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AN EXPLORATORY STUDY OF THE ROLE OF THE ORGANIZATION AND THE REPATRIATE IN THE REPATRIATION MANAGEMENT PROCESS

A Thesis
In
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of
Commerce and Administration

Presented in Partial Fulfilment of the Requirements
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ABSTRACT

An Exploratory Study of the Role of the Organization and the Repatriate in the Repatriation Management Process

Maya Sharma

The area of repatriation management has been a neglected aspect of the international relocation literature. Due to the high turnover rates of repatriates, more attention is being paid to the repatriation dilemma. This exploratory study proposed a theoretical framework for understanding repatriate control behaviour. It examined the types of repatriation assistance that organizations are providing, the shortcomings of these interventions along with other variables were analyzed for their role in instigating individual control behaviours on behalf of the repatriates in order to manage their own repatriation process. Individual and organizational facilitators and hindrances to control initiatives were scrutinized in order to determine their role in assisting and impeding the individual control process.

It was found that work related issues, more precisely, career matters were a serious concern for this sample. The deficiencies in organizational interventions centered mainly in the repatriate career management area. Networking was found to be a handy tool for overcoming the work-related problems associated with repatriate adjustment. Both research and practical implications are discussed.

Dedication:

This thesis is dedicated to my parents, Jeanette and Dr. R.C. Sharma in thanks for their continuing love and support throughout the years.

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CHAPTER 1

Literature Review Introduction

The globalization of business and markets has led firms to send increasing numbers of managers on overseas assignments. The expatriate assignment is the principal means by which many major corporations provide managerial and technical support to foster, preserve, and enlarge operations abroad. The statistics reveal that an estimated 80,000 employees in American companies work as expatriates in more than 130 countries (Arvey, Bhagat, & Salas, 1991). As more and more expatriates embark on these temporary tours of duty, their organizations are increasingly faced with the management challenges surrounding the multiple stages of the overseas assignment process (including the processes of recruitment and selection, overseas acclimatization, and repatriation).

The problems associated with adjustment overseas for the expatriate have been well documented (Forster, 1994; Black, 1994). The high rates of premature returns on assignments have been a serious concern for HR professionals for some time. It has been estimated that the premature return rates for American expatriates usually range from 16% to 40%, but they have been known to reach as high as 80% (Gregersen & Black, 1990). Unfortunately figures for Canadian expatriates are almost non existant. The problem of early returns is compounded by the enormous expense associated with them. It has been estimated that the average compensation package for an American expatriate manager is around $300,000 per year (Lublin, 1989). The figures for the cost of premature returns typically ranges between $55,000 to $200,000 to replace a single expatriate manager

(Gregersen & Black, 1990). One can easily see that the cost of early expatriate returns to a company can be staggering, and it is due to this fact that the area of expatriate adjustment has received so much attention and empirical investigation in the past decade.

Getting the expatriate overseas, and successfully keeping him or her there, however, is only half the battle. An area of expatriate management that is beginning to receive more empirical attention is the area of repatriation; namely bringing expatriates home successfully. This topic was neglected for a long time because of the presumption that expatriates returning home would face little or no cultural obstacles to adjustment. In reality the repatriation process is beset with problems for both the company and the expatriate. Repatriates have a turnover rate that is twice that of their colleagues who stay home (Gates, 1995). The estimated average turnover rate within 1 year of repatriation is 25% (Black, 1992). When we consider that the average expatriate manager costs $ 300,000 per year and the average tour of duty lasts between 3 and 4 years, one quickly realizes that a company can easily spend over $1,200,000 on each expatriate manager during his or her tour of duty (Black, Gregersen & Mendenhall, 1992). As those repatriates leave the organization, the company loses extensively on its investment in human capital, and in addition, must spend more time, energy, and money to replace this highly skilled internationally savvy professional.

Research has demonstrated that intent to stay is the strongest predictor of actual turnover (Mowday et. al., 1982). Empirical studies have also revealed that while both adjustment and commitment are positively related to intentions to stay, organizational commitment has the strongest impact (Black & Gregersen, 1991). Turnover can be categorized into two types: functional and dysfunctional with the main difference being

performance. Consequently, organizational commitment is required to avoid the dysfunctional turnover of valuable repatriates. This can be a daunting duty for the company whose headquarters is often overseas and especially when contact is infrequent with the expatriate.

An underlying cause for the repatriate problem is argued to be that of unmet expectations of the repatriate with respect to the repatriation process. Indeed, the international literature reveals that repatriate turnover is related to the repatriate's unmet expectations; unmet expectations pose challenges for re-adjustment in mainly the cultural reentry and repatriate job placement areas (Black, Gregersen, & Mendenhall, 1992; Black, 1994). Repatriation adjustment has three distinct facets: 1) adjustment to work, 2) adjustment to interacting with home nationals, and 3) adjustment to the general environment and culture (Black & Gregersen, 1991). Upon reentry repatriates must make adjustments to these aspects of their daily lives which can be a intimidating task for some. Expectations play a pivotal role in adjustment by mentally preparing the individual for what lies ahead. If the expectations are not met, the repatriate may feel disillusioned and adjustment problems may worsen (Louis, 1980).

Cultural re-entry expectations are often dashed (and repatriation hindered) through a process known as "reverse culture shock". Reverse culture shock refers to a sense of isolation and a lack of current behavioral understanding of the home country. Evidence shows that reverse culture shock is a serious problem for most American managers (Black et al., 1992; Harvey, 1989). The employee has been away for a long period of time and has missed out on many trends and events in the home country. This can lead to feelings of alienation even when they are interacting with old friends or acquaintances. This typically

arises because expatriates often do not keep up to date with what is happening back home. The changes that these expatriates undergo while away also play a significant role in bringing on the reverse culture shock (Black, 1992). Moreover, the reverse culture shock problem is not restricted to the expatriate alone; family members accompanying the expatriate on the assignment can also experience this reverse culture shock upon reentry, thus making re-adjustment much more difficult for each member of the family (Harvey, 1985).

Living in a foreign country for an extended period of time can also contribute to reverse culture shock by changing a person in many ways. White (1988) revealed in her research that those Japanese managers who were away from Japan the longest had the most difficulty adjusting to Japan; the transformations that had occurred in Japan during their absence, as well as the changes that had occurred in the managers were the main causes for the adjustment problems. The argument is that the longer one spends away from home, the more home can change during one's absence, and as a result this leads to greater uncertainty upon return (Harvey, 1983). Black explains "Because the host country has been the expatriate's point of reference during the foreign assignment, to the extent that it is dissimilar or novel to the home country culture, the greater the contrast, the greater the uncertainty and unfamiliarity of the home country. Consequently, the more difficult will be the repatriation adjustment to the home country culture. Given that elements of the work environment (e.g. reports, operating procedures, corporate strategy, etc.) for a given firm are often quite similar across geographic locations, the novelty of the host and home cultures would be expected to have its greatest impact on repatriation

interaction and general adjustment rather than on work adjustment." (Black, 1994, p. 1495)

The second common area in which repatriates' expectations are often dashed is in relation to work expectations. Upon return, many repatriates return from an assignment only to find that they have been demoted or that their jobs are redundant (Forster, 1994). Others, more than 50%, are disappointed to find that they will not receive the promotions they expected or that their jobs do not incorporate the international knowledge, skills, and abilities (KSAO's) that they acquired while abroad (Hazzard, 1981).

