

**February
5, 2014**

2ND EXPAT SUMMIT - ISTANBUL

**THE EFFECTS OF CROSS—CULTURAL TRAINING ON
EXPATRIATE ASSIGNMENTS**

**According to Psychologists,
Moving is Among the Most
Stressful Events that Can
Happen to an Individual or
Family.**

Source: [Atlasvanline.com](https://atlasvanline.com)

PERCENTAGE OF EMPLOYERS WHO SAY DIFFICULTY ADJUSTING TO THE HOST COUNTRY IS A KEY FACTOR IN ASSIGNMENT FAILURE



64% | **GLOBAL**



64% | **NORTH AMERICA**



82% | **LATIN AMERICA**



64% | **EUROPE**



58% | **ASIA PACIFIC**









THINK: **WOMEN!**

Start with an Assessment
That Includes the **WHOLE** Family

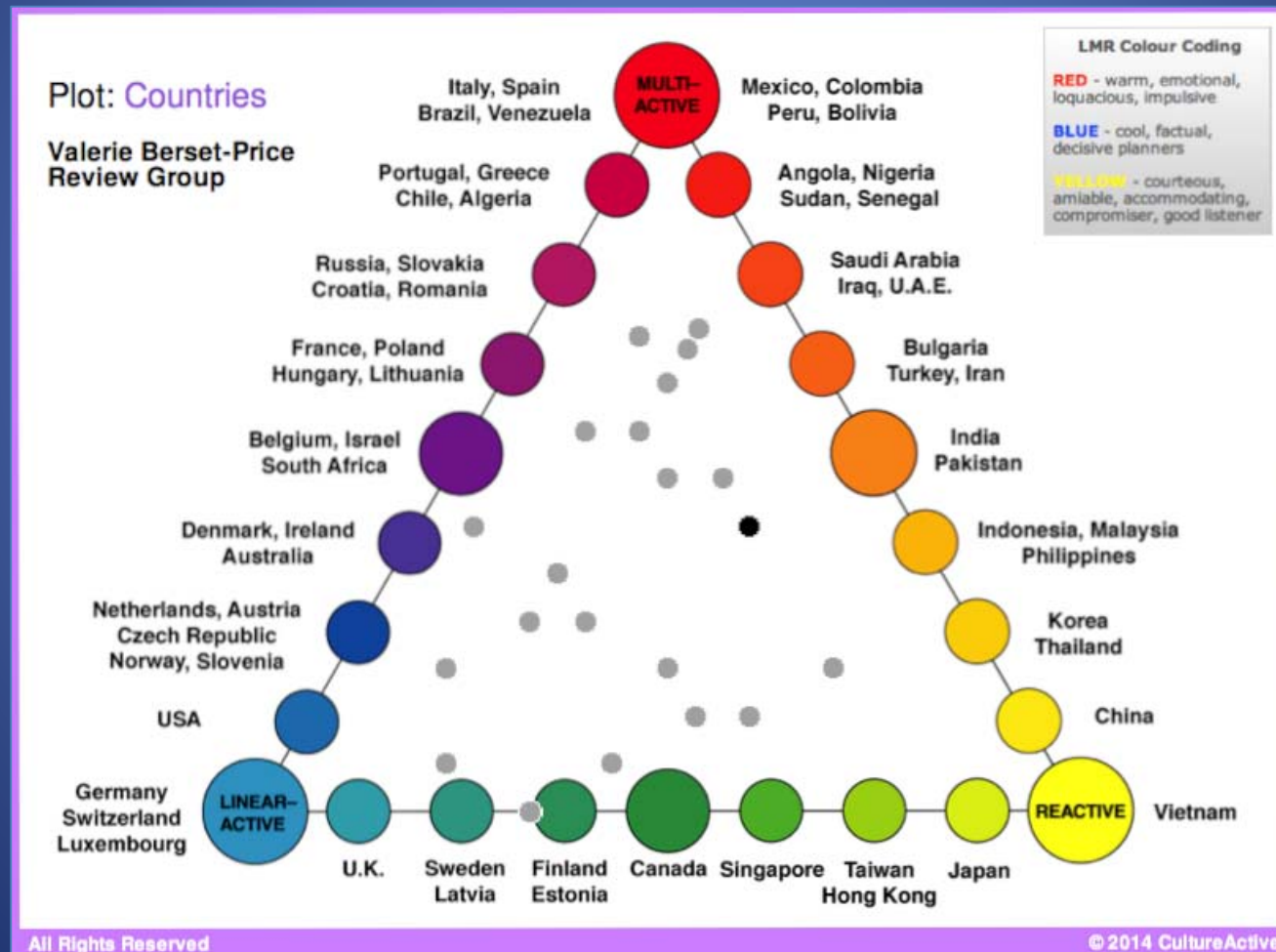
BECOMING SELF-AWARE:

