



# Succeeding your Next Expatriation

## Mastering the first 90 days

### EXPATRIATION FAILURE IS COSTLY

A senior expatriation can cost up to 500k in the first year. It is a considerable investment for the organization, whether the talent is internal or a recent hire. A research from INSEAD estimates expatriate failure between 10 to 50% according to destination. Expatriation failure is the costliest element of expat management. Expatriations in emerging markets are more likely to fail than expatriations in developed countries.



### KEY REASONS BEHIND EXPATRIATION FAILURE

#### Family Stress

Family is the number one cause for expatriation failure. It is too often overlooked. The senior executive may be excited by the prospect of a great career move, her/his/their spouse may not experience the same enthusiasm and daily thrill. They may have left a job behind, they are the ones facing, first hand, the practical challenges of the new culture. They may find themselves lonely and left behind due to the hectic professional schedule of the expatriate.

#### Management Cultural Shock

Embracing a new culture requires cultural knowledge, emotional availability. Faux pas in leadership and management can be detrimental to the senior executive's image and reputation. It can have devastating consequences on staff motivation and performance.

#### Responsibility Overload and Overall Exhaustion

Expatriate positions often involve increased managerial responsibilities, increased relational challenges due to cultural differences and long hours to get to speed and prove oneself. In the early stages of expatriation family may struggle to adjust and add to the emotional load. The accumulation can lead to physical and emotional exhaustion affecting the expatriate's effectiveness at work.

### MASTERING THE FIRST 90 DAYS

In a study by acclaimed writer Michael Watkins, 90% of HR leaders agreed that role transitions are the most challenging and 70% believed that success or failure in the first months were a strong indicator of overall job success or failure.



# CULTURAL INTELLIGENCE

Cultural Intelligence (also known as Cultural Quotient or CQ) informs this individual program. It is a proven scientific concept researched and taught in prestigious universities around the world among which Harvard Business School, Nanyang Technological University or Erasmus. It is the capability to work and lead across cultures effectively.

Research shows that leaders who are culturally intelligent:

- ✓ perform better during global assignments in multicultural teams and organizations,
- ✓ drive multicultural teams to higher performance,
- ✓ are more creative and innovative at solving problems,
- ✓ have broader and more culturally diverse professional networks,
- ✓ are more adaptable to new cultural environments.

## INDIVIDUALIZED PROGRAM OVERVIEW

The program is fully customized to address the challenges of each senior executive (level of management, geography, family situation). Family members are involved in the program and provided with CQ training and useful tips. The program is structured in time to match expatriation requirements. It covers preparation 3 to 6 months ahead of the expatriation, CQ development throughout, and brings strong emphasis on the first 90 days which are critical to the expatriate's success. It provides a follow-up phase to ensure sustainable achievement.



Senior executives' availability is often a challenge and this program provides flexibility to ensure executives' time is used effectively. Whether at the airport lounge waiting for a flight, or in a car driving to or from work, executives can choose when they interact with the personal advisors.

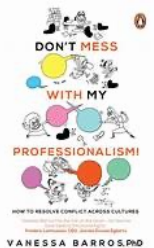
With the help of this individualized program, candidates should be able:

- ✓ To learn about the destination culture and anticipate cultural challenges related to their particular expatriation.
- ✓ To settle with their family in the new country in a more harmonious way.
- ✓ To avoid usual pitfalls in the first 90 days and getting-up to speed faster and better
  - detect cultural differences, anticipate disagreements.
  - understand the root causes of the tensions and its key influential stake holders through practical techniques
  - reduce potential tension, create trust and manage the relationship between diverse parties effectively
  - suggest effective resolutions maximizing the interests and satisfaction of all parties (creating a 3rd culture).

## YOUR PERSONAL ADVISORS



**Vanessa Barros, PhD** is a writer, senior executives' personal adviser, executive trainer and researcher. She holds a Master of Science in Management from ESSEC Business School in France. After 20 years of expatriation across four continents, running global clients (P&G, RB, Unilever, Peugeot), she completed her PhD at NTU in Singapore, focusing on the strategies adopted by senior international executives to resolve intercultural conflicts. Her book "Don't mess with my professionalism" was published by Penguin Random House in 2020.



**Amélie Devaux** is an executive trainer and consultant. Through fifteen years international experience (Europe/Asia/Africa and North America), Amélie has gathered extensive expertise in career development, job hunting and cross-cultural management. Her passion for Inter-Cultural Intelligence motivated her to develop in the US a program to aid others to navigate the differences successfully.

For more information about the program [contact@leadershipcq.com](mailto:contact@leadershipcq.com)