For a company to alleviate the problem of this particular area of unmet repatriate expectations, it must assimilate the repatriate back into the home unit culture, and provide a position that challenges and exerts the precious knowledge, skills, and abilities that were acquired and honed overseas. All too often companies fail in this task or neglect to undertake this task and experience the severe repercussions of repatriate turnover.

Criteria for Successful Repatriate Adjustment:

Implicit in most studies on repatriate adjustment is the presumption that a successful repatriate transition can be defined in terms of work effectiveness (i.e. performance) and/or work adjustment (Black, 1992). Upon review of the career literature, one can easily identify several criteria that expand upon the standard narrow definitions of satisfactory job performance and positive job attitudes. I will examine two of these criteria, which will also serve to highlight the areas of repatriate management that organizations should be attentive to.

The first criterion for effective repatriate adjustment deals with the utilization of the repatriate's skill set (discussed above); namely the employee must be given the chance

to make use of the KSAO's that he or she acquired in their overseas assignment(s) (Savich & Rodgers, 1988). Secondly, the returning employee should be able to maintain a career advancement path that is at least analogous to their colleagues who were not assigned overseas. Many repatriates worry as to whether their careers will stagnate once they return home. These employees are put into holding patterns once they return home due to poor succession planning (Hixon, 1986) and incertitude surrounding the length of the stay of the expatriate (Harvey, 1983, 1989). Feldman (1991) suggests that an employee being able to complete an assignment and remain with the organization for at least two years thereafter are significant criteria.

Unanswered Questions:

The bulk of the repatriation literature to date has focused on what organizations can do to help meet these criteria. Gates (1995) unearthed evidence indicating a lack of adequate repatriate practices. A clear absence or shortcoming was found in policies for succession planning, offering return position guarantees, mentors, repatriation training, or the valuing of international experience.

Research is now needed to delve into what individuals can do to overcome these deficiencies in organizational policy. The theoretical framework for this paper is adapted from Black, Gregersen, and Mendenhall's (1992) framework on repatriation adjustment (see Figure 1). These researchers discussed how various individual, job, organizational, and non-work variables interact to encourage different types of control behaviours on behalf of expatriates in order to clarify repatriate expectations. It was hypothesized that accurate repatriate expectations will generally facilitate adjustment to the home country, and, that each facet of anticipatory expectations will have its strongest impact on its

corresponding facet of in-country repatriation adjustment. However, Black et al (1992) did not elaborate on what proactive initiatives an individual must take to gain greater control in order to smooth the repatriation process. They neither indicated what drives someone to network for career advancement, nor what drives the extent to which repatriates will seek information about policies regarding repatriation. This is a facet of repatriation theory that I will try to enlarge. More specifically, the effect of predictive and behavioral control on repatriate expectations for adjustment in the home country will be examined in greater detail. Unlike Black et. al's (1992) framework, turnover intentions will be added as an extra outcome of interest (i.e. as a distal outcome, following met/ unmet expectations).

The primary objective of this paper is to explore in greater detail the types of initiatives that individual repatriates can undertake to achieve more accurate expectations surrounding adjustment to the repatriate experience (i.e. with respect to the areas of repatriate adjustment). Before delving into the initiatives, Louis' (1980) framework on expectations reminds us that it is important to be clear about the focus or the object of expectations. As a result, we will begin by exploring in greater detail the dimensions of adjustment that current expatriates can experience, and the expectations that they may have regarding the ease with which they will adjust (along each of the adjustment dimensions). Reviewing repatriation as a career transition can then further help us to break down those expectations into greater detail.

CHAPTER 2

The Dimensions of Adjustment and Their Influencing Factors

In most of the literature on repatriation adjustment, the term "adjustment" has been treated as a unidimensional construct. There is some empirical evidence to suggest that it is more complex than originally thought, more specifically that it is a multifaceted concept. With respect to expatriate adjustment, Black and Stephen's (1989) and Black (1988) uncovered evidence to suggest that adjustment consists of three areas: (1) adjustment to the job, (2) adjustment to interacting with host nationals, and (3) adjustment to the general non work environment. Black (1994, 1992) suggests that these three facets of expatriate adjustment may be generalizable to in-country repatriate adjustment as well (see Figure 1). Black's argument seems to make sense when one considers the similarity in circumstances between expatriating and repatriating employees. Expatriates need to adjust to a new job abroad, they need to adjust to interactions with the people in the host country, and lastly they need to acclimatize themselves to the general non work environment of their host country. Repatriates make all these adjustments too, between locations of equal cultural distance. The only difference is that they do them in a homeward bound direction.

Repatriates may try to make behavioral changes before returning home, but more often than not they form expectations in anticipation for the move. Louis (1980) wrote that when expectations are accurately formed by the individual, their adjustment to the new situation will be greatly eased as a result. Black et al (1992) propose that each facet of anticipatory expectations will affect its corresponding facet of in-country repatriation

adjustment. The remainder of this section will review the various factors found to influence adjustment, in order to identify the bases on which repatriate expectations may be formed.

A variable thought to affect repatriates' *general adjustment* negatively is a downward shift in social status upon returning to the home country. White (1988) and Black (1994) found evidence in their individual studies on Japanese managers to support this hypothesis. Black (1994) suggests that this relationship is explained by the fact that when people find themselves in a new social status, with new related roles, uncertainty will increase. Often expatriates enjoy lavish lifestyles while away and the downward shift of living conditions upon reentry, which repatriates do not expect to experience, can be difficult for some. The process of repatriation can often bring on serious housing disruptions (Kendall (1981). These disruptions elevate the level of uncertainty surrounding housing questions. Families are uncertain as to where they will live, how much comparable housing conditions will cost, and if suitable accommodations are available. White (1988) found that housing conditions posed a serious problem to general adjustment upon repatriation.

Another variable thought to affect the general adjustment of the repatriate is the general adjustment of the repatriate's spouse (Black & Stephens, 1989). If one does not adjust well, then usually the other partner is negatively affected as well. Black & Gregersen (1991) found evidence to suggest that spouse and employee interaction and general environment repatriation adjustment were tightly and positively associated with one another.