CULTURE ACTIVE®

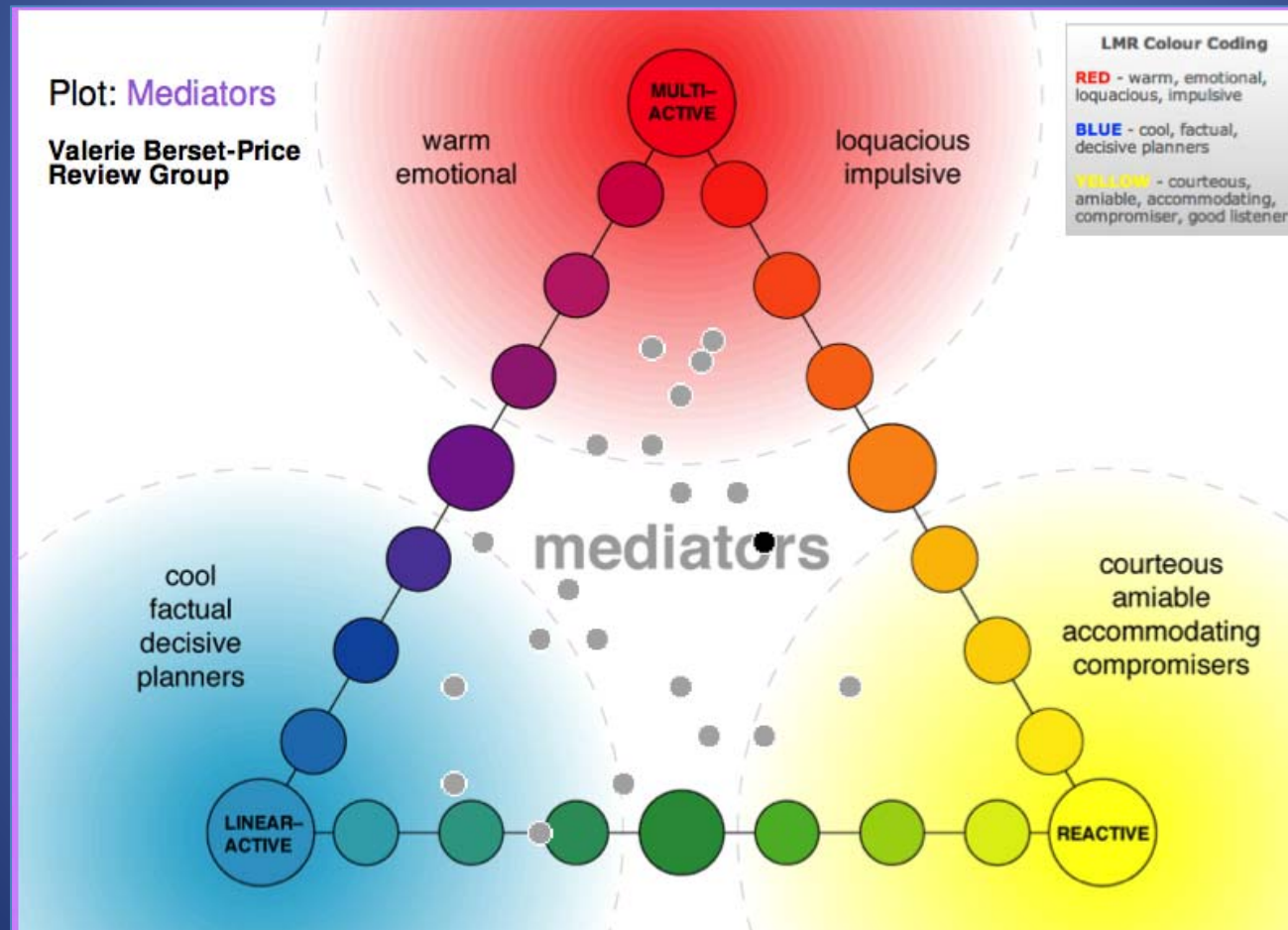
CultureActive		Personal Profile: Ahmet Yilmaz	
LMR Profile	Linear-active	Multi-active	Reactive
Listening and speaking	Talks half the time	Talks most of the time	Listens most of the time
Planning	Plans ahead step by step	Plans grand outline only	Plans with general principles
Directness	Polite but direct	Emotional	Polite and indirect
Connections	Uses official channels	Seeks out top or key person	Uses connections
Feelings	Partly hides feelings	Shows feelings	Hides feelings
Tasks and action	Does one thing at a time	Does several things at once	Reacts to partner's actions
"Face"	Dislikes losing face	Has good excuses	Must not lose face
Job/people orientation	Job-oriented	People-oriented	Relationship-oriented
Expressing disagreement	Confronts logically	Confronts emotionally	Never confronts
Interruptions	Rarely interrupts	Often interrupts	Does not interrupt
Truth	Puts truth before diplomacy	Has flexible truth	Puts diplomacy before truth
Patience	Sometimes impatient	Impatient	Patient
Body language	Limited body language	Unlimited body language	Subtle body language
Facts	Uses mainly facts	Puts feelings before facts	Statements are promises
Social / professional	Separates social and professional	Mixes social and professional	Connects social and professional

