

Presenter: Rhonda Coast



Seminar Goals

- Understand and appreciate cultural adjustment process challenges
- Discover how cultural differences in communication, values and behavior impact relating to other cultures
- Learn techniques to communicate and interact more effectively

Success

15% *Technical Skills*

85% *EQ*

Relocation Trends - Survey Highlights

Most Active Destinations:

- **United Kingdom**
- **United States**
- **China**

Primary Emerging Destinations:

- **China**
- **Japan**
- **Brazil**

Most Challenging Locations:

- **China**
- **India**
- **Japan**

Survey Highlights

Most common assignment objective:

- **Filling a skills gap**
- **Launching a new endeavor**
- **Technology transfer**

Most critical relocation challenges:

- **Finding candidates (88%)**
- **Intercultural understanding (90%)**
- **Career management (89%) and employee retention (79%)**

Cross-Cultural Training:

- **69% of companies provide**
- **67% expatriates participate when available**
- **90% of respondents rate this preparation as having great or high value.**

Survey Highlights

Most Critical Family Challenges:

- **Family adjustment**
- **Children's education**
- **Spouse resistance**
- **Spouse's career**

Assignee's Perception of Impact on Career:

- **36% believe international assignments enhance promotion**
- **36% believe they can find new position in company more easily**
- **24% report more frequent employer changes**

Female Expatriates

- **Currently, 16% of all expatriates are female**

Most Common Factors in Assignment Failure:

- **Partner dissatisfaction (92%)**
- **Family concerns (90%)**
- **Candidate selection (84%)**

Cultural Adaptation

On a scale of one (*low*) to five (*high*), rate yourself on each of these characteristics. Write the number beside each one and total them. Now, circle the traits you think are the most important.

- _____ Tolerant of ambiguity
- _____ Low Goal/Task Orientation
- _____ Open-minded
- _____ Non-judgmental
- _____ Empathetic
- _____ Communicative
- _____ Flexible: Adaptable
- _____ Curious
- _____ Sense of Humor
- _____ Warmth in Human Relationships
- _____ Motivated
- _____ Strong Sense of Self
- _____ Self-reliant
- _____ Tolerant of Differences
- _____ Perceptive
- _____ Able to Fail

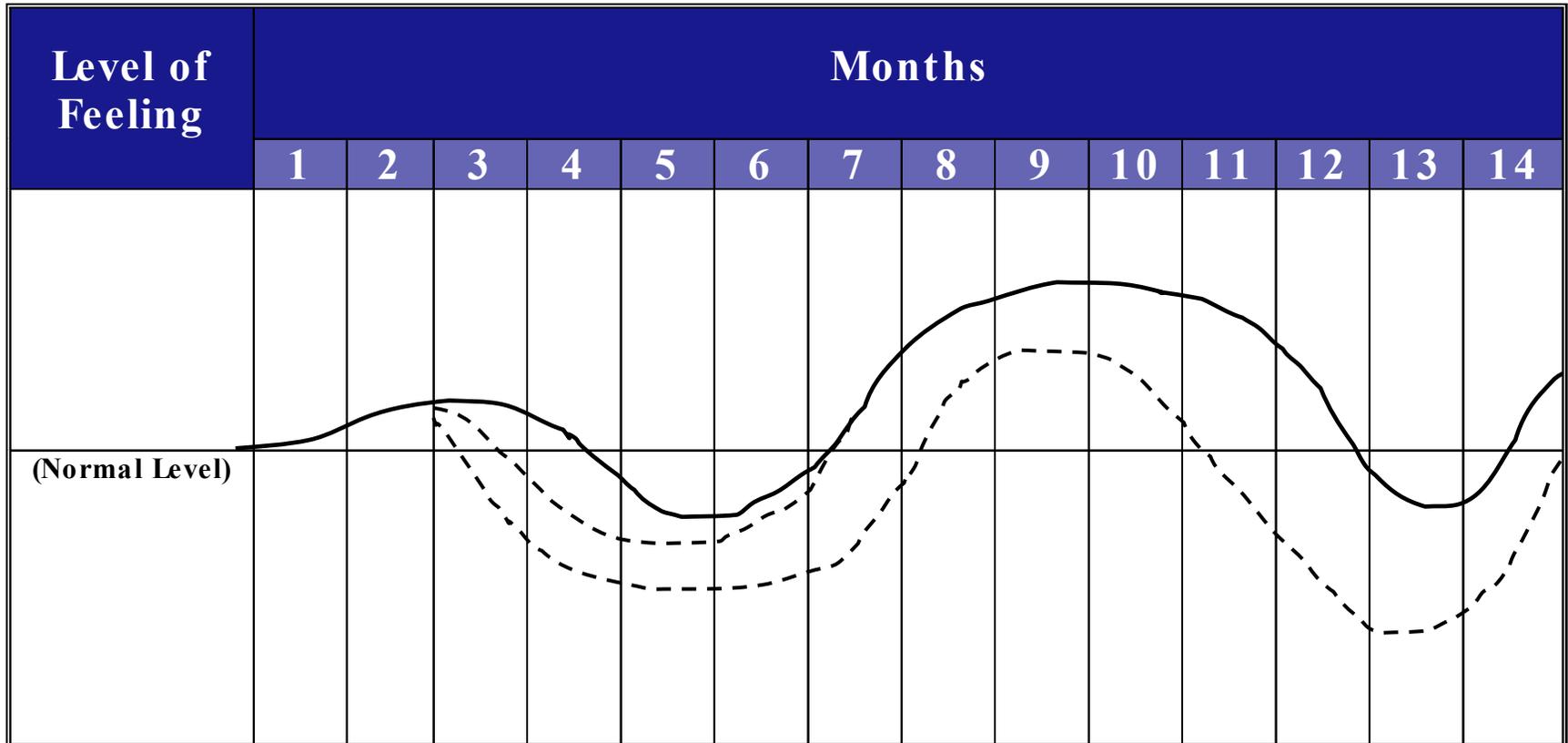
Source: *Survival Kit for Overseas Living*,
L.Robert Kohls