As for the repatriate's *interaction adjustment*, pre-return and post-arrival orientation training can prove helpful (Black & Mendenhall, 1990). Post arrival interventions can help the repatriate to stake their place and re-familiarize themselves with the key players in the information and social networks. In addition, this training can update the individual on the cultural changes that have occurred while the repatriate was away. If the training is adequate then it could facilitate the formation of more accurate work, interaction, and general expectations in the home country. It was already mentioned that the spouse's adjustment can affect the interaction adjustment of the repatriate. Harvey (1985) and Adler (1983) provide some anecdotal evidence to suggest that the repatriate would have less trouble re-adjusting if repatriation programs included the spouse and the children.

Work adjustment is influenced by several factors. The amount of task interdependence that the expatriate's job entails with the home unit can greatly affect it. When interdependency is greater then more communication between the two parties is more likely to occur which could lead to more accurate expectation formation. Because the content of this communication is more likely to be centered around work related issues, it is expected to affect work adjustment the most, although it could affect other areas of adjustment as well (Boyacigiller, 1990).

A mentor or home country sponsor who is responsible for updating the expatriate on work-related information (strategic shifts, competitor moves, etc.) can help to ease repatriate work adjustment. A logical addition to this is that frequent communication with the expatriate on work issues help them to adjust their expectations regarding the work situation back home by reducing uncertainty (Egelhoff, 1982).

As Figure 1 indicates, these variables play a pivotal role in the ultimate in-country repatriate adjustment. This is because the repatriate begins to form expectations about their availability prior to return, in order to reduce the uncertainty associated with the move home. The key to successful adjustment is whether or not these expectations were accurately formed so the repatriate is not overwhelmed by "surprises" upon returning home.

As Figure 1 also indicates, despite certain uncontrollable situational factors, organizations can potentially improve the odds by sponsoring interventions that will provide all the key variables for an agreeable adjustment process. However, if an individual does not expect any organizational career assistance upon reentry, Figure 1 also suggests that this troublesome prospect may prompt some sort of individual control behaviour. Thus, repatriate expectations are central to successful adjustment. As will be elaborated later in this paper, a control effort could include activities like networking (building key relationships) and information seeking from afar to combat the possibility of career distress upon reentry (i.e. see *Why the Need for Individual Control Arises* section). For now, however, we will consider the formation of repatriates' expectations (regarding the variables just discussed) in more detail.

CHAPTER 3

The Formation of Repatriates' Expectations and Their Content

As mentioned earlier, Louis' (1980) work on the formation of expectations upon career transitions can add valuable insight to the repatriation turnover problem. She put forth a theoretical framework that explains the content of expectations upon organizational entry. Initially her theory was mainly aimed at new recruits entering a organization. However, it may also be relevant for other kinds of career transitions, such as that of repatriates returning to the home unit after a long absence. Louis' framework indicates that expectations consist of three dimensions: The focus of expectations, the level of awareness of one's expectations, and the accuracy of these expectations. Each of these will be examined in turn, and then their relationship to the three dimensions of adjustment will be considered.

a) The Focal Point of Expectations:

Regarding the *focus* of expectations, individuals could focus their expectations on the job/organization or on themselves. Black (1992) adds that they could also focus their expectations on the general non work environment too, such as the social and cultural aspects of their environment. For the purposes of this study, we are most concerned with those expectations that a repatriate will form about their reentry jobs, the organizational environment in the home unit, and the dominant social and cultural norms of the society. More specifically, repatriates may develop expectations about the ease of their transitions across these various work and social boundaries.

When a person enters an organization, they cross over three frontiers: *functional, hierarchical,* and *inclusionary* (Schein, 1971). These boundaries must all be crossed successfully for an employee to adjust to his or her new job and organization.

Regarding the functional and hierarchical boundaries, the new employee (or returning expatriate) must become proficient at the specific functional tasks that his or her job requires. In so doing, he or she effectively stakes a place within the organizational hierarchy.

The inclusionary boundary relates to a person's position in the informal information and influence networks. This boundary presents special challenges for the newcomer, because unlike technical knowledge which provides access to the functional and hierarchical frontiers, the new employees cannot just make a simple shift into the informal information and influence frontiers. What usually happens is that they remain on the periphery of the network until they build their own links within the organization. This eventually allows them to stake a place in the informal network.

The inclusionary boundary is critical for the repatriate's adjustment for a number of reasons. The repatriate has been out of touch with the home culture and organization for a long period of time, and might be unfamiliar with new customs and the key players in the informal network. Because the repatriate has often lost his or her previous position in the informal network, he or she must face the daunting task of reestablishing ties within the system.

These three focal areas of expectations (functional, hierarchical, and inclusionary) correspond to the three aspects of cross cultural adjustment noted earlier: work adjustment, interaction adjustment, and general living adjustment. The dimensions of cross

cultural adjustment can be linked to the three frontiers of organizational transitions because they relate to the same aspects of the repatriation adjustment process and the expectations that surround them. First, the functional and hierarchical frontiers can be associated with the work adjustment dimension: in terms of repatriate expectations, the repatriate often expects to return to a job that challenges his/her international knowledge, skills, and abilities and that places them in a similar or better position in the hierarchy than when he/she left. Second, the inclusionary boundary relates to the interaction adjustment dimension: usually the repatriate does not expect to have a problem reintegrating into the social network at work, but, this is often not the case. Key players can be transferred, leave, or retire which changes the scheme of the network and forces the repatriate to start new alliances with new players which can be an awesome task. Third, post-return social status, which can be regarded as an extension of the hierarchical and inclusionary boundaries, relates to general repatriate adjustment. In a 1992 study, 54% of American, 47% of Japanese, and 27% of Finnish repatriates reported experiencing a decrease in social status upon reentry (Black, Gregersen, Mendenhall, 1992). There is a strong negative correlation between social status and an expatriate's workplace and general repatriation adjustment (Black & Gregersen, 1991). White (1988) and Black (1994) found evidence in their individual studies on Japanese managers to prove this hypothesis. Often expatriates enjoy opulent lifestyles while abroad, upon reentry, they find that their salaries and savings have severely declined and the cost of living to be staggering (Salzman, 1986). Because their social expectations are not aligned with the reality of the situation, general adjustment is impeded. Thus, the variable of social status can be equated to the general living adjustment dimension.

These expectations of repatriate adjustment represent the focus of expectations. Specifically, expectations regarding the ease of transition across the functional, hierarchical, and inclusionary boundaries correspond closely to repatriate's expectations regarding their post-return work, interaction, and general living adjustment.