POSITIONING THE SELF WITHIN CULTURES:

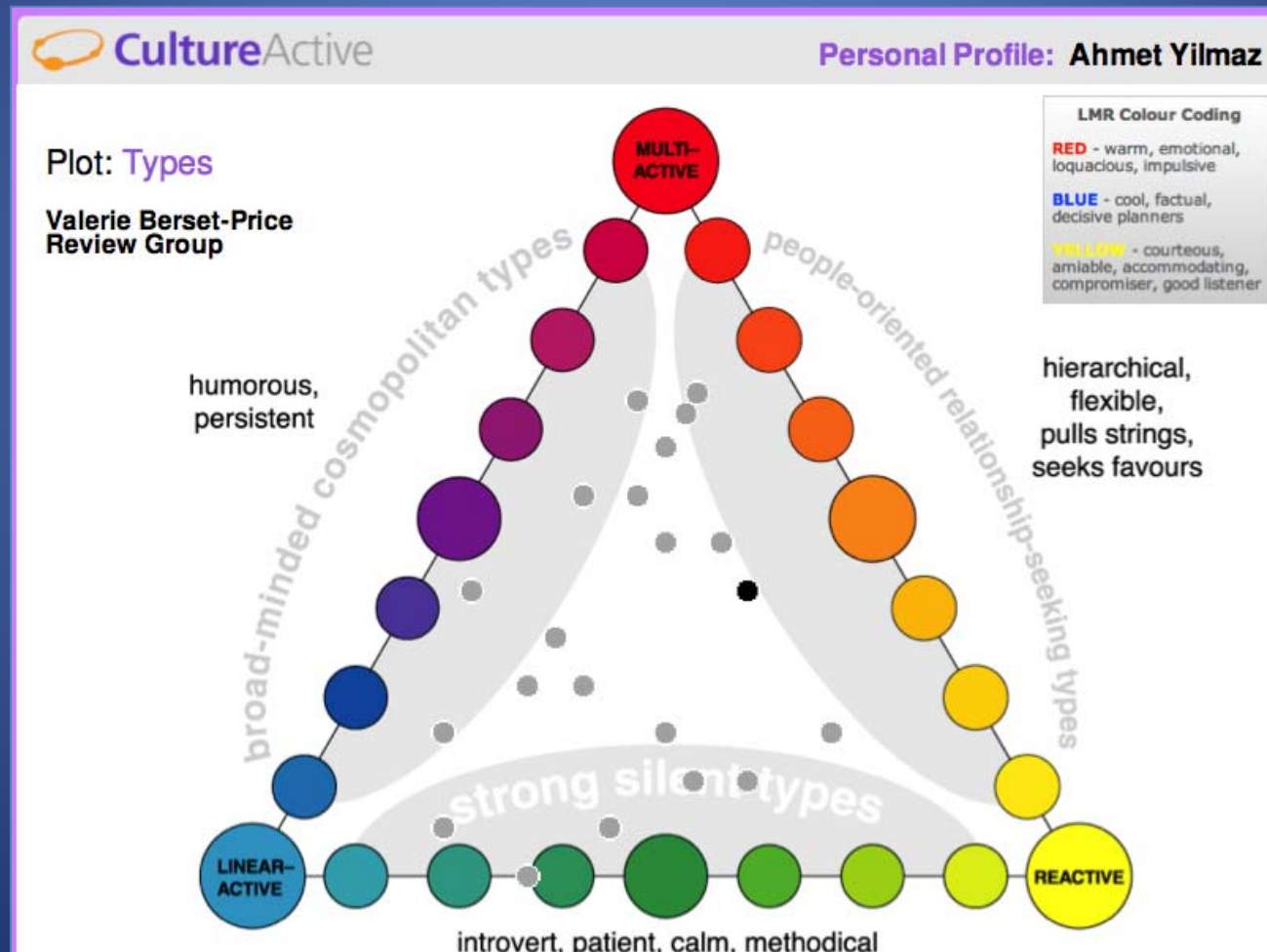
THE LEWIS MODEL



ASSESSING IF THE PERSON IS A GOOD FIT FOR INTERNATIONAL ASSIGNMENT




CUSTOM TAILORING THE TRAINING



IDENTIFYING AREAS FOR TRAINING AND COACHING

HOST COUNTRY: GERMANY

 Geography


 History & Politics

 Economy

 Culture

 Culture: communication

 Culture: interaction

 Special notes

 Articles

Geography and People



STATISTICS

	GERMANY
AREA	357,022 sq. km.
POPULATION	81,471,834
POPULATION PER SQ. KM	228.0
LIFE EXPECTANCY	77.82/82.44
ADULT LITERACY	99%
EDUCATION SPENDING (% OF GDP)	4.5%
HEALTH SPENDING (% OF GDP)	8.1%
HUMAN DEVELOPMENT INDEX	9

