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Welcome and Introductions

Notes of Appreciation

International HR

Expatriate Pre-Departure Training

New Courses at Excelsior College
  International HR (at undergraduate and graduate levels)

General Summary

Discussion
I would like to express my appreciation to my colleagues at Excelsior College:

- Dean LiFang Shih
- Associate Dean Scott Dolan
- Associate Dean Michael Johnson
- Instructional Faculty in Human Resources and Leadership
- Student Chapter Officers
- Teresa Jepma, SME for Courses in International HR
- Santhosh Abraham
EXPATRIATE MYTHS

Anyone with technical expertise can be an effective expat.

Pre-departure training should only take place before the employee departs for the international assignment.

Repatriation means returning to the familiar.
NIN: “WE DON’T SEE THINGS AS THEY ARE. WE SEE THEM AS WE ARE.”

ETHNOCENTRISM

JUDGING ANOTHER CULTURE SOLELY BY VALUES AND STANDARDS OF OUR CULTURE

CULTURAL RELATIVISM

JUDGMENT REGARDING THE VALUES, BELIEFS AND PRACTICES OF A CULTURE FROM THAT CULTURE’S VIEWPOINT
PSYCHOLOGY OF CULTURE APPLIED TO BUSINESS

HOFSTEDE’S RESEARCH

POWER DISTANCE
INDIVIDUALISM/COLLECTIVISM
MASCULINITY/FEMININITY
UNCERTAINTY AVOIDANCE
LONG TERM ORIENTATION
POWER DISTANCE

HIGH
CENTRALIZED COMPANIES
STRONG HIERARCHIES
LARGE GAPS IN PAY, RESPECT, AUTHORITY

LOW
FLATTER ORGANIZATIONS
SUPERVISORS AND EMPLOYEES CONSIDERED EQUAL
INDIVIDUALISM/ COLLECTIVISM

HIGH INDIVIDUALISM

RESPECT FOR PRIVACY

VALUE PLACED ON EMPLOYEE’S TIME AND NEED FOR FREEDOM

LOW

WORK FOR INTRINSIC REWARDS

HARMONY MORE IMPORTANT THAN HONESTY
MASCULINITY/FEMININITY

HIGH MASCULINITY
- CLEARLY DELINEATED GENDER ROLES
- WOMEN’S WORK VS. MEN’S WORK

LOW MASCULINITY
- RESPECT SHOWN TO SUCCESSFUL AND POWERFUL WOMEN
UNCERTAINTY AVOIDANCE

HIGH

VERY FORMAL BUSINESS CONDUCT
MANY POLICIES AND RULES
NEED AND RESPECT STRUCTURE

LOW

INFORMAL BUSINESS ATTITUDE
ACCEPTING OF CHANGE AND RISK
LONG TERM ORIENTATION

HIGH

FAMILY IS THE BASIS OF SOCIETY
STRONG WORK ETHIC
HIGH VALUE PLACED ON EDUCATION AND TRAINING

LOW

PROMOTION OF EQUALITY
SELF ACTUALIZATION IS SOUGHT
RESPECT IS KEY
CRITIQUE OF HOFSTEDE’S DIMENSIONS

1. ANALYSIS DONE BY COUNTRY. THEORY DOES NOT HOLD IN COUNTRIES WHERE THERE ARE SUBCULTURES THAT ARE BASED ON THE ETHNICITY OF ORIGIN.

2. THEORY DOESN’T APPLY TO ALL PEOPLE WITHIN A COUNTRY. NO HOMOGENEITY CAN BE ASSUMED.

3. TOO FEW DIMENSIONS?

4. TOO FEW PARTICIPANTS
HIGH POWER DISTANCE

ACKNOWLEDGE LEADER’S POWER

LOW POWER DISTANCE

USE TEAMWORK

COLLABORATIVE STYLE
HIGH INDIVIDUALISM
ACKNOWLEDGE ACHIEVEMENTS
ENCOURAGE EXPRESSION OF IDEAS

LOW INDIVIDUALISM
SHOW RESPECT FOR WISDOM AND AGE
INTRODUCE CHANGE SLOWLY
HIGH MASCULINITY
MAINTAIN GENDER ROLE
STEREOTYPES