Expectations Regarding Transitions:

Theory from the career transitions literature provides an even further finely-grained understanding of the focus of repatriates' functional, hierarchical, and inclusionary expectations. In particular, Nicholson and West (1988) provide some indication of how job changers proceed to reestablish new ties in different organizational systems. They felt that job change unfolds in the following 5 stages, the first four of which are particularly relevant to repatriation situations.

1. **Preparation**: process of expectation and anticipation before the change.
2. **Encounter**: affective and perceptual changes during the first days or weeks on the new job.
3. **Adjustment**: personal change and work role development to facilitate person-job fit in the next few months.
4. **Stabilization**: mastery of the new job setting and work tasks; settled connections between self and job.
5. **Preparation**: anticipation and organization for next job assignment.

Nicholson and West note that all domestic job changers will go through these same 5 stages. Job changers will differ however, in the rate at which they go through these stages and the ease with which they complete them. It may be that an individual's expectations surrounding the timing of the job transition can also affect their adjustment to

their new role: If, for instance, the expectations formed in the preparation stage are undermet in the encounter phase, then adjustment will never be achieved so stabilization, let alone preparation, becomes unattainable. Therefore, attaining accurate expectations during the preparation phase is of primary concern.

Nicholson and West's work provide career theorists with a detailed taxonomy for describing the characteristics of transition cycles. The characteristics are briefly outlined in Table 1.

Although this taxonomy of transition characteristics has not yet been tested empirically with repatriates, it can potentially provide further detail about the focus of repatriates expectations. Feldman (1991) hypothesizes that the dimensions in which repatriate moves are most likely to diverge from those of domestic job changers are the amplitude, complexity, and propulsion dimensions. The reason for this is that a repatriate move often requires unfamiliar and considerably different job demands (amplitude); repatriate transitions often entail task demands that are neither easily outlined nor conquered (complexity); repatriate moves are in most cases initiated by external events and forces (propulsion).

In addition to illustrating which transition characteristics differentiate repatriation from domestic job moves, certain transition characteristics (i.e. speed, continuity, and discretion) may indicate the depth of detail to which expectations for successful repatriation are formed. The faster one can move through the transition cycle and settle in to the new setting (speed), the faster the organization and the repatriate can enjoy a productive work life. It seems plausible that repatriates form expectations (consciously or unconsciously) regarding the speed at which they will adjust to their new living conditions,

socializing with home locals once again, and settling in with their new job & old colleagues. The problem lies in the fact that some may expect a very rapid rate of adjustment for all or some of these aspects when in reality the pace of their adjustment may be impeded by some unforeseen circumstance like erosion of income, loss of common interests among friends, and a new organizational climate.

When the current transition is connected to the repatriate's previous and planned future job assignments (continuity), then repatriates and their organizations can see the direct relevance of the current transition in relation to their career goals. But continuity may also affect adjustment. Because the repatriate's point of reference (the home country) has changed during his/her absence and their knowledge of the facets of adjustment that are intimately linked to the home country (i.e., culture, organizational climate, etc.,) have not been updated, there is a gap in their expectations and the reality of the situation. Their past experiences in the home country form the basis of their planned future within it, what they come home to find is a lack of continuity between what they remember and what they had planned for.

When the repatriate has control over his/her passage through the stages of the transition (discretion), the repatriate can manipulate certain aspects of the stages to better suit him/her which can then result in a more expeditious and smoother adjustment cycle. Unfortunately, the amount of control or discretion that the repatriate expects to have over the three areas of adjustment may be another source of potential adjustment problems. The repatriate may have expected to have his or her choice in the type of house that is bought upon reentry, in reality the housing market may be very tight with exorbitant prices and poor selections. They may have expected that the ease of socializing and making

dates with their old circle of friends to be as easy as it always was, in reality the friends may be busy with new responsibilities or lack interest in getting together with the repatriate. Often repatriates expect that they may have the luxury to choose a job from a myriad of offers within the organization, when in reality they may find themselves having to find their own job.

These transition characteristics can be seen as essential to repatriate adjustment when linking them to the three areas of repatriate adjustment: general living (social status), interaction (inclusionary), and work adjustment (functional & hierarchical) (See Figure 2). As we know, the employee develops expectations surrounding the factors that contribute to repatriate adjustment. Therefore, could it not be possible that they also develop expectations surrounding the speed, continuity, and the amount of discretion that they will have in their access to these factors?

What becomes apparent when we apply the taxonomy of transition characteristics to the factors that influence repatriate adjustment is a more detailed view of how repatriates may expect their repatriation process to proceed.

b) <u>Expectation Awareness:</u>

The second dimension Louis' (1980) framework deals with is one's awareness of one's expectations: emergent, implicit, and conscious. Emergent expectations refers to the development stage of expectations. At this level the individual may not be fully cognizant of the expectations they are forming. Implicit expectations refer to expectations that are unspoken, yet that have been developed to a certain degree by the individual. Lastly, when expectations are conscious, the individual is fully aware and able to articulate these expectations. The repatriate literature has not examined the level of awareness of

expectations to this level of detail. All that is known is that expectations surrounding the repatriate process are not being met by repatriates. Further research needs to explore how damaging the different levels of expectations are to the repatriate's adjustment. In order to contain the scope of this research project, only conscious expectations will be considered. This particular level of expectation awareness is most worthy of investigation because it is the most salient and hence is most likely to be mentioned by the repatriate.

c) Expectation Accuracy:

The third and last dimension of Louis (1980) framework deals with the accuracy of expectations. Louis felt that expectations should not simply be seen in terms of accurate or inaccurate expectations, but, they should be thought of as undermet, met, or overmet expectations. Louis's framework suggests that the relationship of these levels of expectation accuracy and their repercussions do not necessarily follow a linear relationship. This could mean that a person whose expectations were met might have more positive affective reactions than those whose expectations were either overmet or undermet. Louis' point of view is that the required adjustments for overmet expectations requires less effort than for undermet expectations, but, the required adjustments for overmet expectations would still require more effort than those for met expectations.

When Louis' theory is put in the context of repatriate adjustment, one would expect that repatriation adjustment would be easiest for those whose expectations have been met, adjustment would be moderately easy for those with overmet expectations, and very difficult for those with undermet expectations (Black, 1992). Therefore, for the purposes of this study, the degree to which expectations have been under met will be of interest.

In summary, the role that expectations play with respect to individual control initiatives, and the content of those expectations will be evaluated through the following research question (depicted as box "*Intermediate Outcomes*" in Figure 3):

Research Question #1:

What expectations do the expatriates have regarding the antecedent factors of repatriation? In particular, what are their expectations regarding the speed, continuity and discretion characteristics of these factors?