The Federal Republic of Germany lies in the heart of Europe. It is

LMR

Values

Ahmet Yilmaz

vs.

Germany

Talks half the time

Plans grand outline only

Plans ahead step by step

Emotional

Polite but direct

Uses connections

Uses official channels

Shows feelings

Partly hides feelings

Reacts to partner's actions

Does one thing at a time

Must not lose face

Dislikes losing face

Job-oriented

Never confronts

Confronts logically

Often interrupts

Rarely interrupts

Has flexible truth

Puts truth before diplomacy

Impatient

Sometimes impatient

Subtle body language

Limited body language

Statements are promises

Uses mainly facts

Separates social and professional

IDENTIFYING AREAS FOR TRAINING AND COACHING

HOST COUNTRY: CHINA

Geography

History & Politics

Economy

Culture

Culture: communication

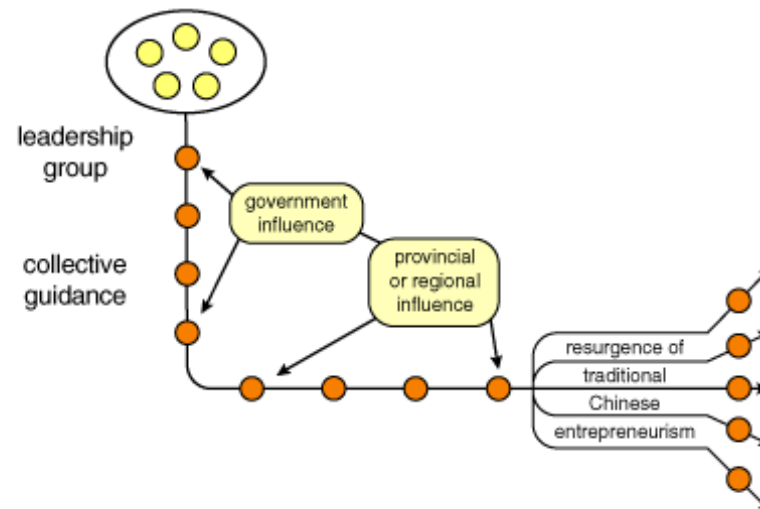
Culture: interaction

Special notes

Articles

Leadership style

Consensus is generally highly valued in China, but in companies controlled by the state a leadership group (often invisible) will decide policy. In the developing expansion of capitalist-style companies, leaders are emerging with reputations of competence, also locally-elected officials (e.g. mayors) are becoming influential in the business sphere and may have only loose ties with Beijing. In Chinese family businesses (and there are many) the senior male is the patriarch and the usual nepotistic structure is observable.



Language of management

There are many varieties of Chinese, though Mandarin

LMR

Values

Ahmet Yilmaz

vs.

China - (PRC)

Talks half the time

Listens most of the time

Plans grand outline only

Emotional

Polite and indirect

Uses connections

Shows feelings

Hides feelings

Reacts to partner's actions

Must not lose face

Job-oriented

People-oriented

Never confronts

Often interrupts

Does not interrupt

Has flexible truth

Impatient

Patient

Subtle body language

Limited body language

Statements are promises

Separates social and professional

Mixes social and professional

IN ADDITION TO S TRAINING M

- ✓ **GENERAL AWARENESS OF T**
 - Cf. bias towards nation
religion
- ✓ **SPECIFIC KNOWLEDGE ACQ**
 - Cf. political system, l
demographics
- ✓ **WORK RELATED ATTITUDES**
 - Cf. deadlines, meeting
challenges



GLOBAL AWARENESS PROGRAM® (G.A.P.):

7 CULTURAL DIMENSIONS TO EXPLORE:



ocial Stratification
pendence Level
Business Focus
unication Pattern
Concept of Time
oncept of Failure
areer Motivators

T 6 S

1. **Listening**
2. **National C**
3. **Language**
4. **Leadership**
5. **Meeting S**
6. **Conflict M**



