

Case Study – Cultural Awareness

October 2014

Background:

Our client, an international Technology company, was in the process of relocating one of its employees from an affiliate in Western Europe to China. The candidate was very excited about the opportunity of gaining experience as an expat. Still, the organisation wanted to ensure the individual's suitability for the role and responsibility as well as his resilience and cultural awareness because the main challenge and fear of the client was the professional wouldn't be able to adapt to working in the company in China. More specifically, he would be replacing a local Manager and this would be the first time the team would be reporting to an international Manager.

Action:

SpenglerFox was a strong provider to validate the resilience and adaptability of the candidate for 2 main reasons. First of all, within our Consultant team we have members from similar industries who have undertaken cross border roles and are currently living and working in other locations rather than their home country.

In addition, SpenglerFox uses a wide variety of tools that can assist in determining the cultural awareness and challenges that a professional could experience when making such a change. Combining both personal pre-consulting and relocation experience of our consultants and SpenglerFox' evaluation tools, made it very easy to assess the candidates.

The program was tailor-made and based on preliminary conversation with the client. The suggestion from SpenglerFox was a one day full assessment center at the clients' premises consisting of a very thorough competency based interview with focus on Cultural awareness along with the more commonly tested competencies (Leadership, Driving Results etc) a business case study and a full psychometric test.

Outcome:

All the data and observations were summed up in a report presented to the client. Our conclusion was that the candidate had strong managerial qualities but that his cultural awareness was limited and preparation before this trip was recommended.

SpenglerFox' strong point is that we don't only analyse and prepare a solution for our client but we focus on turning the Assessment Center into a Development Center. More specifically, further to the assessment itself, SpenglerFox worked with the client to build a preparation plan for the candidate. A detailed feedback was given to the participant as well in order to assist both sides in understanding the areas for improvement and then proceed to preparing a development program.