LOW MASCULINITY
TREAT WOMEN AND MEN EQUALLY
ENSURE JOB DESIGNS AND PRACTICES ARE
NOT DISCRIMINATORY TO EITHER WOMEN OR
MEN
UNCERTAINTY AVOIDANCE

HIGH

BE CLEAR AND CONCISE IN YOUR EXPECTATIONS
FREQUENT COMMUNICATIONS
EXPRESS EMOTIONS THROUGH HAND GESTURES AND RAISED VOICES

LOW

DO NOT IMPOSE RULES
MINIMIZE EMOTIONAL RESPONSES
LONG TERM ORIENTATION

HIGH
SHOW RESPECT FOR TRADITIONS
REWARD PERSEVERANCE
DON’T LOSE FACE

LOW
RESPECT FOR OTHERS
INTRODUCE NECESSARY CHANGES
SOME EXAMPLES FROM HOFSTEDE

HIGH UNCERTAINTY AVOIDANCE
- GREECE
- PORTUGAL
- SPAIN
- FRANCE
- JAPAN

LOW UNCERTAINTY AVOIDANCE
- DENMARK
- SWEDEN
- UNITED STATES
- IRELAND
MORE EXAMPLES...

HIGH MASCULINE CULTURES
- JAPAN
- VENEZUELA
- MEXICO
- SWITZERLAND
- GERMAN
- GREAT BRITAIN

HIGH FEMININE CULTURES
- SWEDEN
- FINLAND
- PORTUGAL
- DENMARK
- NORWAY
OPTIMAL TRAINING INCLUDES
PREDEPARTURE
POST ARRIVAL
REPATRIATION

RESEARCH: OVER THREE YEAR ASSIGNMENT, AVERAGE EXPAT’S GREATER ON THE JOB EFFECTIVENESS DUE TO OPTIMAL TRAINING WOULD YIELD A 14% SAVINGS AND REDUCE THE RISK OF AN EARLY RETURN TO THE HOME COUNTRY.
HOFSTEDE DIMENSIONS AND EXPATRIATE SUCCESS

RECRUITMENT AND SELECTION OF EXPATRIATES IN UNITED STATES BASED ON TECHNICAL SKILLS

WHAT’S NEEDED: CULTURAL ADAPTABILITY

U.S. EXPATS HAVE HIGHEST EARLY RETURN RATE OF ANY COUNTRY: NOT PREPARED FOR CULTURAL CHANGE; CULTURAL RELATIVISTIC PERSPECTIVE
TRAINING PHASES

NEEDS ASSESSMENT
TRAINING
POST-TRAINING EVALUATION

INCORPORATE RESPONSES FROM:
REPATRIATES
HOST COUNTRY MANAGERS
FAMILY
REPATRIATES WHO RETURNED PRE-MATURELY
GOALS OF EXPATRIATE TRAINING

HOW TO UNDERSTAND AND WORK EFFECTIVELY WITH PEOPLE FROM DIFFERENT CULTURAL, RELIGIOUS AND ETHNIC BACKGROUNDS

HOW TO MANAGE MULTICULTURAL TEAMS

HOW TO UNDERSTAND GLOBAL MARKETS, GLOBAL CUSTOMERS, GLOBAL SUPPLIERS AND GLOBAL COMPETITORS
EXPATRIATE TRAINING

LANGUAGE TRAINING BY ITSELF IS NOT SUFFICIENT.

THIS TYPE OF TRAINING DOES NOT DEAL WITH CROSS CULTURAL ADAPTATION.
CULTURAL ADAPTABILITY

EMOTIONAL RESILIENCE
COPING WITH STRESS; AMBIGUITY
FLEXIBILITY/OPENNESS
TOLERANCE OF OTHERS
PERCEPTUAL ACUITY
ATTENTION TO COMMUNICATION CUES
PERSONAL AUTONOMY
CONFIDENCE IN ONE’S OWN VALUES AND BELIEFS
DOMESTIC VS. INTERNATIONAL HR

INCREASED FUNCTIONAL ACTIVITIES
INCREASED INVOLVEMENT OF HR IN EXPATS’ PERSONAL LIVES
ENHANCED RISKS
ILL PREPARED DOMESTIC HR PROFESSIONALS
INCREASED INFLUENCE OF EXTERNAL ENVIRONMENT
INTERNATIONAL HR FUNCTIONS