LISTENING HABITS

– Germany –



– Turkey –

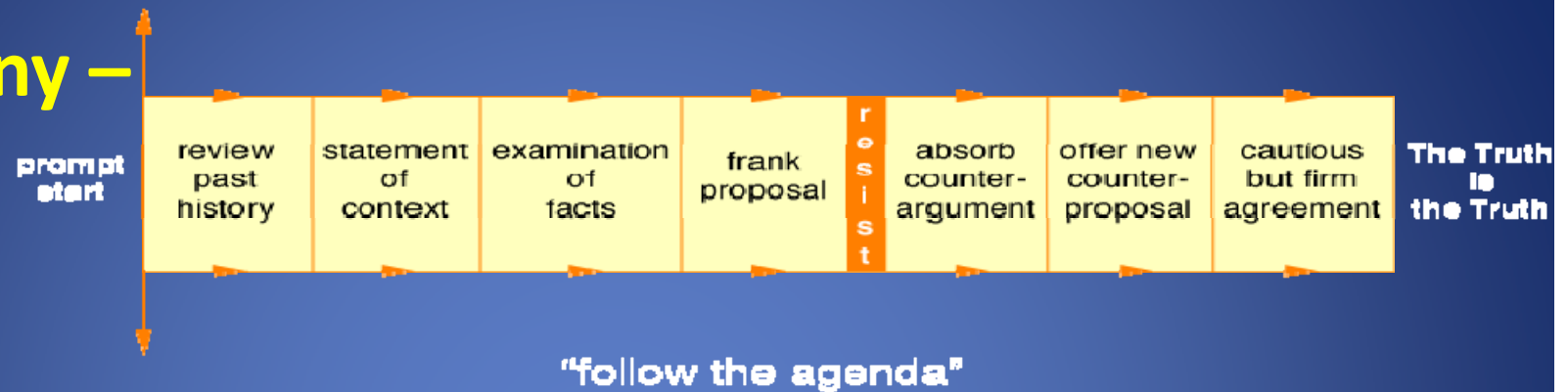


– Iran –

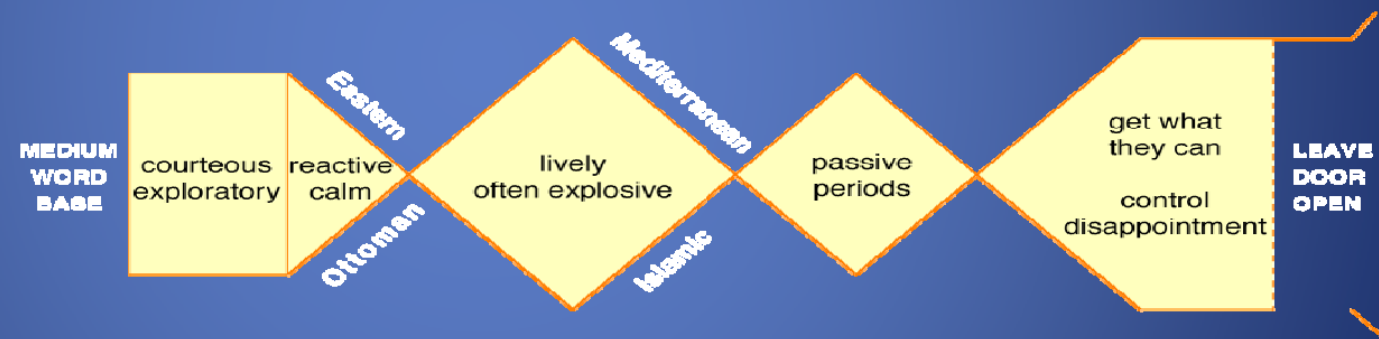


NATIONAL COMMUNICATION PATTERNS

