AGENDA

Welcome and Introductions
Notes of Appreciation
Global HR
General Summary
Discussion
I would like to express my appreciation to my colleagues at Excelsior College:

Dean Scott Dolan
Graduate Business Faculty
Matt Baird
Garry McDaniel
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
DOING BUSINESS IN...

FRANCE

RELATIONSHIPS ARE AN IMPORTANT PART OF FRENCH BUSINESS CULTURE ...EXPECT TO SPEND TIME GETTING TO KNOW COLLEAGUES BEFORE DISCUSSING BUSINESS

CHINA

AVOIDING EYE CONTACT WITH COLLEAGUES IS CONSIDERED UNTRUSTWORTHY

SPAIN

COLLEAGUES WILL DETERMINE IF YOU ARE HONEST AND RELIABLE SO THEY CAN KNOW WHETHER TO PLACE THEIR TRUST IN YOUR PRODUCT OR BUSINESS PRIOR TO WORKING WITH YOU
PSYCHOLOGY OF CULTURE APPLIED TO BUSINESS

HOFSTEDE’S RESEARCH

POWER DISTANCE
INDIVIDUALISM/COLLECTIVISM
MASCULINITY/FEMININITY
UNCERTAINTY AVOIDANCE
LONG TERM ORIENTATION
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
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
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
WHY CARE ABOUT GLOBAL HR?

- Overseas trade
- Expanded operations overseas
- Mergers
- Recruiting/ Staffing
- Partnerships
- Politics
- Benefits, pay, education, unions, etc.
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
Overseas Assignments

- Select carefully
- Explain reason for assignment (expectations)
- Prepare before departure
- On site socialization & support
- Stay in touch
- Plan for return
- Capitalize on learning
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)
EXAMPLE: EXPATRIATE
PRE-DEPARTURE TRAINING

ROI

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.
Training Phases: Metrics Necessary!

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
Training Programs: A Strategic Approach

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
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
GLOBAL DOS AND DON’TS

Do:

✓ Create culture of global appreciation
✓ Treat global employees, organizations as equal partners
✓ Adapt to different cultures
✓ Communicate continuously (needs, challenges, opportunities, etc.)
✓ Pay attention! Dedicate time and resources
GLOBAL DOS AND DON’T’S

Don’t:

✓ Assume ‘our culture/practices’ are best
✓ Forget relationships are important
✓ Try to do everything the same way, everywhere
✓ Ignore cultural differences
✓ Ignore infrastructure, logistics
✓ Schedule only for your time zone
YOUR SUGGESTIONS
THANK YOU

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RESOURCES


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