



**Intercultural Global Solutions**

***www.deanfosterglobal.com***

**CULTURALLY THRIVING, OR MERELY  
CULTURALLY SURVIVING?:  
*DISCOVERING THE REAL ROI OF  
INTERCULTURAL TRAINING***

***FROM THE FOUNDING...TO THE FUTURE®***

# ***DURING THIS ENCOUNTER...***

- ...ASK MANY PERSONAL QUESTIONS
- ...TALK LOUDER THAN USUAL
- ...INTERRUPT WHENEVER YOUR PARTNER SAYS ANYTHING
- ...STAND VERY CLOSE TO YOUR PARTNER

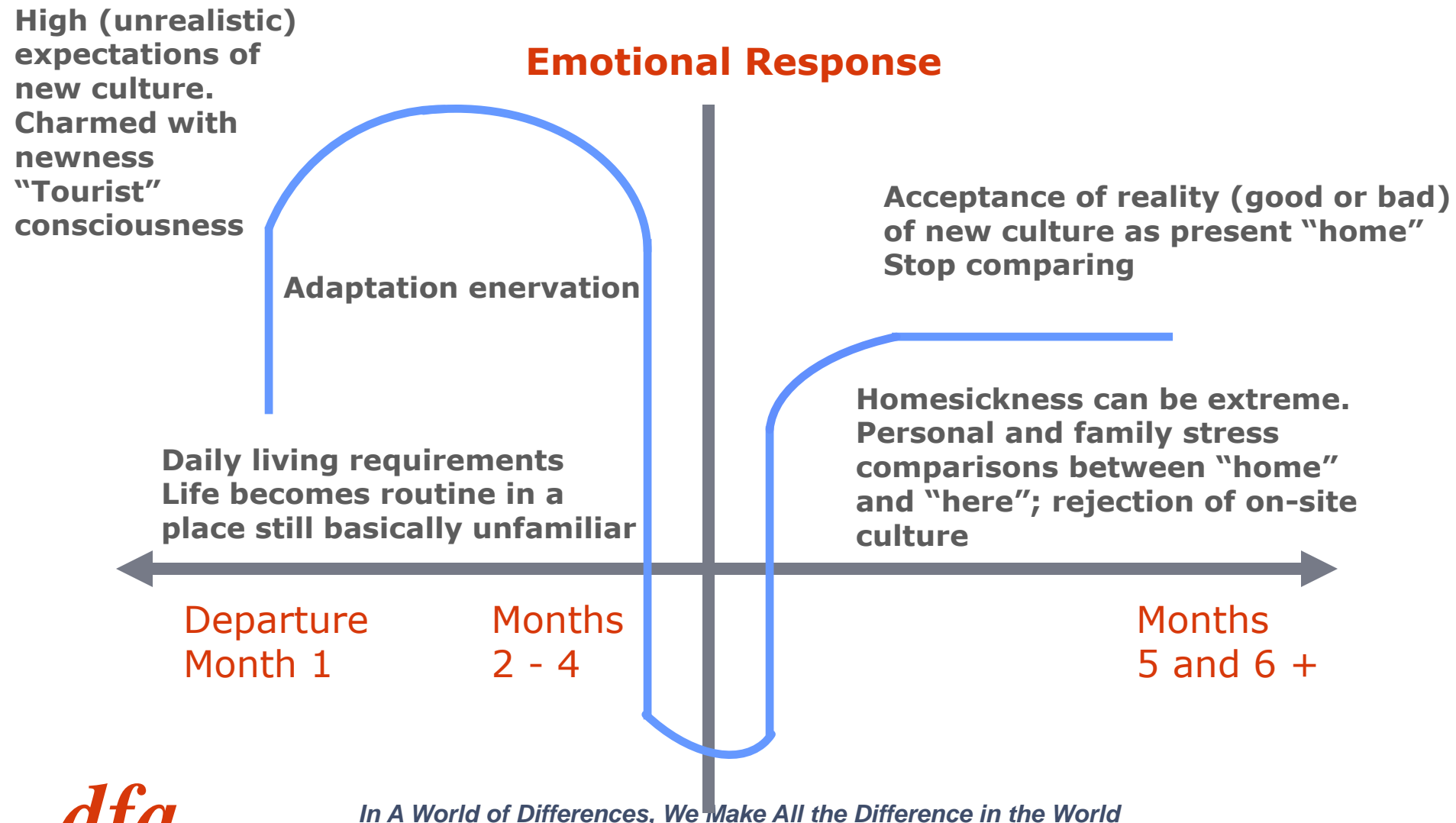
