

3. The ability to form a team and psychological atmosphere in it, adequate to the professional situation; create favorable conditions for work and be approachable.

In this way, the research shows desired human qualities of a manager of an organization of any form of ownership. Every manager is an individuality [3]. It will be wrong to say that everyone should have the above qualities. For example, personality traits such as sincerity and tolerance, which are professionally important for a manager, are not entirely adequate to the company's accountant, and the ability to perform routine work will distinguish the manager in the bureaucratic management system from a manager of a commercial enterprise [4].

The presence of competence, creativity, and other managerial qualities mentioned above would greatly facilitate work of subordinates and improve the performance of an organization as a whole. Self-improvement and creative growth is the key to the success of a manager in an organization, where people, conditions of their activities and requirements are constantly changing.

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REMOTE TECHNICAL RECRUITMENT IN THE US MARKET: AI VS. HUMAN APPROACH

In today's world, Artificial Intelligence is changing many spheres, from factory production lines to remote work. Recruiting is no different: more and more companies are utilizing AI-enhanced recruitment, which prompts numerous debates whether it can substitute human recruiters and provide more accurate

candidate interviewing devoid of subjective perceptions and other humane-driven inaccuracies.

According to an online poll among LinkedIn social network members in the US, 60.87% of potential job seekers (mostly in IT sphere) would still prefer to interact with human recruiters exclusively. Recruiters' insider view is that AI is helpful in sourcing, but the interviewing strategies are highly customized and interactive. As of now, this can only be attained through human interaction. To prove this, a certain "classification" of candidates is drawn up as well as corresponding interview strategies.

1. Solid Career Professionals, US Citizens/Green Card holders who have been in the USA for a long time. As a rule, these candidates only consider a career change at certain life points (new management, long overdue promotion, annual raises being outpaced by market salaries for their skill set, children moving out, etc.). Some of them change jobs through their established network of colleagues and partners or apply directly to companies they admire. They know they can find a new job within a few weeks if they really want to. Thus replying to recruiters chasing them all the time seems a waste of time.

For a recruiter, a goal with these people is to build a long-term relationship, suggest being a reliable resource of current market data, industry information, and current opportunities when it is the right time for the candidates to make a career change. In this way a highly-customized, almost unique value proposition is created with every approach, and the phone calls – if won – rarely resemble a standard interview. The conversation flow is built upon the candidate's expectations and career goals. A recruiter shows the greatest degree of flexibility with such

2. Experienced Immigrants (recently got the Green Card or still on H1B for 3-5 years) have been with the same employer/visa sponsor for a number of years and usually want to change to a direct employment relationship (instead of consulting). They might be frustrated with the length of time it has taken their current company to obtain a GC for them. Many immigrants work for consulting companies and want to go directly to work for product companies. Their main motivation is a fair compensation with increasing the complexity of their duties and job titles.

Recruiters are typically conscious and considerate of these career development priorities, and tend to persuasively offer the corresponding options throughout the communication process. From the very first approach up to the technical screening calls, the conversation is focused on proposing the "pain point" remedy. Such conversations are typically guidelines-based, with a certain set of questions being asked, but often in random order.

3. New Immigrants (L1 or H1B visa for 1-3 years) are known as the riskiest to work with. They typically have families to support and no savings since they just arrived. They see how expensive it can be to live in the USA and their first few projects might not provide a high consulting rate for their employer to enable paying them very high salaries. Thus, most immigrants just seek getting paid as much and as quickly as possible. They are ready to switch employers as soon as a

more lucrative offer is made, which poses a threat for their recruiter's reputation and relationship with clients. Besides, such candidates' language skills and culture awareness may be insufficient.

However, recruiters are willing to connect with newly immigrated, since they are most open to relocation, having limited connections to where they currently live. Besides, such technical specialists might possess a skillset that is in high demand in the US, so the pay rate for them would be lower than for the country's citizens. Phone conversations resemble an onsite job interview with some elements of personality and language skills screening. Recruiters want to make sure that the candidate is a reliable person to work with. Guidelines and question lists are used in most of the cases.

4. "Low Hanging Fruit"

These candidates are usually very junior, with weak English skills, new immigrants via GC lottery looking for the first job in the USA. Some are on student visas (J1, F1, OPT) and look for H1B sponsorship. They are usually very responsive, have low salary expectations, willing to get in the door somewhere and start their career development. However, they usually do not meet technical and/or language screening requirements.

Many recruiters avoid working with such candidates to be more efficient with sourcing efforts. In the meantime, those who conduct phone interviews rely on the written question sets and guidelines, without aiming to imitate an on-the-spot conversation flow.

Based on the different approaches we may conclude that AI is far from being able to handle the interview process in recruitment. However, AI companies are taking on the challenge of helping improve talent acquisition efficiency and effectiveness. This topic undoubtedly requires further study development.

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