CHAPTER 4

Organizational Constraints In The Ability To Help Repatriates

As discussed earlier, organizations can play a pivotal role in managing repatriate expectations through a variety of interventions like maintaining strong communication links with the expatriate, resocialization programs, training, mentoring, etc. Unfortunately, organizations are often constrained in their ability to furnish interventions due to several situational factors that are beyond their control. Before describing the manner in which individual repatriate initiative can remedy a deficit of organizational supports, I will review the situational constraints that may have contributed to this deficit in the post international firm (see Figure 1 "*Situational Factors*")

First, the home country is typically in a constant state of evolution and some areas of the country will change faster than others. When we consider this rate of change in conjunction with the length of time that the employee has been absent, it becomes apparent that this could be a significant factor in the formation of repatriate expectations (Black & Gregersen, 1991). As noted earlier, it can be expected that the longer that the individual has been absent from the home culture, the greater the likelihood that they will develop inaccurate expectations which will make their transition that much more difficult.

The dissimilarity between the host and home countries is another important factor in the formation of repatriate expectations. As was also noted earlier, the greater the dissimilarity between the two, the harder adjustment will be. When the novelty factor of the host country is high, the greater is the potential for change in the individual. When the country is significantly different from their home cultures, they must make significant

changes in their ways of living if they are going to adjust; these adjustments made during expatriation will significantly inhibit repatriation (Ashford & Taylor, 1990). Black et al. (1992) remind us that the greater the difference between the current behaviors and future expected behaviors, the greater the difficulty of adjustment.

Clearly, there are many things that organizations can do to try to combat the repatriate turnover problem. The drawback to these initiatives is that they can prove to be very costly to the organization. Initiatives like trips to the home country and rigorous training sessions can prove to be exorbitant adjustment aids for repatriates. Because organizations by nature are in business to reap profits, expensive initiatives may not be feasible possibilities for many organizations.

In addition, the face of global politics, economics, and culture is always under a permanent, and often rapid, state of metamorphosis. As globalization increases, one can expect these changes to become more frequent and of larger magnitude in the dynamic international business scene. Given this situation, it can be nearly impossible for the organization to plan for the short term future (i.e. 6 months to 1 year), let alone the very distant future (3 to 4 years). The term "control" can only be interpreted in a loose way because the unknowns far outnumber that which is known, predictable, and yielding. In such circumstances organizations must also rely on the intelligence, experience, and competence of their expatriates to safely get them through the turbulent tides of the chaotic international business arena (Mendenhall and Oddou, 1995) .

CHAPTER 5

Why The Need For Individual Control Arises

a) Predictive and Behavioural Control and Their Drivers

As discussed, organizations are constrained in their ability to effectively manage repatriation, this can act as a force (driver) for repatriates to act proactively on their own behalf. Determining exactly what motivates individuals is an imprecise science due to the intricacy of the motivation phenomenon. Motivators are unobservable which makes them difficult to analyze and quantify. They remain under a constant state of change as they become satisfied or go unquelled. To complicate things further, some motives do not loose their prominence even when they have been satisfied (i.e. pay increase) (Appelbaum & Vecchio, 1995). Due to the inability to isolate the variables that influence the motivational process, it is a difficult concept to systematically study. A goal of this study is to attempt to pinpoint the motives, or drivers in this case, that impel a repatriate to undertake control behaviors to manage the repatriation process. It is hoped that by being able to isolate the drivers of control activities, we may be able to highlight some areas of organizational intervention deficiencies.

Stress research has consistently concluded that feelings of control are an important defense in stressful situations such as repatriation (Forster, 1994). Black et al. (1992) believe that the repatriate's individual need for control and self-efficacy are what drives them to proactively manage their repatriation. More specifically, they mention that when the repatriate has a higher than actualized need for control, he/she will exert greater pains in order to achieve control.

Control can be exerted in two forms: predictive and behavioural. Predictive control is the capability of an individual to predict one's environment in terms of assessing how one is expected to behave and, the capacity to grasp and foresee rewards and punishments associated with specific behaviours (Bell & Staw, 1989). Black et al. (1992) mention that when the repatriate makes efforts to gain predictive control, the outcome is the attainment of predictive control which helps with in-country repatriate adjustment (i.e. information seeking).

Behavioural control is an individual's ability to control one's own behaviours that can impact the environment and its attainment is determined by the perseverance of the repatriate in attempting to achieve it. Bandura (1977) proposed that an individual's tenacity in obtaining control is determined by his/her belief in the potential for control or self-efficacy. What this means is that when the repatriate believes that he/she is able to effectively adjust to the new situations in the home country; he/she will expend more effort and perseverance on trying to achieve behavioral control to help in their adjustment. This need for control and the construct of self efficacy represent individual differences in the repatriates that could spark proactivity on their own behalf. The discussion of control initiatives leads to another research question to be tested in this study (depicted as the box "Predictive Behavioural Control" in Figure 3):

Research Question #2:

What, if any control initiatives have the repatriates undertaken to prepare for repatriation? That is, what is the evidence for repatriates' use of information seeking (attempts at predictive control) and/or networking (attempts at behavioural control)?

To add to Black et al's (1992) model, it would seem plausible that in addition to self-efficacy and the need for control, there are other forces that cause the repatriate to initiate proactive control activities over the repatriation process. Black et al (1992) mentioned that the need to reduce uncertainty surrounding the repatriate experience drives the effort to establish clearer behavioral expectations or discern rewards and punishments. What we want to understand in this case is what areas of uncertainty cause the repatriate to undertake control attempts. Which factors that precede successful adjustment cause the repatriate to use predictive and behavioral control methods in order to gain clarification? Why is ambiguity in one factor tolerable while another is not?

The answer to those questions may lie in the severity of the consequences of not having a particular factor prepared for a specific situation in advance. An illustrative example may help to clarify this: If a repatriate unclear as to how he/she will fit back into his/her former circle of friends (interaction adjustment), this may not be such a disturbing thought that they feel compelled to seek clarification on it immediately. On the other hand, if the individual is uncertain about what types of living arrangements will be provided upon reentry (general living adjustment); the consequences of having nowhere to stay may be severe enough to bring the repatriate to undertake activities that will allow him/her to get a better handle on the situation (i.e., information seek, pressure Human Resources, or begin looking for accommodations prior to reentry). Having said this, it would seem plausible that the facets of adjustment that would most likely drive the repatriate to initiate control activities would be the work (reentry job, promotion, salary, etc.) and general living (housing arrangements, socio-economic status, etc.) facets because they relate to basic human subsistence functions. If the repatriate has no job to come

home to, he/she cannot earn money to feed and house themself and their family. Poor interaction with friends and locals can damage the repatriate emotionally, but physically they will be unscathed.

The last type of driver of proactive repatriate behaviors may occur when the repatriate encounters or perceives that the organization is lacking in top-down pre-return repatriation initiatives. In such situations the repatriate is more likely to undertake control initiatives to prepare themselves for the return home.

