

for expatriates and what kinds of results
experiencing with expatriate training.

Experiential Exercise

This can be done in groups or individually. After the exercise, discuss your proposals with the rest of the class.

You are the expatriate general manager of a British company's subsidiary in Brazil, an automobile component parts manufacturer. You and your family have been in Brazil for seven years, and now you are being reassigned and replaced with another expatriate—Ian Fleming. Ian is bringing his family: Helen, an instructor in computer science, who hopes to find a position; a son, age twelve; and a daughter, age fourteen. None of them has lived abroad before. Ian has asked you what he and his family should expect in the new assignment. Remembering all the problems you and your family experienced in the first

couple of years of your assignment in Brazil, you decide to facilitate their adjustment and have decided

- 9-10. Write a letter to Ian, telling him what he can expect in the job and in the community. Try to anticipate some of the cross-cultural conflicts he may encounter with his coworkers and employees and how to handle them.
- 9-11. Set up some arrangements and support for Ian's family and design a support package for them. Write a letter to each family member telling them what to expect.

CASE STUDY

Kelly's Assignment in Japan

Well, it's my job that brought us here in the first place ... I am going to have to make a decision to stick with this assignment and hope I can work things out or to return to the United States and probably lose my promised promotion after this assignment—maybe even my job.

As she surveyed the teeming traffic of downtown Tokyo from her office window, Kelly tried to assess the situation her family was in, how her job was going, and what could have been done to lead to a better situation four months ago when she was offered the job.

As a program manager for a startup Internet services company, she had been given the opportunity to head up the sales and marketing department in Tokyo. Her boss said that "the sky's the limit" as far as her being able to climb the corporate ladder if she was successful in Tokyo. She explained that she did not speak Japanese and that she knew nothing about Japan, but he said he had confidence in her because she had done such a great job in Boston and in recent short assignments to London and Munich. Moreover, the company offered her a very attractive compensation package that included a higher salary, bonuses, a relocation allowance, a rent-free apartment in Tokyo, and an education allowance for their two children, Lisa and Sam, to attend private schools. She was told she had two days to decide, and that they wanted her in Tokyo in three weeks because they wanted her to prepare and present a proposal for a new account opportunity there as soon as possible. Her boss said they would hire a relocation company to handle the move for her.