RECRUITMENT AND SELECTION
  CROSS CULTURAL ADAPTABILITY SURVEY
  FAMILY PARTICIPATION

TRAINING AND DEVELOPMENT
  PRE DEPARTURE TRAINING: LEVELS; INCORPORATE COGNITIVE AND AFFECTIVE LEARNING
  REPATRIATE TRAINING AS PART OF EXPATRIATE TRAINING
  TRAINING FOR ACCOMPANYING PARTNERS AND CHILDREN

MOTIVATION
  WHO CONDUCTS PERFORMANCE APPRAISAL?
  SOFT, HARD, CONTEXTUAL ISSUES

MAINTENANCE
  VIOLENCE, HEALTH AND SAFETY
COSTS OF PREMATURE RETURN OF EXPAT

COST OF PREMATURE RETURN IS HIGH!!

3TIMES THE EXPAT’S ANNUAL SALARY PLUS THE RELOCATION COSTS (IMPACTED BY CURRENCY EXCHANGE RATES AND HOST COUNTRY)
LEVEL 1: FOCUS ON THE IMPACT OF CULTURAL DIFFERENCES AND ON RAISING TRAINEES’ AWARENESS OF SUCH DIFFERENCES AND THEIR IMPACT ON BUSINESS OUTCOMES.

LEVEL 2: AIMS AT GETTING EXPATRIATES TO UNDERSTAND HOW ATTITUDES ARE FORMED AND HOW THEY INFLUENCE BEHAVIOR.
TRAINING PROGRAMS: A STRATEGIC APPROACH

LEVEL 3: FACTUAL KNOWLEDGE ABOUT THE TARGET COUNTRY

LEVEL 4: PROVIDES SKILL BUILDING IN AREAS LIKE LANGUAGE AND ADJUSTMENT AND ADAPTATION SKILLS
ANDROGOGY FOR PRE-DEPARTURE TRAINING

CRITICAL INCIDENTS
OFFERS EMPLOYEES A BRIEF STORY OR VIGNETTE.

SOME TYPE OF CULTURAL MISCOMMUNICATION HAS OCCURRED.

TRAINEES READ AND DISCUSS VIGNETTE TO UNDERSTAND WHY THE MISCOMMUNICATION OCCURRED AND HOW TO PREVENT THIS FROM OCCURRING.

TRAINEES DERIVE OWN ANSWERS.
CULTURAL ASSIMILATORS

DESCRIBES A CROSS-CULTURAL INTERACTION THAT IS A COMMON OCCURRENCE IN WHICH AN EXPAT AND HOST COUNTRY NATIONAL INTERACT.

OCCURRENCE IS MISINTERPRETED.

TRAINEES ANSWER QUESTIONS RELATED TO ASSIMILATOR.

ONE ANSWER IS CORRECT; IF WRONG ANSWER IS GIVEN, TRAINEE MUST REREAD INCIDENT AND TRY AGAIN.
JANE JEFFERSON FROM AUSTRALIA HAD RECENTLY ARRIVED IN A CENTRAL AMERICAN COUNTRY ON A JOB ASSIGNMENT FOR A MULTINATIONAL ORGANIZATION. WANTING TO SEE SOMETHING OF THE LOCAL CULTURE, SHE WENT TO THE PUBLIC MARKET. SHE STOPPED AT ONE STALL, LOOKED AT SOME DRESSES, AND CHATTED WITH THE OWNER OF THE STALL IN HER HIGH SCHOOL LEVEL SPANISH. AS JANE LEFT THE STALL WITHOUT BUYING ANYTHING, THE OWNER SEEMED TO SHOUT AT HER IN AN UNPLEASANT TONE. JANE BEGAN TO DEVELOP NEGATIVE FEELINGS ABOUT HER ENTIRE JOB ASSIGNMENT AND ABOUT THE COUNTRY.
WHAT IS A GOOD ANALYSIS OF JANE’S NEGATIVE FEELINGS?

1. JANE’S COMPANY SHOULD NEVER HAVE SENT TO CENTRAL AMERICA A PERSON WHOSE SPANISH WAS ONLY HIGH SCHOOL LEVEL.

2. JANE WAS THE TARGET OF PREJUDICE, POSSIBLY OF JEALOUSY, ON THE PART OF THE STALL OWNER.

3. JANE DAMAGED A DRESS, AND THIS WAS THE TARGET OF THE OWNER’S ANGER.


5. JANE WAS OVERRACTING TO A VERY VIVID, PERSONAL, BUT PROBABLY ATYPICAL EVENT.
LET’S DISCUSS THE OPTIONS!

1: LANGUAGE PROBABLY CONTRIBUTED TO THE PROBLEM...BUT THERE IS A BETTER EXPLANATION. CHOOSE AGAIN.

