



# **International Mobility and Psychological Assessment**

**Dr Marius van Aswegen**

**Industrial Psychologist**



# INTERNATIONAL MOBILITY AND PSYCHOLOGICAL ASSESSMENT

## Statistics

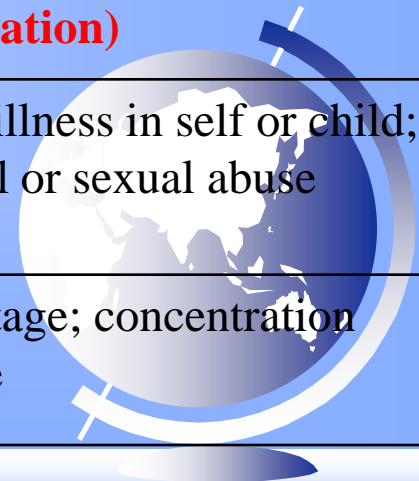
- 16% to 45% of all Expatriates fail (return before completion of contract)
- 50% of those who do not return earlier, function at a low level of effectiveness
- 30 - 40% of returning expatriates leave company within three months after return
- 65% of JSE Top 40 companies utilise expatriates
- 48% of companies undertake proper expatriate selection processes
- 29% of companies focus on aspects other than technical competence
- Direct costs involved with expatriate failure: R500 000 to R2.7 million



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## Examples of Psychological Stressors

Rank	Category	Acute Events	Enduring Events
1	None	No acute events that may be relevant	No enduring circumstances that may be relevant
2	Mild	Completion of studies; child left home; break-up with girlfriend	Overcrowded living quarters; job dissatisfaction; family arguments
3	Moderate	Marriage; job loss; marital separation; retirement, etc.	Marital discord; serious financial problems; trouble with boss, etc.
4	<b>Severe</b>	Divorce; arrest; birth of first child; unwanted pregnancy	Life threatening illness of parent; unemployment; poverty; <b>move to new culture (expatriation)</b>
5	Extreme	Death of spouse/parent; serious physical illness diagnosed; victim of rape	Serious chronic illness in self or child; ongoing physical or sexual abuse
6	Catastrophic	Death of child; suicide of spouse; devastating natural disaster	Captivity as hostage; concentration camp experience



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## Reasons For Expatriate Failure

- Inability/unwillingness of spouse to adjust
- Individual's own inability/unwillingness to adjust to foreign environment
- Inability to adjust to local culture and language
- Ethnocentrism where expatriate has an attitude that his/her own culture is superior to that of the host nation
- Inability to cope with larger foreign responsibility
- Technical incompetence



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## Dimensions of Adjustment

### Four Components of Expatriate Performance

1. Personal/family adjustment and satisfaction
2. Own emotional adjustment and well-being
3. Cross-cultural competence
4. Technical/managerial competence

Expatriates typically only adequately prepared to deal with number 4

Levels of competence and effectiveness of other three components directly related and interdependent



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## Typical Personal Adjustment Cycle



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## Warning Signs Checklist

### 3 Categories:

#### Orange

(Keep an eye on issue - could potentially develop into red issue)

#### Red

(Serious concerns requiring immediate reporting and action)

#### Green

(Applicable where orange and red issues were not identified)



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## Core Purpose of Expatriates