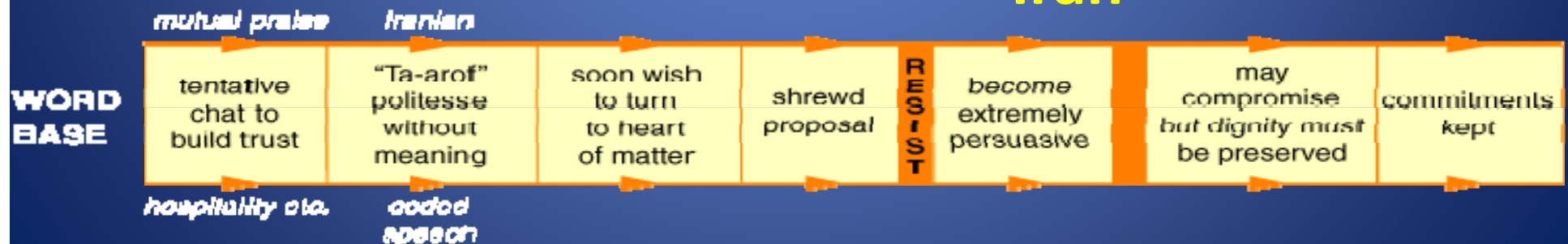
– Germany –

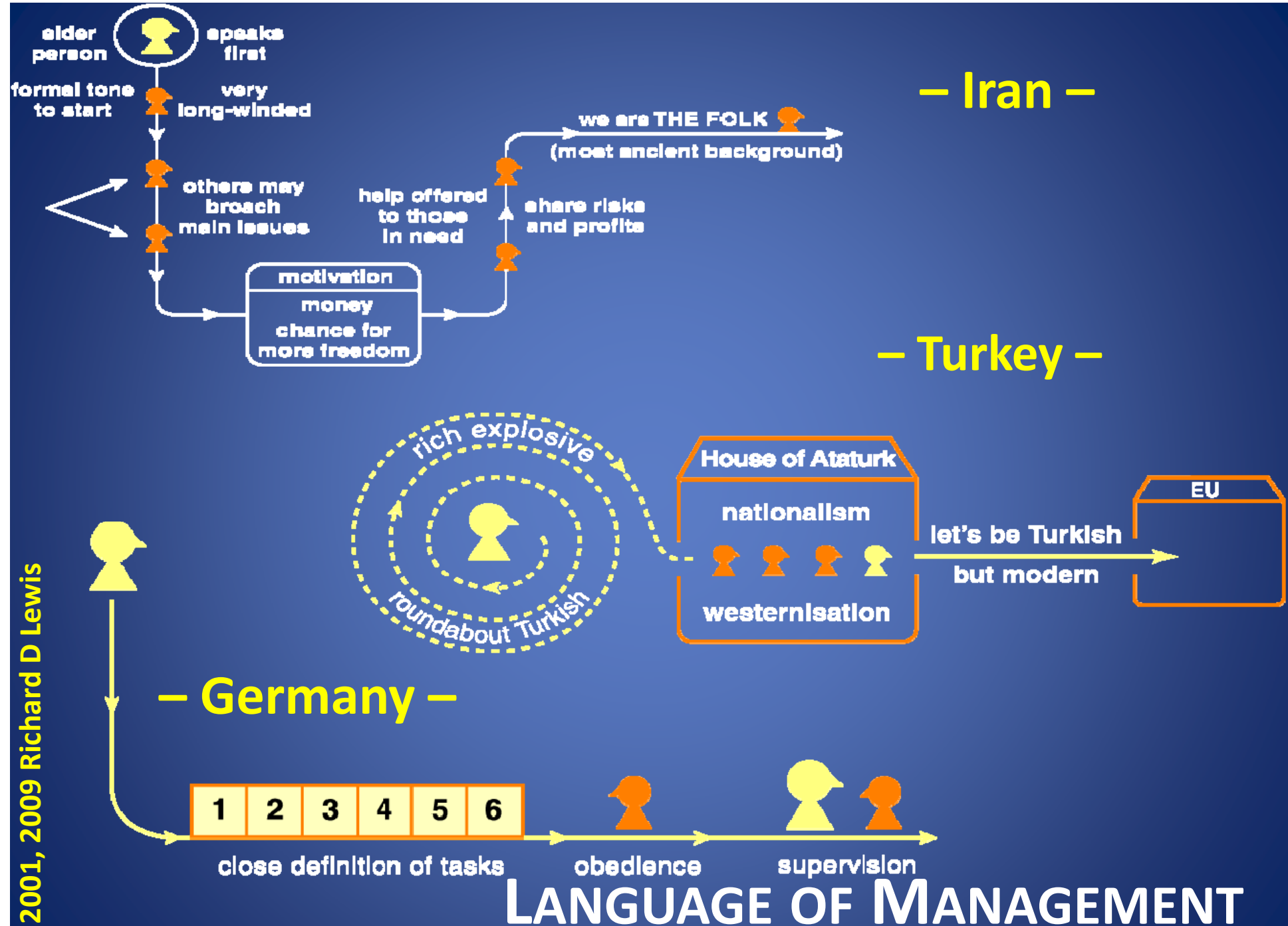


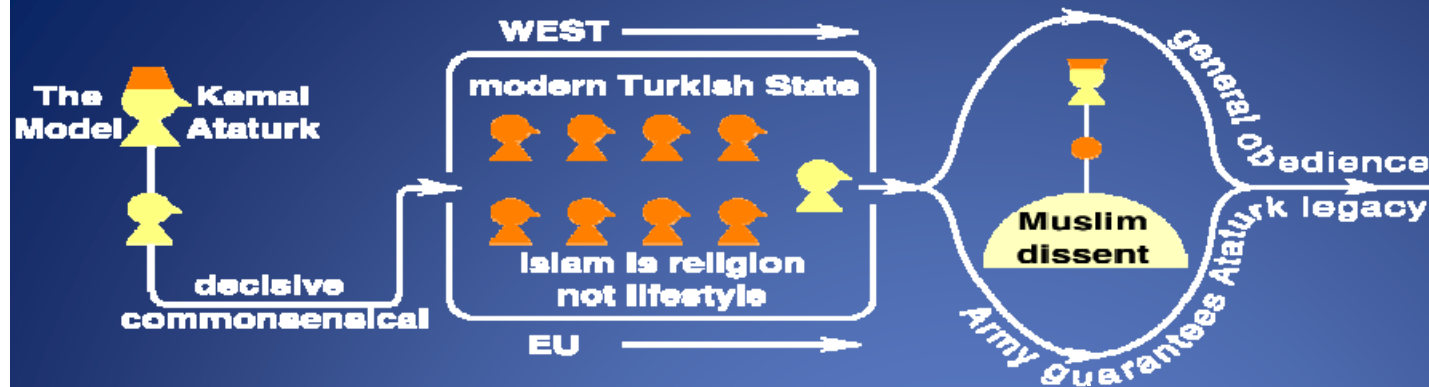
– Turkey –



– Iran –



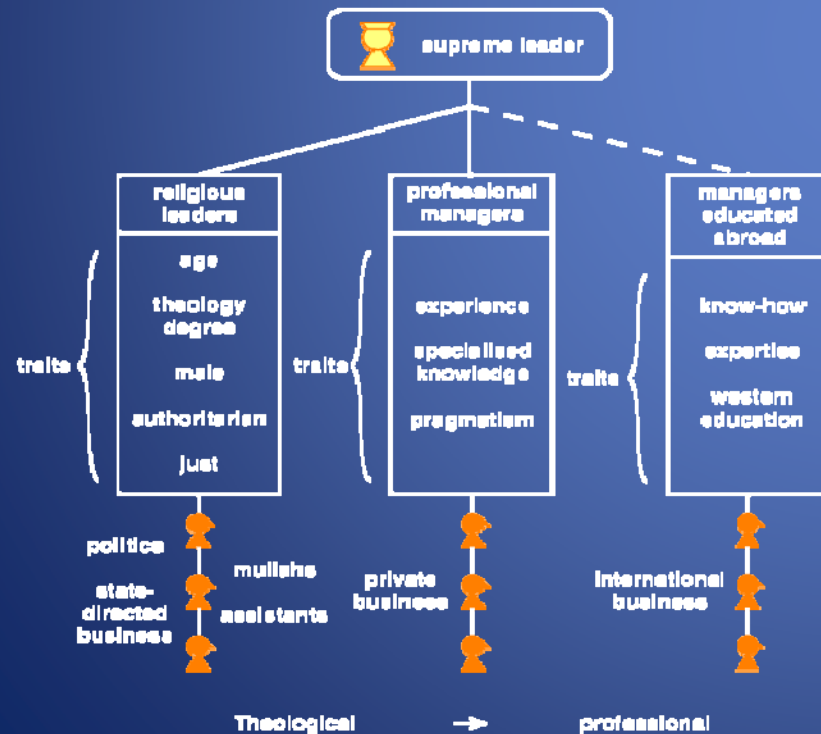