Culture Shock: What is it?

- Being cut off from cultural cues and known patterns with which you are familiar
- Living and working over an extended period of time in a situation that is ambiguous
- Having your own values brought into question
- Continually being expected to function at maximum skill — speed — where rules are unclear

Cultural Adaptation Cycle For a Two Year Assignment



* The broken line indicates the extreme severity with which culture shock may attack.

Stages of Cultural Adaptation



Stage One: Initial Euphoria/The Honeymoon

- Arrive with great expectations and positive mind set
- Anything new is intriguing, fascinating and exciting
- Focus on similarities and how people everywhere are really very much alike
- May last from a week or two to a month or more

Stage Two: Irritation and Hostility

- Focus turns from similarities to the differences which are suddenly everywhere
- Become easily frustrated by the differences
- Often feel inadequate and unproductive
- Little difficulties become major sources of irritation
- Experience culture shock as the reality of the new life hits



Stages of Cultural Adaptation - continued

Stage Three: Gradual Adjustment

- Has adopted some of the local values and feels less isolated
- Finds increased self confidence
- Becomes integrated into a new social network
- Happens subtly and gradually
- Crisis is over and slowly learn to function under new conditions



Stage Four: Adaptation or Biculturalism

- Increased enjoyment found in new customs and ways of doing/saying things
- Ability to function in two cultures with confidence
- Life may be just as good or even better than before
- Realization that there will be things you will miss when you pack up and return home - anticipate reality of reverse culture shock!





Progressive Stages of Culture Shock

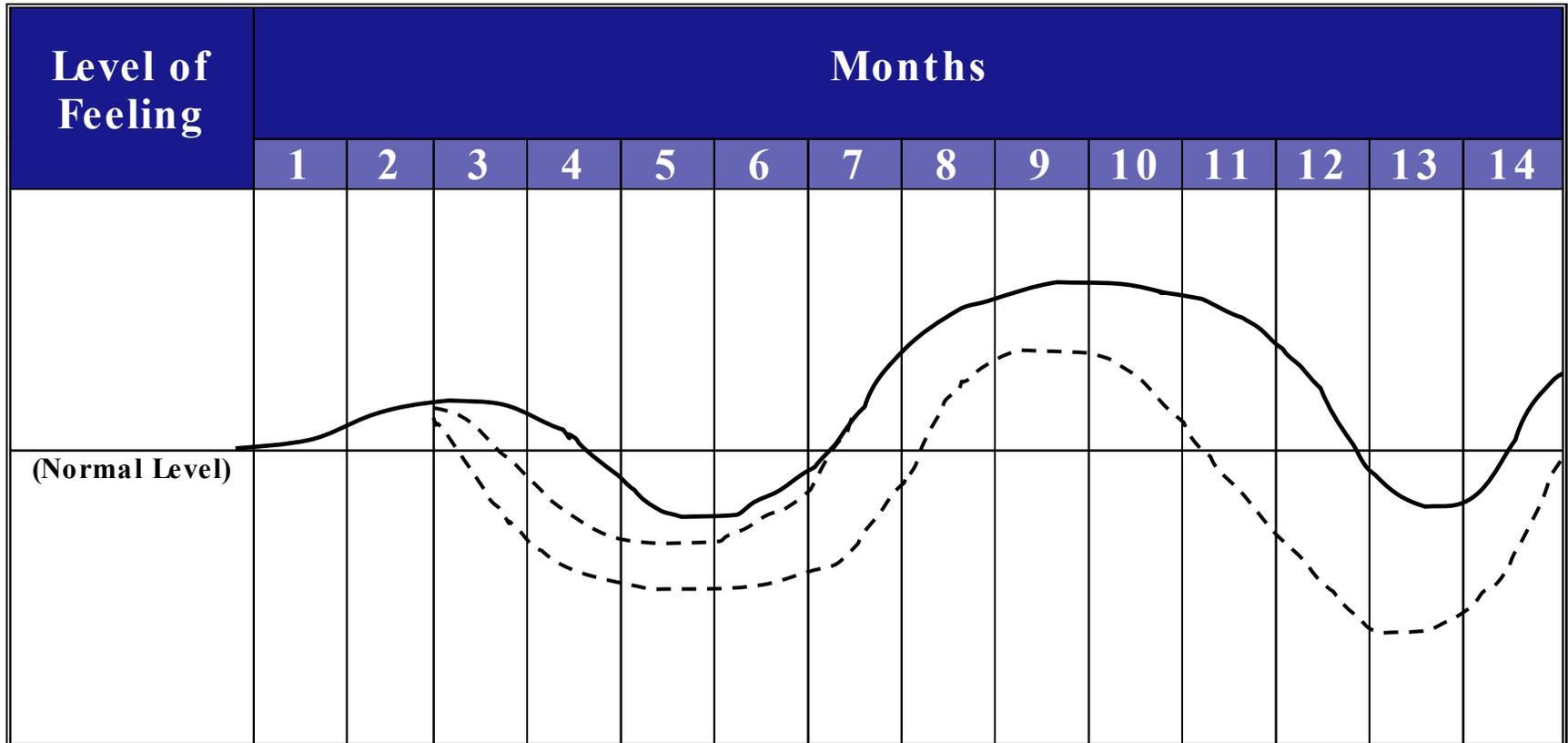
- Homesickness
- Boredom
- Withdrawal
- Need for sleep
- Compulsive eating/drinking
- Anger
- Irritability
- Exaggerated cleanliness
- Marital stress
- Family tension and conflict
- Chauvinistic excesses
- Stereotyping host nationals
- Hostility toward host nationals
- Loss of ability to work effectively
- Unexplainable fits of weeping
- Physical ailments