**KPA 1: Achieve business objectives**

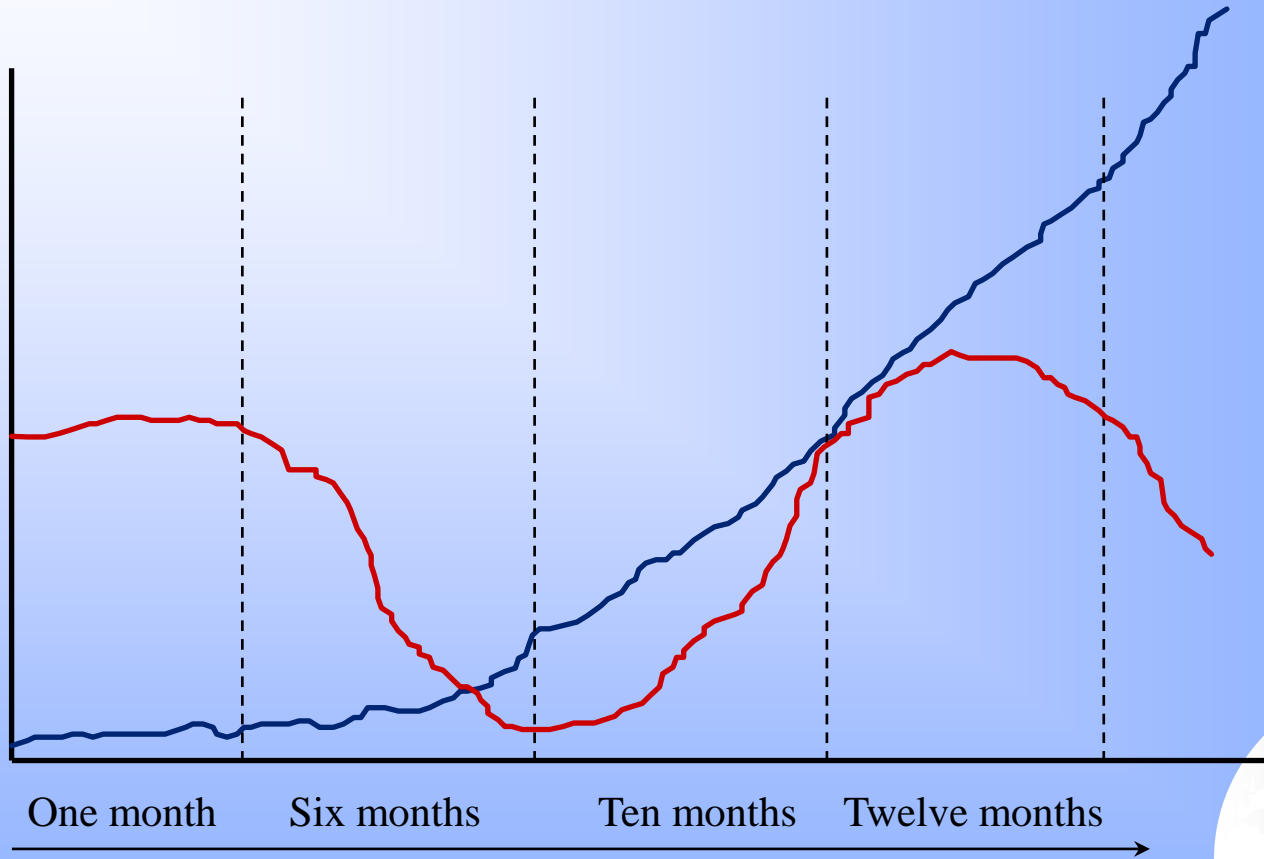
**KPA 2: Empower locals**





# EXPATRIATE ADJUSTMENT:

## Company Growth vs. Individual Emotional Adjustment (Typical Scenario)



Stakeholder expectations

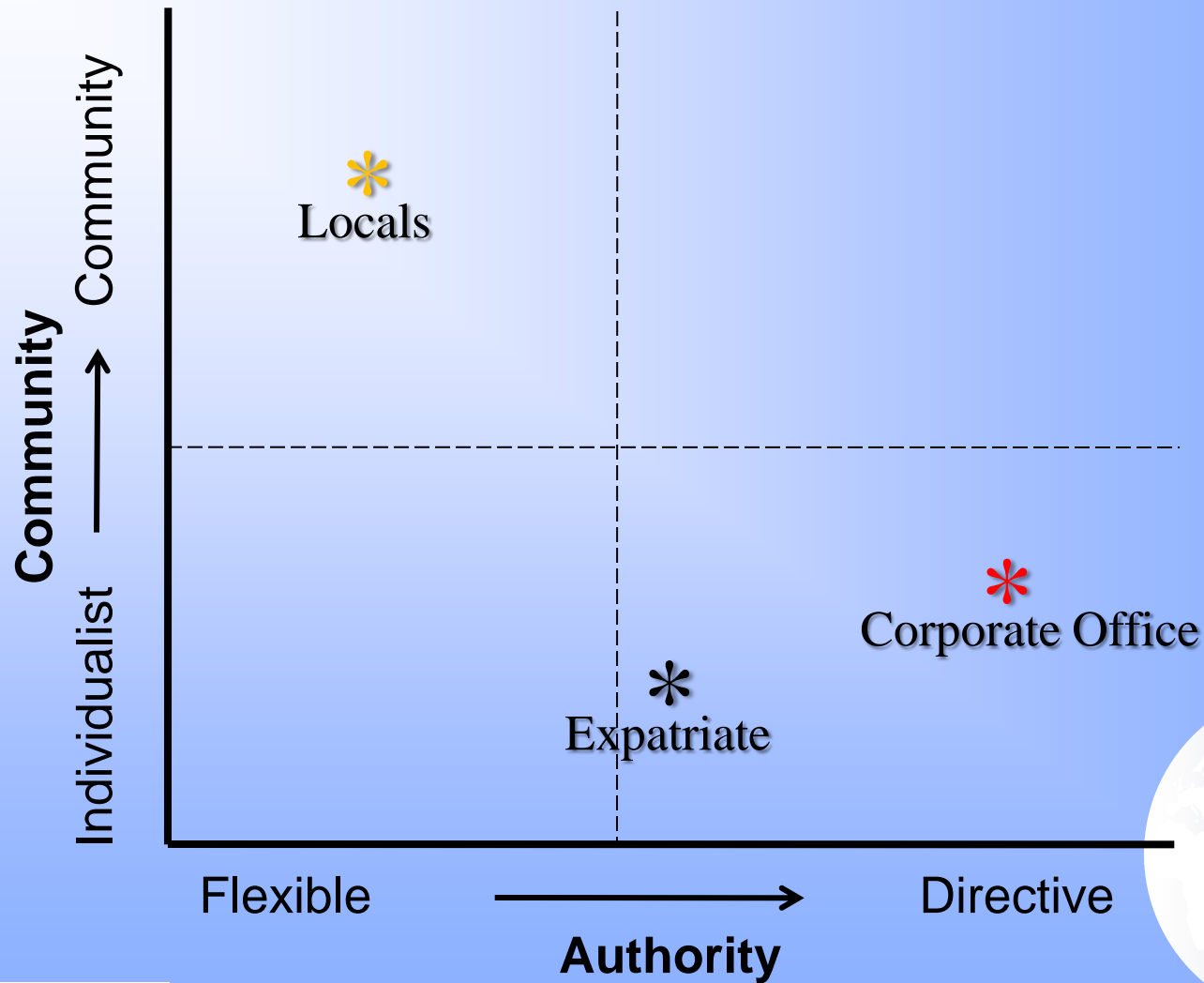
One year contract

Emotional adjustment



# INTERNATIONAL MOBILITY AND PSYCHOLOGICAL ASSESSMENT

## Cross-cultural Interactive Process



# INTERNATIONAL MOBILITY AND PSYCHOLOGICAL ASSESSMENT Solution

## Pre-assignment

- Psychologically prepared and equipped expatriates and families
- Cross-culturally prepared and equipped expatriates
- Organisationally prepared and equipped expatriates

## While on assignment

- Psychologically adjusted expatriates and families
- Cross-culturally competent expatriates
- Effectively performing expatriates

## Post-assignment

- Successfully integrated repatriates
- Successfully integrated repatriate families

