

# Week 8 & 9

## Training And Development

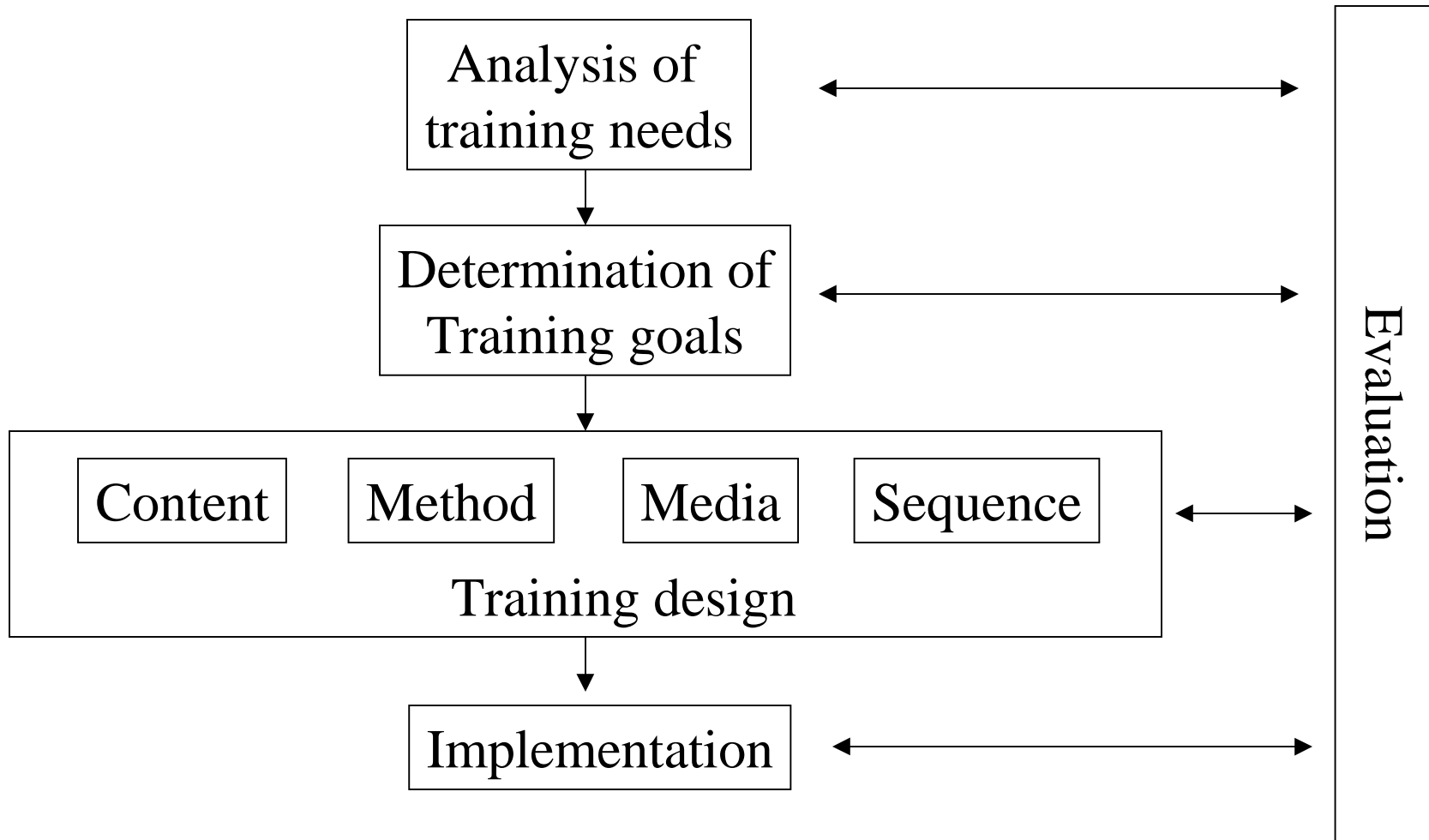
# Reasons for the Neglect of Training

- Perception that international management can only be learned through experience
- Not enough time between selection and departure
- Temporary assignments
- Not enough information on the competencies required
- Belief that technical skills are the main success factor