The discussion of the various forms of repatriate control motivators or drivers results in the formation of another research question for our study (depicted in the box "Drivers of Individual Control Initiatives" in Figure 3):

Research Question #3:

Among the drivers of control initiatives implied in the literature (i.e. the need for control and self-efficacy, the need to reduce uncertainty, and the inadequacy of organizational top-down interventions), which drivers appear to exert the greatest influence on repatriates' inclination to undertake control activities?

b) Organizational Facilitators of Repatriate Control Initiatives

An important adjunct to control theory is the organizational and individual facilitators and hindrances that exist to either propel or discourage individual control activities. By using Levin's (1951) "force field analysis", it allows one to evaluate forces driving change and forces resisting change. The current theoretical framework under construction categorizes the repatriation variables as either: a driver, a facilitator, or a hindrance for control initiatives. This type of analysis will reveal the process by which a

control initiative can be successfully implemented, more specifically, let us explore in greater detail the facilitators of repatriate control initiatives.

The following activities represent newer, non-traditional organizational approaches to repatriate career management in which the individual and the organization work together to train the repatriate to take charge of their own destiny within the organization, rather than the organization relying on traditional top-down approaches to career planning. These new activities represent organizational facilitators of repatriate control initiatives. These approaches may be more digestible for many organizations in that they can be less expensive than some of the other traditional methods which also makes them more appealing and achievable for organizations. They may also rely less on long-term planning which may make them more feasible (i.e. realistic) in turbulent international environments.

i) Job Redesign Activities:

An empirical study revealed that 77% of U.S., 43% of Japanese, and 54% of Finnish expatriate managers felt that they had less responsibility in their return positions than they had abroad (Black & Gregersen, 1992). These results demonstrate the need to place repatriates in challenging and responsible positions upon reentry. When flexibility is included in the work design, it allows the employee to feel challenged in their work tasks and develop accordingly (Schein, 1978). Providing a return position with considerable job discretion has been found to help in repatriate adjustment (Black & Gregersen, 1991). One reason is that it provides more flexibility for repatriates to take initiative. Job design is the enlargement and modification of the components of a job to ameliorate employees' quality of work life, and to bolster productivity. Job enrichment occurs when an aspect of

a job is modified to increase motivational possibilities. These activities will allow the repatriates to leverage their skills in a manner that will placate both the organization and the repatriate.

ii) Training for Employees About Their Individual Career Stages:

When organizations train employees on career stages and the various challenges that their individual career stage poses for them, the employee is empowered (Schein, 1978). At that time, the organizations and individuals alike recognize the inherent issues that these career stages pose, and appropriate measures can be taken to properly deal with them. In this way the individual can enjoy a career advancement pattern that meets their individual needs and values and the organization can enjoy the benefits of a satisfied and fulfilled employee. If this training is available on an informal, ad-hoc basis such as computer based training, then employees can avail of it according to their schedule, and subsequent to the developmental discussions in their performance reviews.

iii) Training for Employees About the Career Opportunities In the Organization, Networking, and Information Seeking Skills to Take Advantage of those Opportunities:

There are many things that organizations do in order to get the employee involved in forging their own career in the organization. First, employees can be educated on the career opportunities that the organization can provide for them. Individuals in the organization are encouraged and counseled on how to take initiative for the advancement of their careers, career development workshops can prove useful. Workshops and counseling will uncover education and training needs. On line job postings can help the

repatriate to begin looking for a new job well in advance which can reduce some of the anxiety surrounding the work aspect of adjustment.

Networking is a powerful tool for attaining career advancement, in addition, it is used to obtain social support to help in general adjustment problems as well. Contacts can use their resources to help in various non-work related areas that may be causing adjustment problems for the repatriate and/or their family.

Another valuable tool for any repatriate to have in their survival kit is information seeking abilities. This resourcefulness can make a big difference in their re-adjustment to the home country. Because not everything about organizational policies and procedures is always clearly outlined for repatriates, they need to learn how to search out information themselves. Often HR themselves are not always familiar with the minute intricacies of organizational policy and they can overlook a procedure that could be vital to the repatriate's adjustment. This is why information seeking abilities need to be honed and exercised as much as possible, and not only during the repatriation process. Organizations need to be honest with repatriates by explaining to them that they cannot possibly take care everything and as a result the repatriates need to be innovative and forge their own outcomes with in the system.

The control facilitators discussed here, (and depicted in the box "Facilitators" in Figure 3) will be tested for in the current study with the following research question:

Research Question # 4:

What organizational and/or individual facilitators are present to support the undertaking of individual control initiatives?

c) Organizational Hindrances of Repatriate Control Initiatives

There are many activities that the organization can undertake to facilitate the repatriate's control initiatives. In addition, inadvertently, many organizations also hamper individual control initiatives as well. The most damaging action that organizations can do to hamper individual control attempts, according to the literature, is to encourage a restrictive organizational climate to protean initiatives. This type of climate is detrimental not only to repatriates, but all employees in the organization because it stifles individuality, initiative, and resourcefulness on behalf of each individual that would have attempted to initiate proactivity. Proactive control behaviors can be useful not only for individuals, but for organizations as well, because they serve to highlight areas of organizational policy that are deficient, they encourage new and innovative solutions to policy problems. In addition, such behaviours may heighten organizational commitment (Brett & Werbel, 1980; Feldman, 1991). As a result, individuals will not feel helpless and alone in the onerous bureaucratic automaton.

The extent to which hindrances to control initiatives are present and do indeed adversely affect repatriate expectations (is depicted in the box "Hindrances" in Figure 3) in our sample will be tested with the following research question:

Research Question #5:

What organizational and/or individual hindrances are present to hamper the undertaking of individual control initiatives?

d) Individual Facilitators and Hindrances of Repatriate Control Initiatives

It is not only the organization who is capable of facilitating and hindering employee control efforts, the individual themselves often impede their own control initiatives which results in adjustment problems. More often than not, individuals do not even recognize that their actions are threatening their attainment of control.

Empirical research on the individual facilitators and hindrances to repatriate protean initiatives and the underlying factors that may influence the attainment of control behaviours is inadequate. We did discuss in Chapter 5 that an individual's tenacity in obtaining control is determined by their belief in the potential for obtaining control or self-efficacy (Bandura, 1977). If we extend this line of reasoning, we may focus on what sort of things may affect their belief in the ability to obtain control. Obviously external and situational forces will impact one's ability to attain control, but on the individual level, certain underlying personality traits will probably have a strong influence as well.

It can be surmised that a tenacious, positive, investigative, outgoing and sociable personality type would facilitate the attainment of control initiatives by predisposing the individual to problem focused adjustment strategies that actually try to change the environment (i.e. networking). In addition, possessing things like an excellent performance record, a respected organizational status, and a broad range of valuable skills may also help one's plight in an organization because these kinds of factors increase an individual's desirability to an organization which can be an invaluable asset in negotiations.