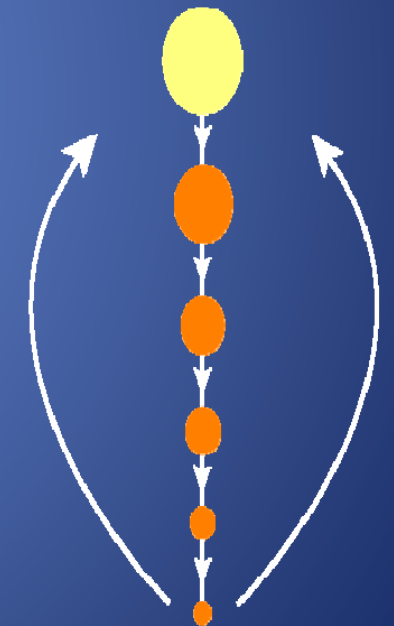
– Turkey –

LEADERSHIP STYLE

– Iran –

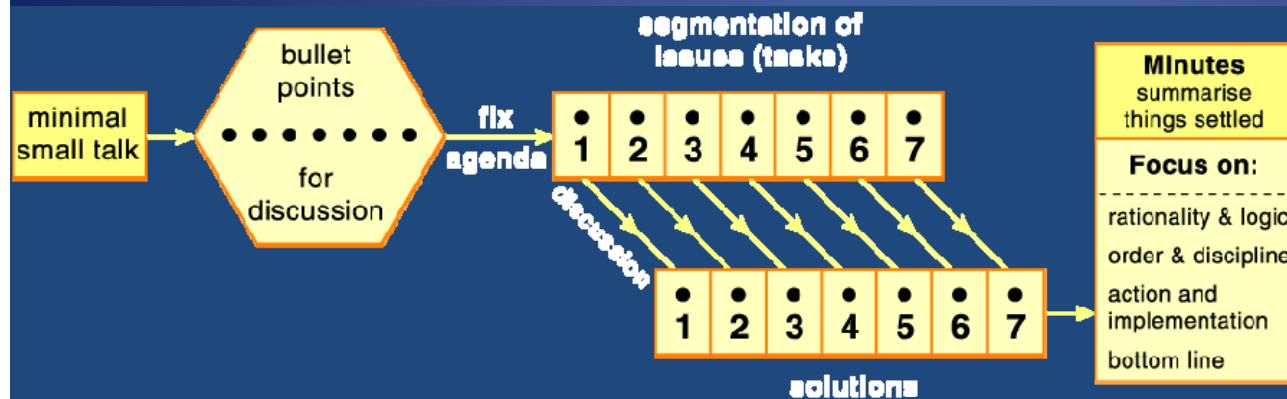


– Germany –

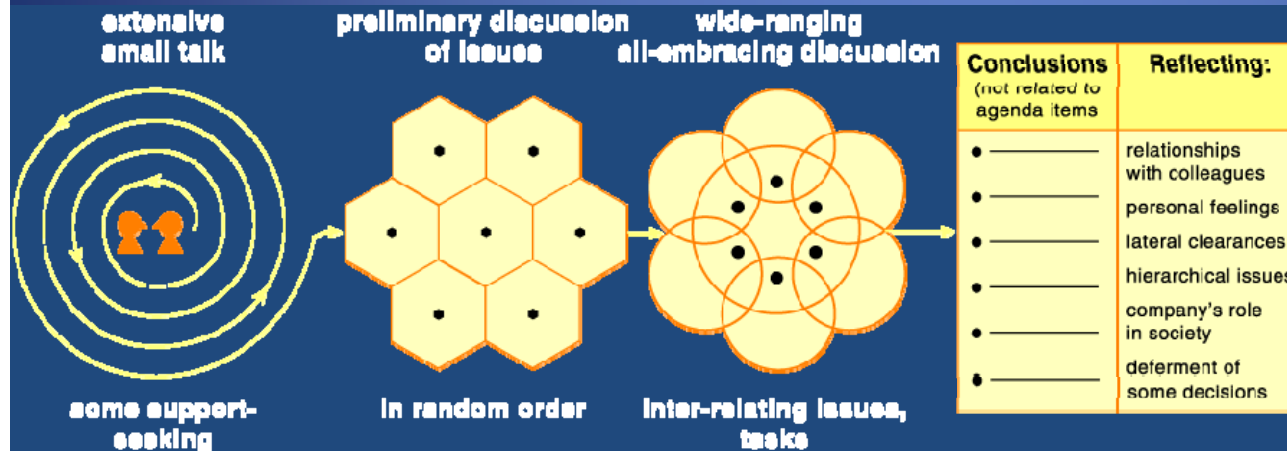


hierarchy + consensus