Keys to Surviving Cultural Adjustment



- ❖ Participation is the key
- ❖ Establish new support systems—expatriates, locals
- ❖ Take care of yourself - physically and mentally
- ❖ Learn the host country language
- ❖ Relax your grip on home culture
- ❖ Stay in touch back home
- ❖ Blend your own cultural traditions with the new
- ❖ Keep a journal
- ❖ Maintain your sense of humor
- ❖ Have faith in yourself
- ❖ Experiment, expand, explore

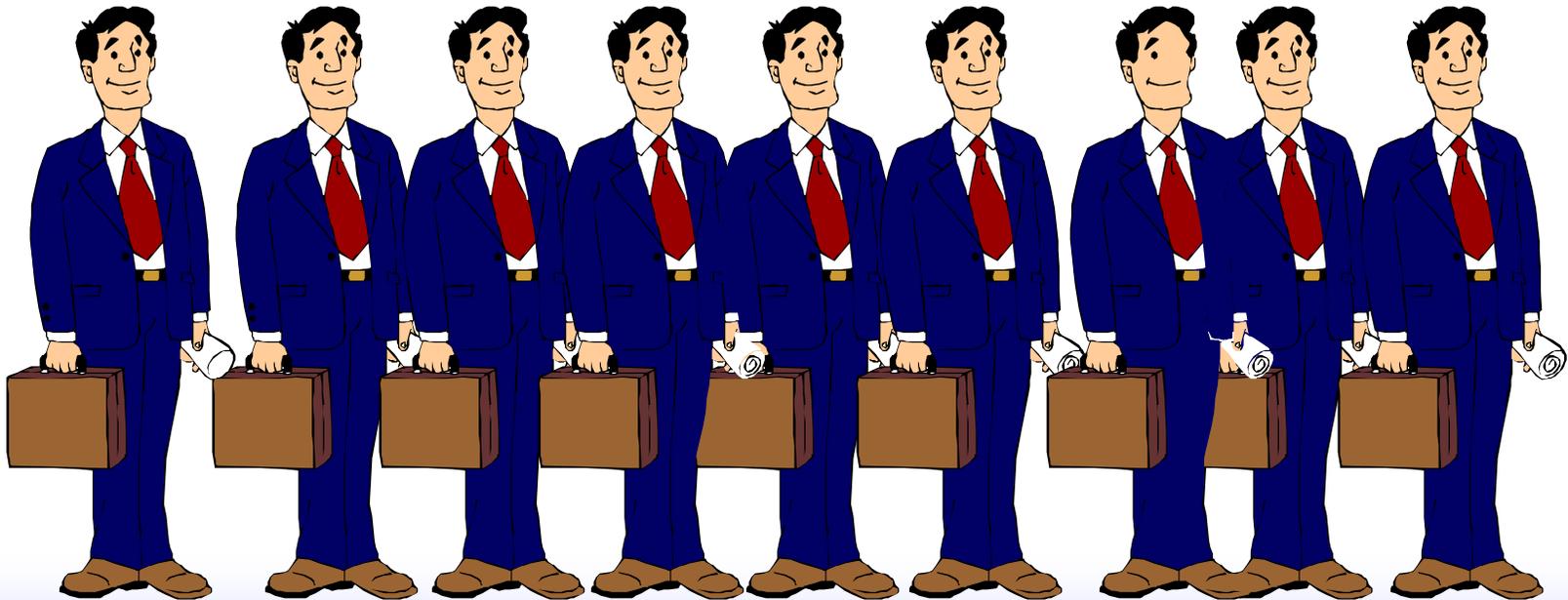
Cultural Adaptation Cycle For a Two Year Assignment