# ***DURING THIS ENCOUNTER...***

- ❑ ...SPEAK VERY SOFTLY
- ❑ ...DO NOT INITIATE ANY TOPICS OR ASK ANY QUESTIONS
- ❑ ...AVOID EYE CONTACT
- ❑ ...STAND 3-4 FEET AWAY FROM YOUR PARTNER
- ❑ ...KEEP SMILING

# ***WHY BUILD CULTURAL COMPETENCIES?***

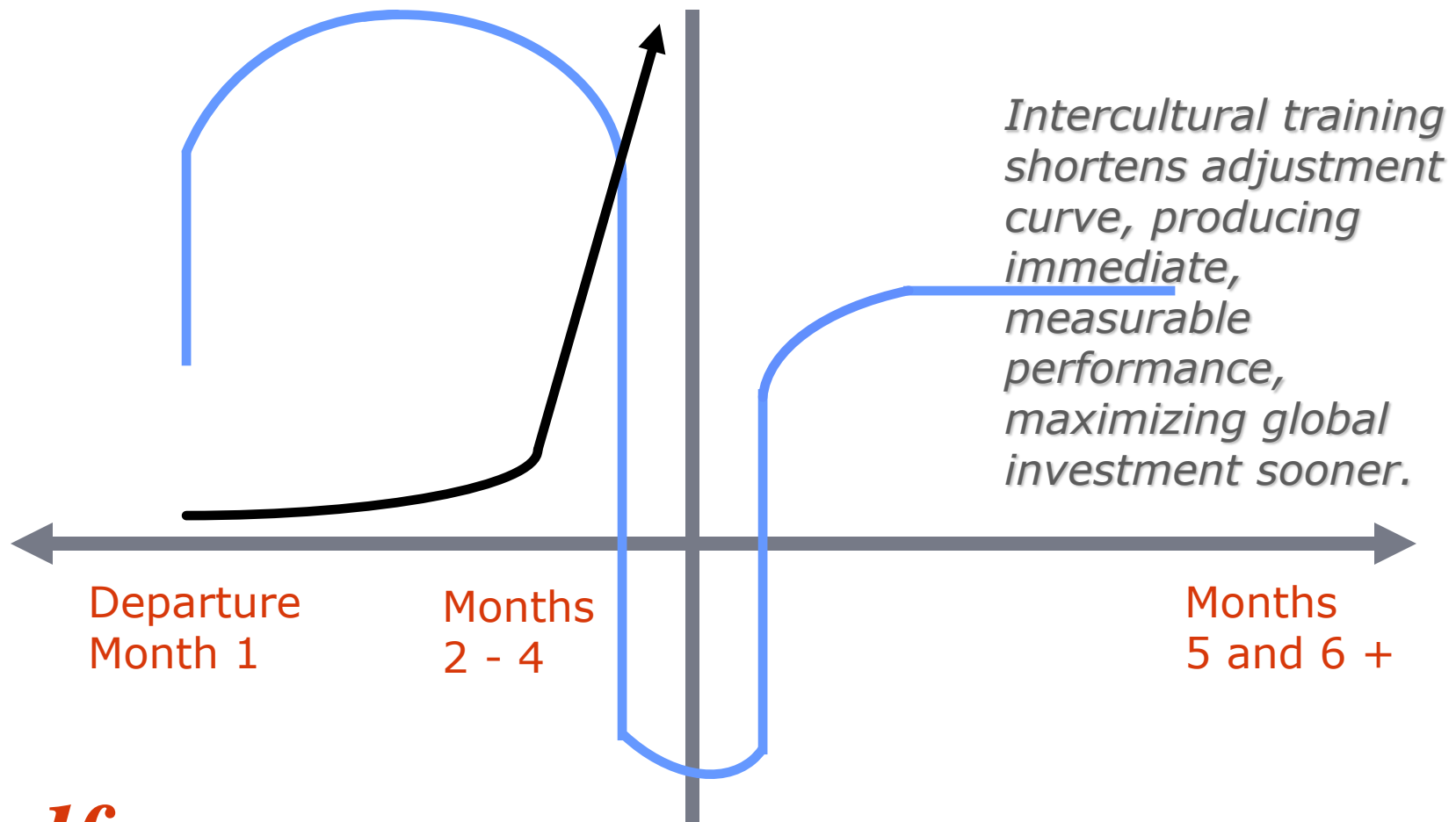
- **60%** of all cross-border ventures do not work out as planned.
- **30%** of all expatriates return from assignment abroad prematurely.
- **48%** of all repatriates leave their company within two years of returning home.