LINEAR-ACTIVE CULTURES

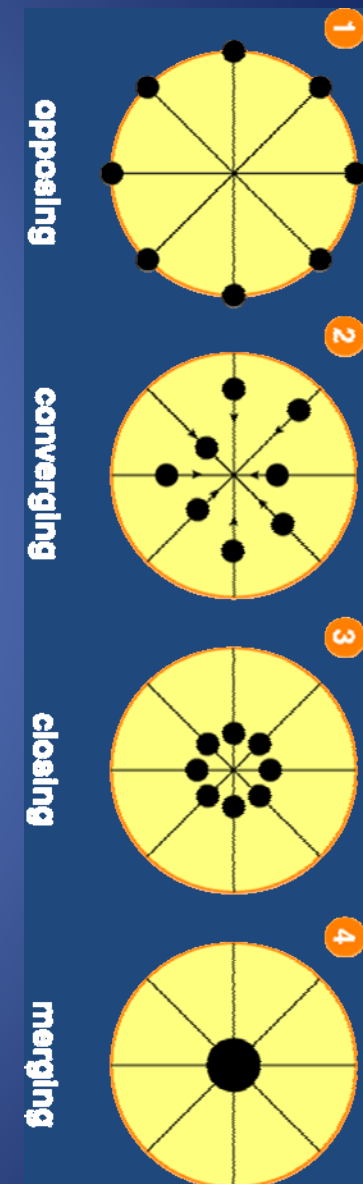


MULTI-ACTIVE CULTURES



MEETING STYLES

REACTIVE CULTURES









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