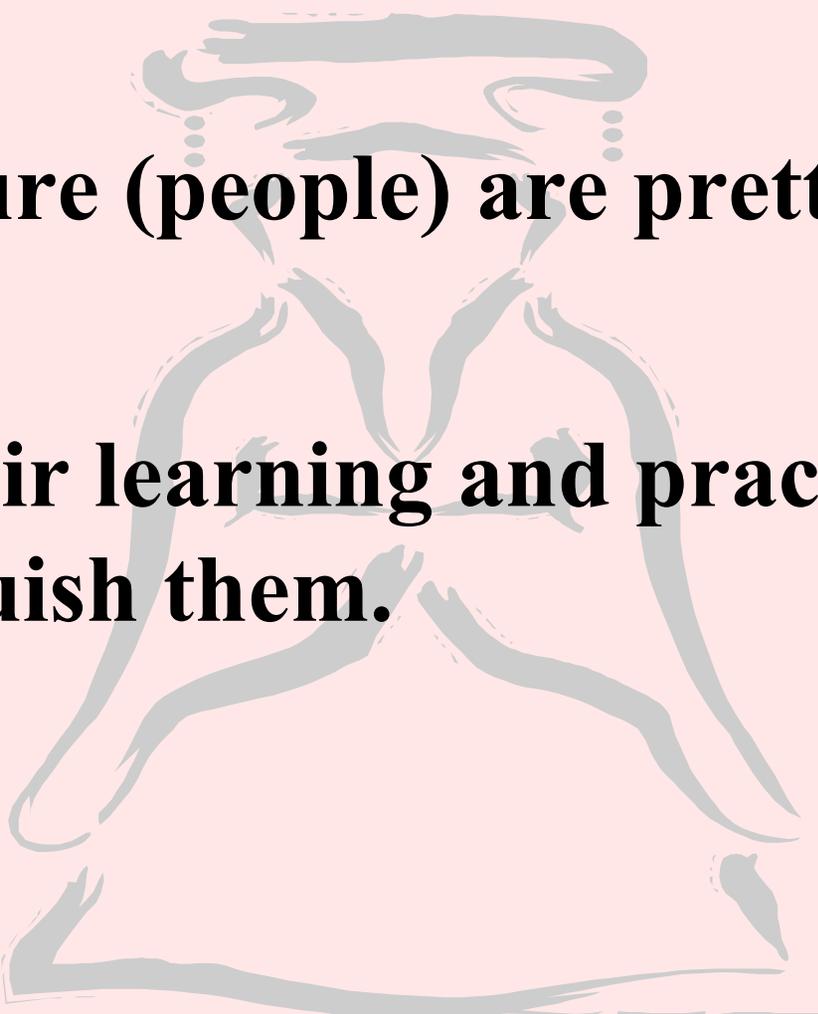


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Cultural Myth:

We're Really All Alike.





By nature (people) are pretty much alike.

It is their learning and practices that distinguish them.

