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**Title**

Always a foreigner : internationalizing the personnel

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**Abstract**

Internationalization of personnel is a challenge in organizations. Brain import becomes beneficial to countries and organizations when international human resource management (IHRM) practices are developed enough to enable the internal internationalization of people and diversity management.

Finnish employers do not currently exploit the existing diversity enough, Nokia being an exception.

Managers need more information on IHRM issues. Work communities need more language knowledge and greater awareness of intercultural issues. Employers are generally happy with the education provided by universities in the area of internationalization. Language education and interaction or communication education are offered in some rare cases, however cultural knowledge, international business education, and knowledge related to Finnish society are very seldom provided by companies. (HRK / Abstract übernommen)

**Signature**

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