2: THIS IS POSSIBLE. BUT THERE IS NO EVIDENCE HERE THAT THE STALL OWNER FEELS JEALOUSY TOWARD JANE. CHOOSE AGAIN.

3: UNLIKELY---SHE ONLY LOOKED AT DRESSES. CHOOSE AGAIN.

4: THIS IS POSSIBLE...THERE IS ANOTHER POSSIBILITY THAT INVOLVES JANE’S THINKING. CHOOSE AGAIN.

5: BEST EXPLANATION. WE TEND TO REACH TO VIVID EVENTS THAT INVOLVE A PERSON IN A VERY DIRECT WAY. WE NEED TO ASK OURSELVES: IS THERE ADDITIONAL INFORMATION I NEED BEFORE I REACH A CONCLUSION?
TRAINING TO HELP EXPAT FAMILIES

IDENTIFYING NETWORKING RESOURCES

HELP ADJUST EXPECTATIONS

DISCUSS CHILDREN AND SCHOOLS

PROVIDE AN ACTION PLAN OUTLINE

GIVE DETAILS ABOUT SETTING UP A HOUSEHOLD
BENEFITS OF PRE-DEPARTURE TRAINING

PREPARING FOR THE MOVE

REMOVES THE “UNKNOWN”

INCREASES SELF-AWARENESS AND CROSS-CULTURAL UNDERSTANDING

PROVIDES OPPORTUNITIES FOR ANXieties TO BE ADDRESSED IN A SUPPORTIVE ENVIRONMENT

MOTIVATES

REDUCES STRESS

OFFERS COPING STRATEGIES

EASES SETTLING IN PROCESS

REDUCES RELOCATION FAILURE
Training Approaches: Mendenhall, Dunbar and Oddou

IF THE LENGTH OF TRAINING HAS TO BE ABOUT A WEEK
INFORMATION GIVING APPROACH
CULTURAL BRIEFINGS
“SURVIVAL LEVEL” LANGUAGE TRAINING
FILMS/BOOKS/VIDEOS

IF THE LENGTH OF TRAINING IS BETWEEN 1-4 WEEKS
INFORMATION GIVING APPROACH
AFFECTIVE APPROACH
CULTURAL ASSIMILATORS
BEHAVIORAL REHEARSAL
CRITICAL INCIDENTS
MODERATE LANGUAGE TRAINING

IF WE HAVE 1+ MONTHS
INFORMATION GIVING APPROACH
AFFECTIVE APPROACH
IMMERSION APPROACH
SIMULATIONS
EXTENSIVE LANGUAGE TRAINING
FIELD EXPERIMENTS
STAGES OF ADJUSTING TO AN EXPATRIATE ASSIGNMENT

PREPARATION
- MIXED EMOTIONS EMERGE: EXCITEMENT AT “STARTING OVER”; ANXIETY OVER MOVE

HONEYMOON PERIOD
- HOST COUNTRY IS IDEALIZED

CULTURE SHOCK
- FEELINGS OF ISOLATION, COMMUNICATION ISSUES, DISCOMFORT WITH THE CULTURE

REJECTION
- ENCOUNTERING INEVITABLE PROBLEMS WITH WORK, LANGUAGE, SCHOOL, HOUSING

CULTURAL ADJUSTMENT
- BECOMING COMFORTABLE IN NEW ENVIRONMENT; GAINING A MATURE APPRECIATION OF CULTURAL SIMILARITIES AND DIFFERENCES
METRICS

LENGTH OF TIME STAYED ON EXPAT ASSIGNMENT
HOW EARLY RETURNED TO HOME COUNTY
SATISFACTION OF REPAT, FAMILY MONEY FACTORS
SATISFACTION OF HOST COUNTRY PERFORMANCE APPRAISALS
YOUR QUESTIONS AND COMMENTS?
THANK YOU

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RESOURCES


SHRM: GLOBAL HR: https://www.shrm.org/ResourcesAndTools/hr-topics/global-hr/Pages/default.aspx