If we take the other side of the argument, it would also seem that there are several personality traits that could pose a serious threat to control endeavors as well. It has been found that repatriate's themselves often stifle their own proactivity by psychologically

withdrawing from their situations (Feldman & Tompson, 1993). For instance, a predisposition to introversion, passivity, procrastination, negativity, and an inability to handle stressful situations may inhibit the attainment of control by not highlighting its need in the first place, or by making its attainment seem out of reach. In addition, possessing a negative reputation or not maintaining network contacts could make protean initiatives very difficult to obtain because the individual is faced with no one wanting to help him/her and/or not having anyone to help out.

The role that these suggested individual facilitators and hindrances play in relation to the attainment of protean control initiatives is purely speculative. The investigations of this study should help to shed some light on this unexplored area of repatriation literature.

The presence of individual facilitators and hindrances will be tested for with the research question presented in the previous section.

CHAPTER 6

A Protean Approach to Repatriate Careers

In the preceding chapter we discussed how the need for individual control activities arises. In this section we discuss in greater detail the theory underpinning individual control initiatives, especially with regard to repatriate career dilemmas.

As noted earlier, Black et al (1992) discuss how when individuals are placed in ambiguous situations, they need to gain a certain amount of control over the situation to reduce some of the uncertainty. Individual control can be established by two ways: predictive and behavioral control.

The majority of the literature on repatriate adjustment focuses on repatriate expectations based on predictive control attempts and their role on preparing the repatriate for the transition home. Predictive control during the pre-return stage can be obtained through the gathering of information in order to develop accurate expectations. It would seem plausible that behavioral control during the pre-return stage could also provide an excellent source of expectation clarification. Activities like seeking social support and networking are behaviors that the repatriate can undertake to actively manage the repatriate process to obtain the expected results. For instance, the repatriate can use his/her social network in the home unit to find out what types of jobs are available back home, and rally support to obtain a suitable position upon reentry. In this way, the repatriate could potentially gain a sound understanding of what the return situation will be in the home unit and can feel more at ease with the move because he/she has effectively

lowered the amount of ambiguity that he/she will have to encounter in the work environment.

As we can see, proactivity on behalf of the repatriate can help to address the cultural reentry and work adjustment problems to a certain extent. An area of the protean initiative that may be regarded as a form of behavioural control, and directly addresses the career problems associated with repatriation, is networking. Its benefits in attaining career success have been documented but it has never been studied in a repatriate framework. The objective of this study will now be examined in the broader context of protean careers.

The Protean Career

Networking is often referred to as a key ingredient to attaining career success. Networking can be defined as "individuals' attempts to develop and maintain relationships with others who have the potential to assist them in their work or career" (Forret & Dougherty, 1996, p.3). Undertaking efforts to develop one's social network is a behaviour that typifies a new form of career emerging in the literature called the protean career (Forret & Dougherty, 1996). Named after Proteus, the highly adaptable Greek god of the sea, a protean career refers to the search for greater control over one's work life. Hall & Mirvis (1996) describe "The career as we once knew it- as a series of upward moves, with steadily increasing income, power, status, and security- has died" (p. 1). Increasingly, individuals must undertake the responsibility of advancing their own careers, they can no longer afford to expect the organization to do this for them.

A protean career is forged mainly through the efforts of the individual as opposed to the organization. Proactivity on the part of the individual is the key ingredient. Under

the protean career system, people take it upon themselves to perform self assessments, acquire a diverse work background, advance one's skills, better one's marketability, and network (Mirvis & Hall, 1996). In this type of career, success is determined by the individuals' own standards (satisfaction, achievement, a balanced life), which may or may not reflect the conventional external standards of salary and rank in an organizational structure (Hall & Hall, 1979). Protean careers are likely to be pursued in jobs that posses a high degree of autonomy, since repatriates are often in managerial level positions which posses higher autonomy levels, the protean career initiative would be well suited to many repatriate jobs.

The term networking can refer to several types of career related activities. For instance, networking can relate to the maintenance of an individual's existing circle of contacts, it can also pertain to the establishment of new contact networks, or it can include the use of existing networks as a means of developing new channels of contacts. What all these definitions have in common is that they refer to an individual's interaction with other key colleagues in the work environment in order to gain important career information, to disseminate information about one's self and career aspirations, and hence to advance one's career progression. All three interpretations of the term will be considered in this paper when analyzing the networking behaviours of the current sample of repatriates.

Chaos Theory and Networking

The benefits of networking activities have been empirically proven. Networking has been linked positively to managerial remuneration, promotion rates, perceived career success, and satisfaction with one's career (Forret & Dougherty, 1997). In addition, networking can yield: information access, ideas, visibility, career advice, friendships, social support, business leads, influence, resources, and flexibility.

A scientific basis is being used to study the intricacies of protean initiatives for networking. In fact, principles from the realm of physics are being used to study this method of behavioural control. More and more career researchers are describing careers as "boundaryless" competency based explorations, which develop through relational learning, interdependence, mutuality, reciprocity, unfolding evolutionary sequences, and chaos (Arthur & Rousseau, 1996; Weick, 1996). The underlying assumptions of these concepts are the principles of non-linearity and interdependence which together form the basis of chaos and complexity theory.

The theory holds that careers are nonlinear systems. For instance, the amount of effort one expends on getting ahead may result in no reward for quite some time. Then, all of a sudden, the smallest amount of effort can result in an impressive return. The reason this occurs is because the variables are interdependent: a cause does not have one and only one effect. This is known as mutual causality. Mutually causal systems are highly sensitive to their initial conditions; what this means in a careers context is that the exact place one starts their career makes a tremendous difference (Lichenstein, Mendenhall, & Macomber, 1997).

The scientific concept of interdependence can be applied to the study of project based or regional networks that form the core of boundaryless career systems (Lichenstein, Mendenhall, Macomber, 1997). In a career network the association between individual learning and organizational learning is mutually causal: organizations and their project ventures gain from the learning of the members, at the same time, the learnings from each unique project enhance each individual, who can then make use of that learning in their next project venture which can eventually help to build on experience which can help to propel one's career (DeFillipi & Arthur, 1997). A career is forged continuously as people hone their skills and capabilities through the various project ventures they undertake during the span of their careers.