Confucius



*We don't see things as they
are...we see things as we are.*

Anais Nin

***What's
Important?***

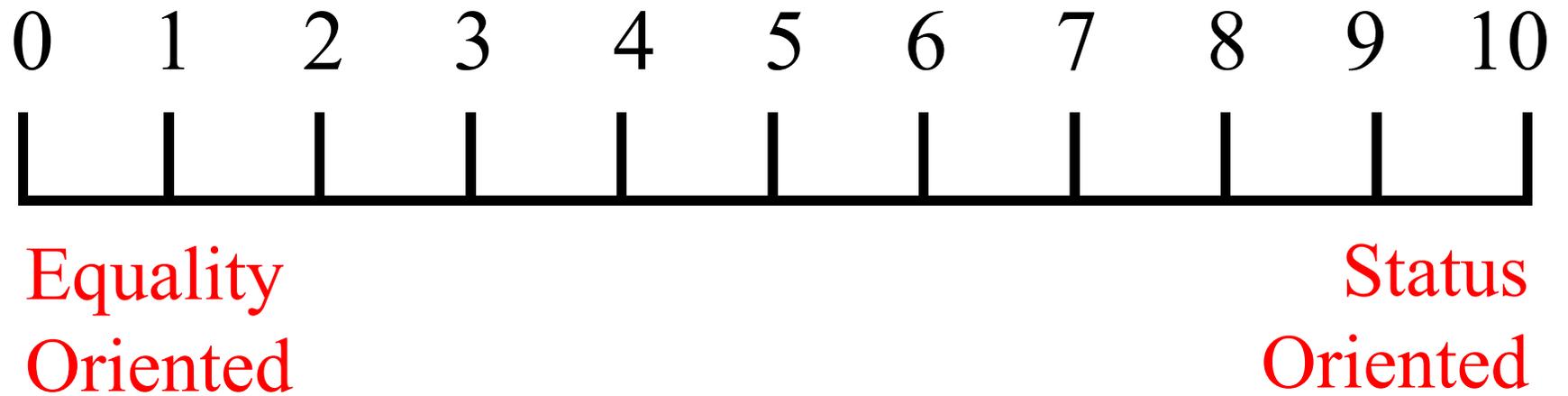
Cultural Dimensions

Equality	←————→	Status Oriented
Comfort With Uncertainty	←————→	Need for Certainty
Individualistic	←————→	Group Oriented
Rule Oriented	←————→	Relationships
Direct/Explicit	←————→	Indirect/Implicit
Linear (Concept of time)	←————→	Circular
Doing	←————→	Being

Generalizations

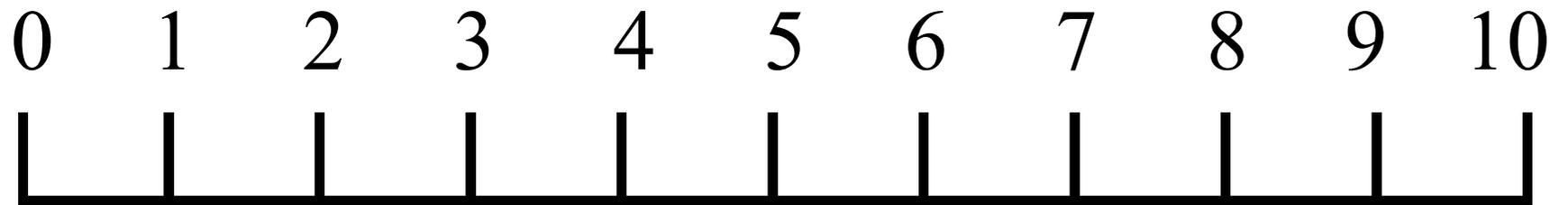


Where are you on the scale?



What are Surinamese?

Where are you on the scale?



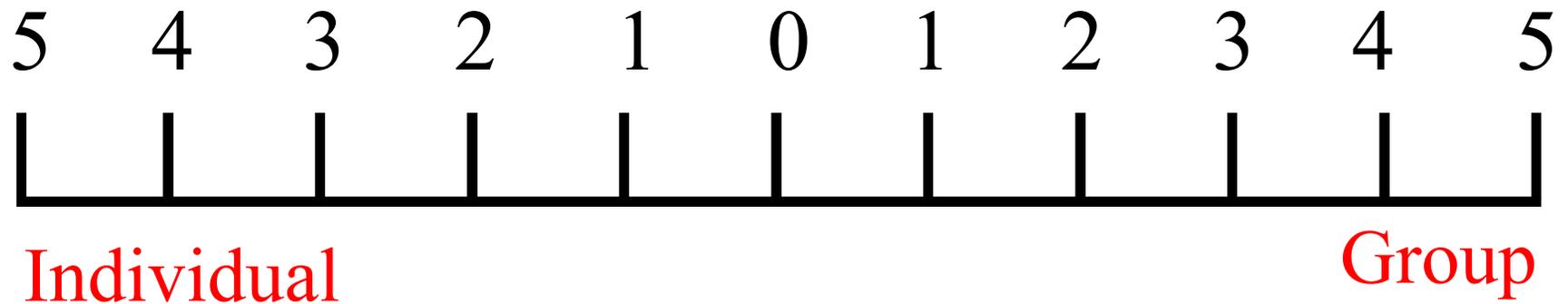
Comfort with
Uncertainty

Need for
Certainty

What are Surinamese?

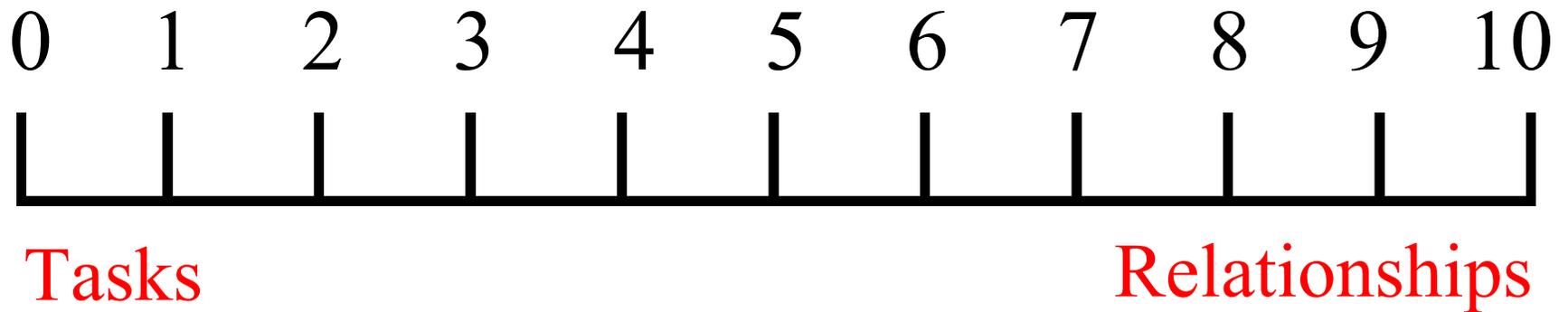
Where are you on the scale?