# Adjustment to Life Abroad

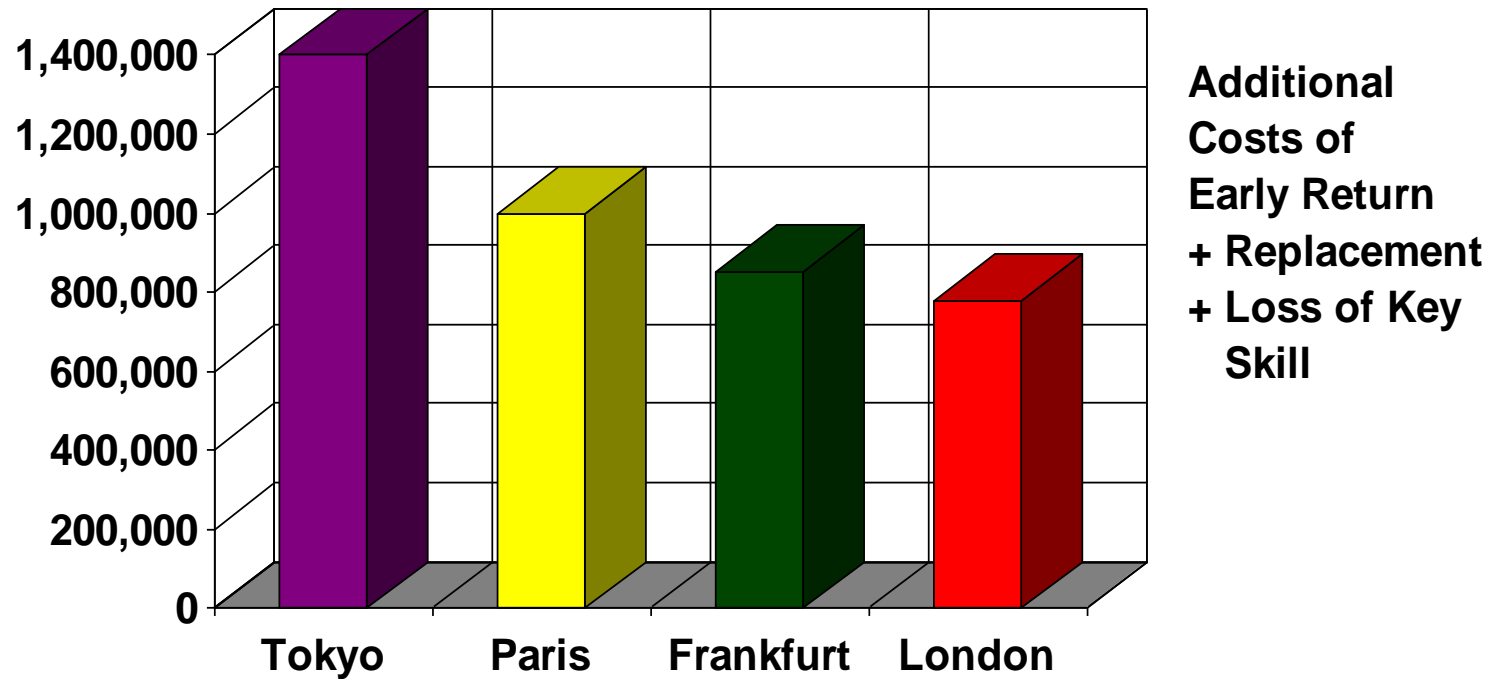


# ICT'S IMPACT ON PERFORMANCE & ROI

## Adjustment Response



