishments, and assertive in making your case, initiating calls and following up with all contacts.

U.S. EMPLOYER EXPECTATIONS

- Assertiveness
- Confidence in openly discussing goals and accomplishments
- Follow-up with employers (telephone inquiries about status of application, thank-you notes)
- Appropriate dress

CONFLICTING VALUES OF ANOTHER CULTURE

- Unless presented as part of group activity, citing accomplishments and skills is viewed as boastful, self-serving, and too individualistic
- Asking employer directly about status of application is rude

DIRECTNESS IN COMMUNICATION

In business, people expect open and direct questions and answers, and a firm handshake, eye contact and a confident, but relaxed posture. If these are uncomfortable for you, practice with American friends

U.S. EMPLOYER EXPECTATIONS

- Open and direct responses to questions
- Eye contact with interviewer, relaxed posture, and other appropriate nonverbal behavior

CONFLICTING VALUES OF ANOTHER CULTURE

- Eye contact, especially with persons of higher status (e.g. employer, interviewer) is disrespectful
- Appearance of criticism must be avoided to save face

SELF-DISCLOSURE

Many cultures consider personal questions about likes and dislikes or strengths and weaknesses as an invasion of privacy by all except family and close friends. However, you will probably be asked to disclose along these lines in an interview. Preparation should enable you to do this more comfortably.

U.S. EMPLOYER EXPECTATIONS

- Personal descriptions of experiences, hobbies, strengths, weaknesses
- Answers to questions related to personality (e.g. leadership style, problem-solving abilities)

CONFLICTING VALUES OF ANOTHER CULTURE

- Personal questions about likes, dislikes, etc., are considered an invasion of privacy and are discussed only with close friends and family

CAREER SELF-AWARENESS

In the U.S. you are expected to demonstrate knowledge of yourself, your career goals and how they relate to the job. Informational interviewing will help you prepare.

U.S. EMPLOYER EXPECTATIONS

- Demonstrating knowledge of self, career goals, and how they relate to the job
- Discussion of long-range career plans

CONFLICTING VALUES OF ANOTHER CULTURE

- Jobs are assigned by government or family
- Questions about role in a company indicates potential disloyalty
- Company assigns work responsibilities
- Individual must be flexible to accept whatever job becomes available

INDIVIDUAL RESPONSIBILITY IN FINDING EMPLOYMENT

Although personal and professional networks are very important in finding jobs in the U.S., in general, you must create them, rather than - as may be in the case in your culture - identifying already established family or government or educational connections that lead to jobs. So as you already know, you have to put great effort into generating a wide variety of resources in order to identify multiple job possibilities. If it's any consolation, this comes as a surprise to most Americans, too.

U.S. EMPLOYER EXPECTATIONS

- Use of wide variety of resources for identifying jobs (friends, family contacts, associations, career services, academic mentors, etc.)
- Networking

CONFLICTING VALUES OF ANOTHER CULTURE

- Jobs are found through government or family
- Dependency relationships in job search are fostered. One resource (e.g., academic adviser, employment agent) will find appropriate work for job seeker

INFORMALITY ON THE INTERVIEW PROCESS

U.S. EMPLOYER EXPECTATIONS

- Congenial interviewing environment that encourages openness, some joking, exchange of information

CONFLICTING VALUES OF ANOTHER CULTURE

- Sitting with person of higher status requires deference. The job applicant is very polite and does not ask any questions or provide information that may indicate lack of respect for interviewer's position
- Handshaking, touching, using first name, crossing legs, etc., are inappropriate

PUNCTUALITY

U.S. EMPLOYER EXPECTATIONS

- Arrive 5-15 minutes before appointment

CONFLICTING VALUES OF ANOTHER CULTURE

- Personal relationships are more important than time. Anywhere from 15 min.-2 hrs. lateness from agreed meeting time is not insulting

EFFECTIVE LETTERS OF APPLICATION AND RESUMES

U.S. EMPLOYER EXPECTATIONS

- One page, error-free, concise and attractive outline of relevant job experiences, skills, accomplishments, and academic credentials
- Personalized to reflect each individual's qualifications and professional interests

CONFLICTING VALUES OF ANOTHER CULTURE

- Resumes are a detailed chronology of academic and formal work experiences and not a tool for self-promotion

INDIVIDUAL EQUITY

U.S. EMPLOYER EXPECTATIONS

- Race, sex, age should not affect interview relationship

CONFLICTING VALUES OF ANOTHER CULTURE

- Males are expected to assume dominance in interactions with females
- Younger persons defer to older ones

PREPARATION & ORGANIZATION

U.S. EMPLOYER EXPECTATIONS

- Obtain as much information as possible about job and organization before interview
- Demonstrate awareness of organization in letter of application and during interview

CONFLICTING VALUES OF ANOTHER CULTURE

- Research about organization may indicate excessive and undesirable initiative or independence

LANGUAGE BARRIERS

It is important to practice interviewing people. If you do not speak English well, you need to practice seriously and regularly with English-speaking friends, with tapes, in classes or with a tutor.

TWO-WAY STEREOPTYPES

Stereotypes that limit the “objectivity” of both interviewers and interviewees are almost inevitable. You can best deal with this issue by examining your own stereotypes of Americans, as well as of the particular work culture you are interviewing for, and by imagining what the stereotypes of the potential employer toward you might be. Then, when you communicate, try to indirectly counter questions or actions, or in some cases, confront them directly in your cover letter or the interview.

You will need to have a convincing argument for wanting to remain in the U.S. for career reasons. Even more difficult, if you are seeking practical training only, you will have to counter the employer’s bias against hiring and training you for just a year. There is no obvious response beyond assuring them that you learn quickly and would like to stay longer and that the INS* process is manageable.

Finally, it is always a good strategy to stress both your unique strengths and qualities as an individual and the special contribution you can make because of your international background.

* The former INS (this office ceased to exist under this name since 2003) is now referred to as USCIS. (Grad Center note)