Identity



What are Surinamese?

Where are you?



What are Surinamese?

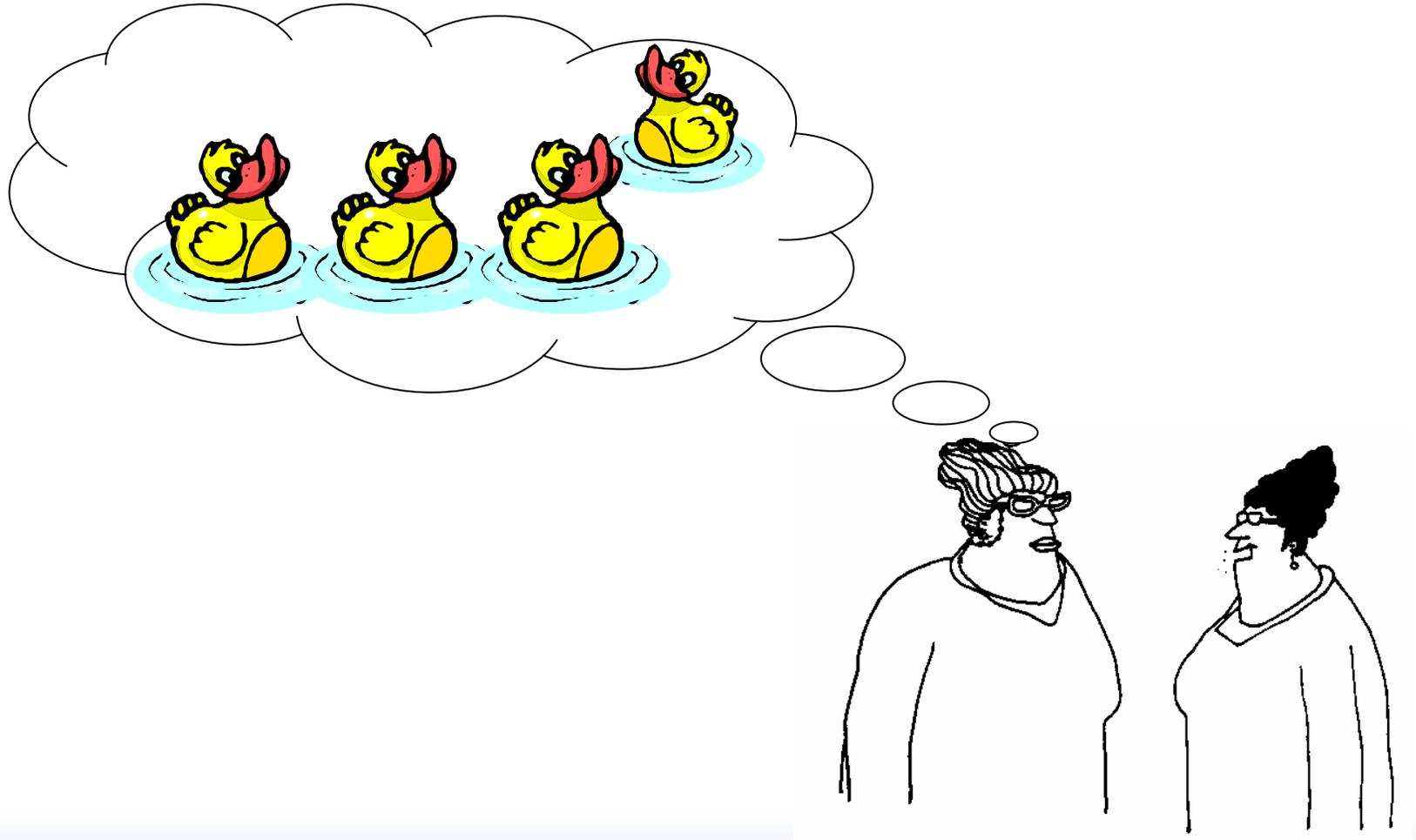
Communication





You'll have to excuse my voice... I've got a frog in my throat.

“Put your ducks in a row.”