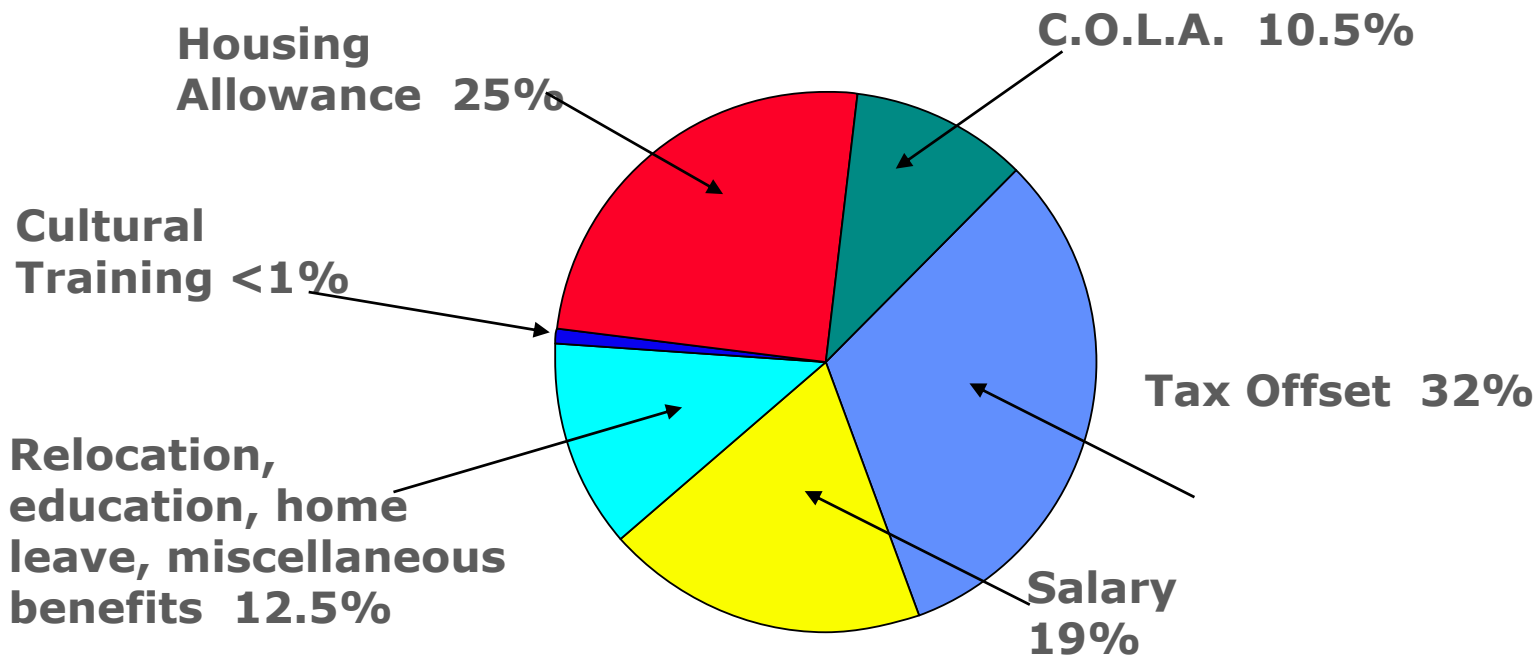
# Average Assignment Costs



# Cost of Cultural Training

(as a Percentage of Total Relocation Cost for Family of Four)