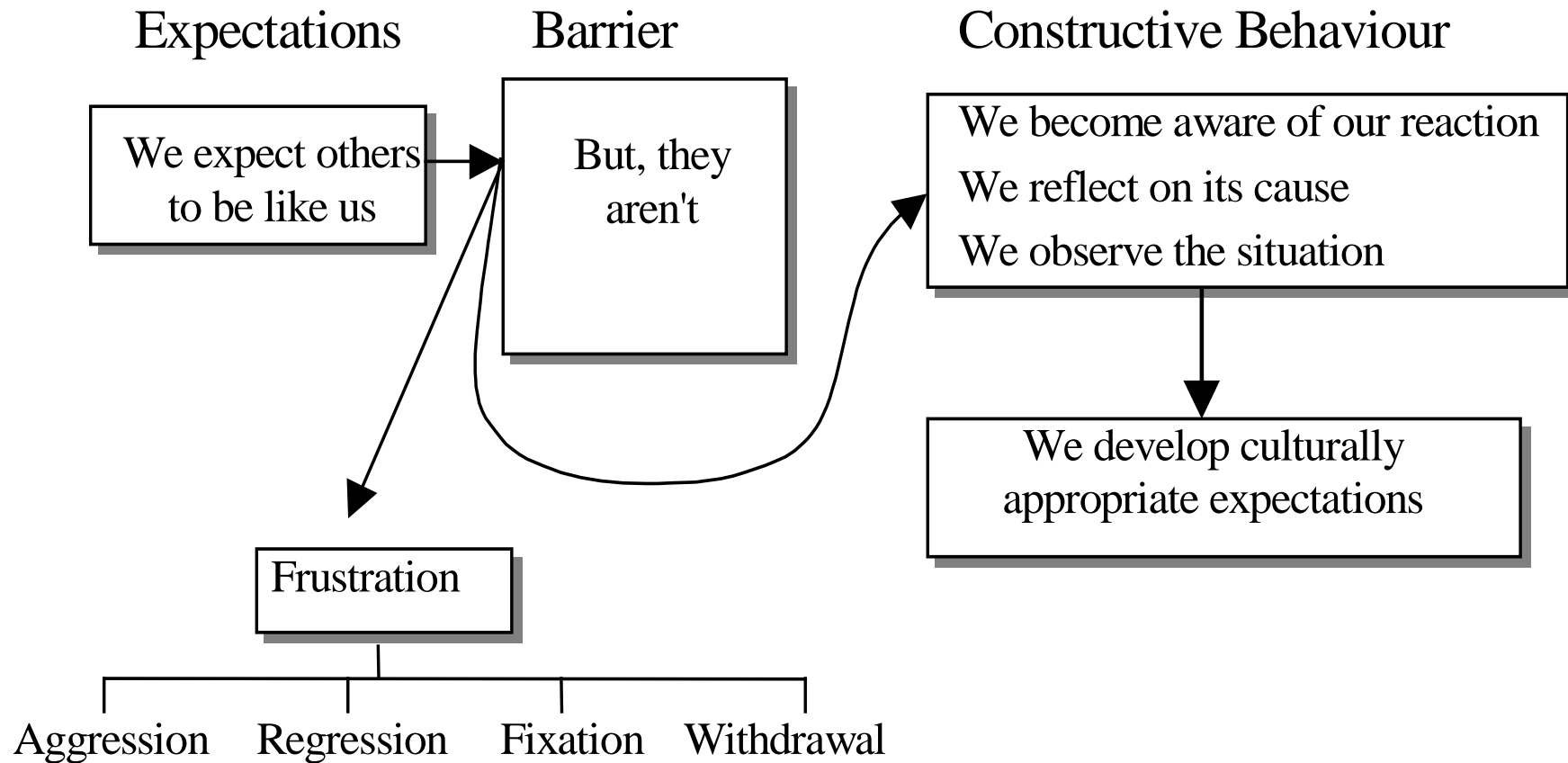
# Reasons for Failure

- Inability of the manager's family to adapt to the new environment.
- Inability of the manager to adapt to the new environment.
- Other family related problems
- The manager's personality or maturity level
- The manager's lack of technical competence
- The manager's lack of motivation to work abroad

# Systematic Training Cycle



# Cultural Adjustment



# BASIC FORMS

- Symbolic vs. Participative
- Culture-general vs. Culture-specific

# SYMBOLIC, CULTURE- GENERAL

- Lectures and discussions
  - Acquaint trainees with various dimensions of culture, such as Hofstede framework
- Videotapes
  - Popular products include *Going International*
    - “Bridging the Culture Gap”
    - “Beyond Culture Shock
    - “Welcome Home Stranger”
- Culture-General Assimilators
  - Rely on critical incidents and the subject’s interpretation of the incident
  - May be theory-driven or more ad hoc

# SYMBOLIC, CULTURE-SPECIFIC

- Area Orientation Briefings
  - Factual information
  - Information on values and attitudes
  - Problems trainees are likely to encounter in country
- Language Training

# EXPERIENTIAL, CULTURE- GENERAL

- Intercultural Workshop
  - Small groups of people from several different cultures
  - Facilitators help move the group along
  - Techniques
    - Discussing cultural differences among the group
    - Understanding intra-group communications
    - Use of role-playing exercises
    - Critical incidents/field exercises

# EXPERIENTIAL, CULTURE-SPECIFIC

- Bicultural Communications Workshop
  - Similar to Intercultural Communications Workshop, but with focus on only two cultures (“sensitivity training”)