Nonverbal Language

PERSONAL SPACE

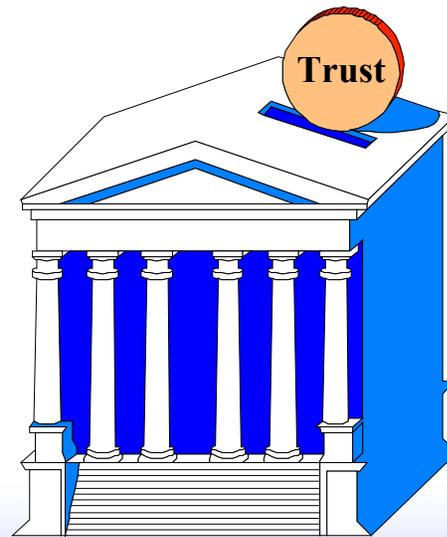
TONE

Body
Language

facial
expressions

Eye
Contact

Trust Bank



Nonverbal Language

PERSONAL SPACE

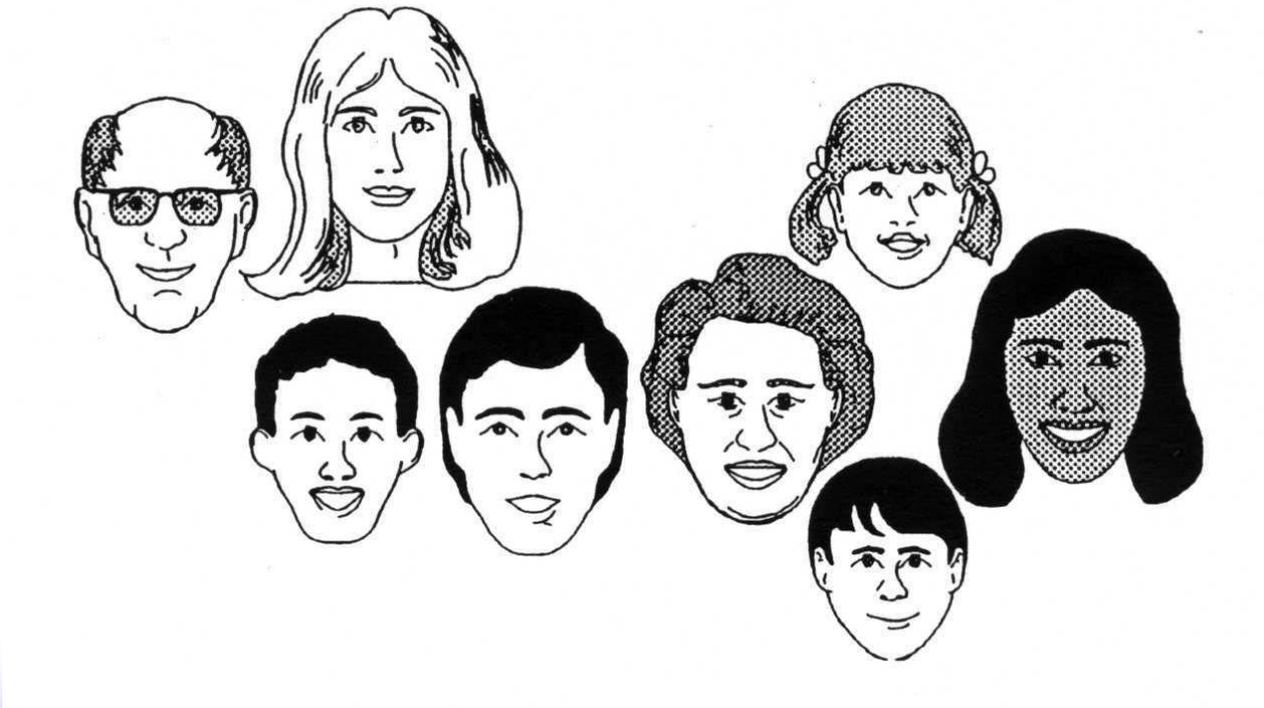
TONE

Body
Language

facial
expressions

Eye
Contact

Different \neq Wrong
Different = Different



Sign in a *Vienna* hotel:

In case of

FIRE



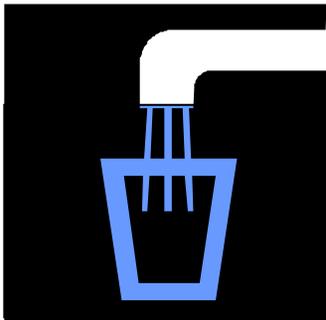
do your utmost to

ALARM

the hotel porter.