**\$1,400,000 USD - average cost for family of four in Tokyo  
for three years, Net of salary (\$100,000 USD)**

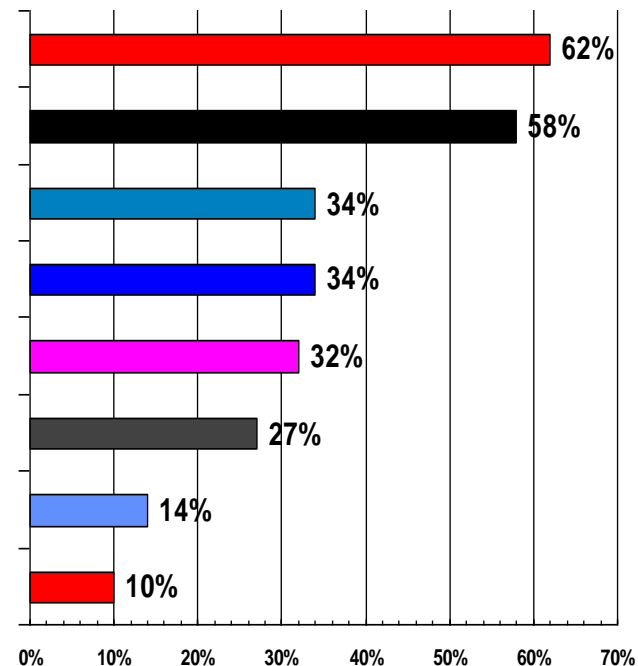


Source: Ernst & Young



# Reasons for Unsuccessful Assignments

- Spouse/Family's inability to adjust to cultural/physical environment
- Expatriate's Inability to adjust to cultural/physical environment
- Other Family-related problems
- Lacks skills necessary to conduct business in host country culture
- Personality or emotional maturity
- Inability to integrate job expertise with larger responsibilities of assignment
- Inability to adapt to changing business priorities or organizational realignment
- Lack of Technical Competence



# Why Cross-Cultural Relocation Training?

For clients....

- International assignments and global work represent a major corporate resource commitment, and those who do not understand the culture in which they must live and work do not provide an adequate “return on investment”
- Globalization means people need to know how to be effective in a variety of cultural environments
- Your organization needs people abroad who are working at the same level of excellence as is required at home, and you need a way to train to, insure and measure this performance
- Your competition provides it!



*In A World of Differences, We Make All the Difference in the World*

# It's 2019: Does Culture Matter Anymore?

- ❑ **STRATEGIC TALENT MANAGEMENT:** To build real equity, based on intercultural skills, for both the assignees and the organization.
- ❑ **LIMITED RESOURCES:** To provide as-needed support for successful international relocations within limited budgets & time.
- ❑ **PREVIOUSLY IGNORED AUDIENCES:** To provide intercultural information to frequent business travelers ineligible for traditional intercultural training.

# GETTING FROM HERE TO THERE...

**WHY INTERCULTURAL TRAINING?: NEVER WAS JUST A “NICE-TO-DO”.**

**THERE’S A REASON WHY IT’S CALLED “CLASSIC”.**

**EVALUATING NON-CLASSIC INTERCULTURAL SUPPORTS.**

**WHERE IS THE REAL ROI?**

# MEASURING ROI?

- Is it even being done...is it done correctly?
- **TACTICAL/TRANSACTIONAL:** Obtaining adequate ROI per assignment.
  - Merely returning per-transaction EBITA
- **STRATEGIC/TALENT MANAGEMENT:**
  - Obtaining adequate ROI per assignment + retaining talent
  - Obtaining adequate ROI per assignment + retaining talent + cascading global mindsets throughout organization

# Options for Building Cultural Competencies

- Cultural Coaching
- Passive intercultural information (via web or traditional formats)
- Blended passive/pro-active training/coaching formats
- Mentor Networks
- Watchful waiting, curing vs prevention

# ***The Global Rule:***

**“DO UNTO  
OTHERS AS  
THEY WOULD  
HAVE YOU DO  
UNTO THEM.”**