Sign in an *Acapulco, Mexico*, hotel:

All of the *water* in *this* hotel has been



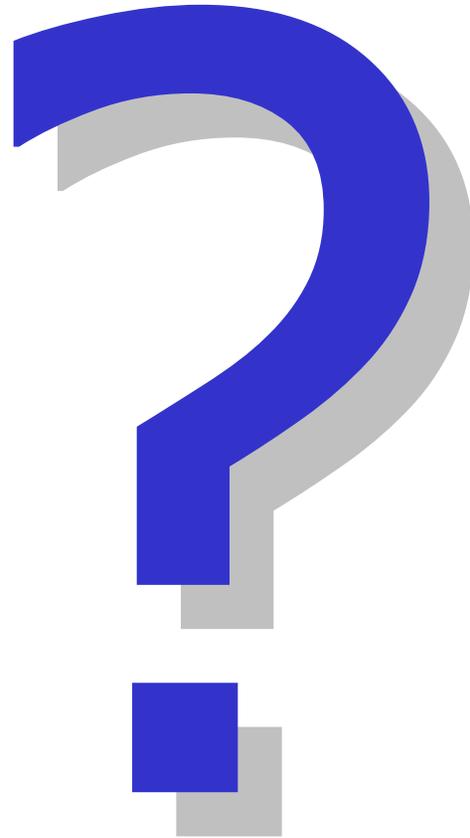
Personally
passed
by the *manager*.



Questions

&

Answers

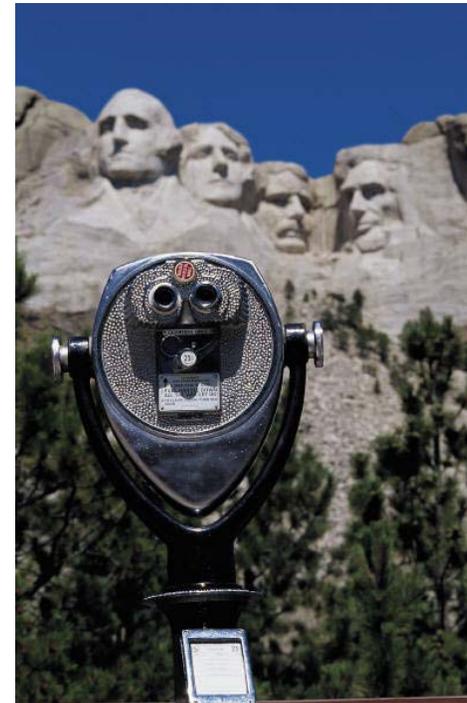


Most Common Stereotypes of Americans

As seen by foreign nationals

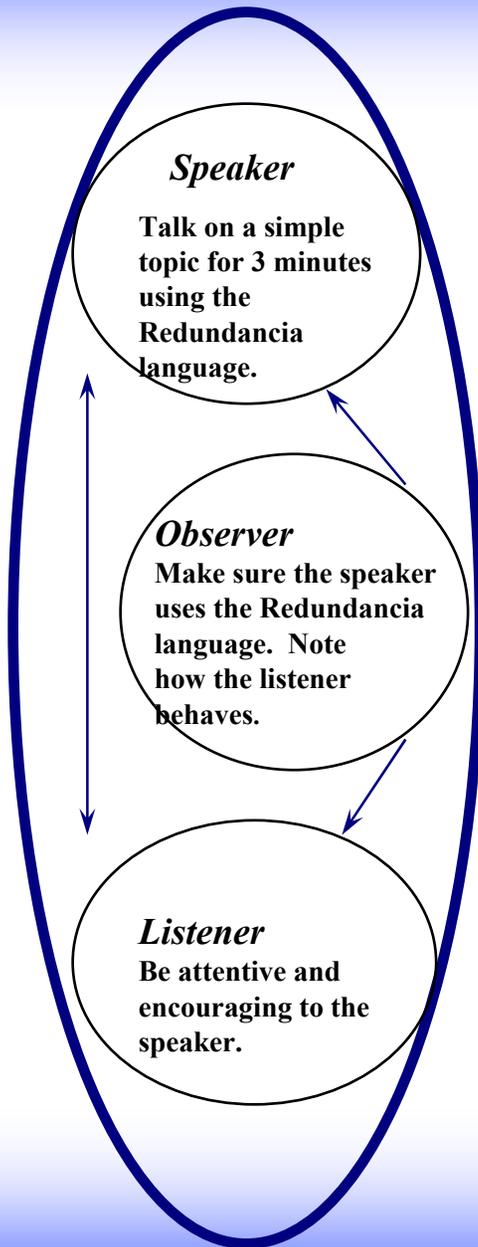
Americans are...

- Outgoing, Friendly
- Informal
- Loud, Boastful, Internationally Naive
- Direct
- Independent and Individuals
- Future Oriented/Action Oriented
- Disrespect of Authority
- Hard Working and Time Conscious
- Not Class Conscious
- Disregard for the Elderly



Source: *Survival Kit for Overseas Living*, L. Robert Kohls

Redundancia



Discoveries:

As a **Speaker**,
What did I do?
How did I feel?

Discoveries:

As an **Observer**,
What made
communication successful?

Discoveries:

As a **Listener**,
What did I do?
How did I feel?

Discoveries:

As an **Observer**,
What made
communication
difficult?