The shift from theoretical to behavioral comprehension of chaos and complexity theory is represented by the term "*response-ability*" (Lichenstein, Mendenhall, Macomber, 1997). A quality of responsiveness is essential to successful careers. Responsiveness entails being on the lookout for the development of new projects, developing new opportunities in the network, and tirelessly trying to further your own learning and the learning of those around you (Bridges, 1994; Robinson & Miner, 1996). Self-awareness is required for responsiveness because one is intentionally developing new opportunities and searching for ways to harmonize their skills and abilities to a torrent of options. Ability refers to the individual's competence as defined in skills and increased learning over time. Without competence in abilities, success in a project based career can never be achieved (Bridges, 1994).

In summary, repatriates need to be responsive to their environment by scanning it for new opportunities and seizing them whenever possible. In order to be responsive to

their environment, they need to be aware of their capacities and limitations, and constantly work on building on their strengths and minimizing weaknesses. The careers literature suggests that repatriates can do so by undertaking jobs/assignments that build on existing and wanted capabilities, and that they can gain access to such assignments with the help of networking behaviours.

Network Building Theories

Now that we have a better understanding of how networking efforts can foster the attainment of career ambitions, the question that begs to be answered is "How does one go about developing a network?". To develop a network one must make contacts. This can be done in many ways such as going to lunches, joining industry or professional associations, participating in community projects, and engaging in leisure activities with clients, bosses, and peers (Forret & Dougherty, 1996). An individual's contacts will naturally vary in terms of their capabilities for helping the job searcher make the types of social liaisons that lead to advantageous job offers. Some acquaintances will be more influential than others due to their corporate status. There may be others in the network that provide support and comfort in times of distress, and at times make appeals on the networker's behalf that could act as a synergist for finding fresh opportunities in new and strange territories (Brown & Konrad, 1997).

There are two main theories that are widely cited in the networking literature, Granovetter's (1973) Strength-of-Weak-Ties proposition and Laumann's (1966) Homophily/Heterophily Principles. According to Granovetter (1973) a person's network of personal contacts is made up of groups of interpersonal ties. These groups are categorized based on the "strength" of the relationship between the two parties.

Granovetter defined the strength of the bond as the frequency of social interaction, emotional intensity, intimacy, and reciprocal services which characterize the association. Interpersonal ties can be classified as weak or strong. Granovetter's (1973) theory supposes that one's "weak ties" or acquaintances are less likely to be involved socially with one another than one's "strong ties" or close companions, and, as a result a person's weak ties can provide them with more information than they would usually have admittance to. Weak ties are argued to act as links to people that an individual has never met before. Linking with weak ties boosts the likelihood of attaining greater familiarity and access to the bonds of weak connections.

In the same vein, Burt (1992) argued that what is important is the number of nonredundant contacts. Burt (1992) coined the term "structural holes" to refer to the separation between nonredundant contacts. Redundant contacts are those that lead to the same people, and hence the same information advantages. What Burt's (1992) ideology implies is that when one expands his/her network, a wide diversity of the contacts must be obtained to optimize the returns on the networking efforts. To summarize, the greater the abundance in structural holes in a person's network, the greater the access to information the individual receives due to the diversification of contacts.

Laumann's (1966) Homophily/Heterophily Principle complements Granovetter's (1973) theory of weak ties, it classifies kinship ties by the degree of "similarity" among the parties. The Homophily principle (also referred to as the "similar to me" principle) ascertains that people tend to socialize and interact with people who have similar attributes. The Heterophily principle (also referred to as the "prestige" principle)

acknowledges the role that alliances with different attributes play in the networking process.

Brown & Konrad (1997) remind us that "similarity" refers to occupational status. Laumann's (1966) Principles account for the amount that people spread themselves either laterally of upwardly hierarchically speaking when trying to establish network contacts. Like Granovetter (1973), Laumann has argued for the importance making alliances with those who are of a different hierarchical status, especially those in the higher echelons. People in the higher ranks are argued to provide better networking results because they have access to a larger base of social influence and information (Brown & Konrad, 1997). Research has shown strong support for the Heterophily principle (Brown & Konrad, 1997).

Research suggests that there are seven general types of career strategies that people can use to advance their careers (Greenhaus & Callanan, 1994). One may notice a striking similarity between these strategies, especially the first four and some of the fundamental principles that Chaos & Complexity Theory propose for successful career networking and advancement.

1. **Competence in the present job.** Refers to the individual making a concerted effort to perform effectively in their current job, it is pivotal for promotion decisions.

2. **Extended work involvement.** This refers to the individual devoting large amounts of time, energy, and emotion to their job.

3. **Skill development.** An individuals efforts to develop and appropriate work-related KSAO's via education, training, and job experiences.

4. **Opportunity development.** An individual's attempts to have their interests and aspirations become known to key players and to become cognizant of opportunities that are compatible with those aspirations.

5. **Image building.** Refers to an individual's attempts to convey an air of acceptability, success and/or potential for accomplishment.

6. **Organizational politics.** An individual can use adulation, conformity, association, and trading of favors and influence in order to attain their desired career outcomes, all these actions refer to politicking. Politicking can also include public and clandestine actions, as well as self serving behaviors that pay off for the individual at the expense of others.

7. **Development of mentor and other supportive alliances (networking).** Attempts to solicit, establish, and manipulate relationships with a significant other in order to receive or provide information, direction, assistance, and opportunities. Networking is an effective method of career self-management, in fact it has been touted as an essential skill for career advancement (Forret & Dougherty, 1996; Hardin, 1995).

Having a sound understanding of the types of network ties and career strategies allows one to uncover lever points of opportunity.

Upon concluding the literature review section for this study, there is a last research question begs to be tested. Having thoroughly discussed the role of repatriate expectations, the drivers motivating the undertaking of control initiatives to clarify those expectations, and the facilitators and hindrances moderating those control activities; we now need to tie up the proposed model and test overall whether or not it adequately explains the repatriate behaviours in question. The last research question to be tested is as follows:

Research Question #6:

Does the proposed model seem to adequately explain the repatriate behaviours ?

Are the findings consistent with the literature on repatriate adjustment?

CHAPTER 7

Research Questions and Theoretical Model Summary

Having thoroughly explored the repatriate dilemma in the preceding sections, the model for this study was developed according to 5 criteria (depicted in Figure 3): the drivers of individual control initiatives, evidence of the undertaking of control initiatives, the organizational and individual facilitators of control initiatives, the organizational and individual hindrances to control initiatives, and expatriate expectations regarding repatriation. As mentioned, a useful tool in qualitative analysis is Levin's (1951) "force field analysis". This type of analysis was used for the data in this study as it allows one to evaluate forces driving change and forces resisting change. The proposed framework categorizes the repatriation variables as either: a driver, a facilitator, or a hindrance for control initiatives. In this chapter we will summarize the model to be tested. In addition, we will abridge the literature regarding the individual components of the model to be tested and link them to their corresponding research question.

Proposed Model To Be Tested

The proposed model is adapted from Black et al's (1992) framework of repatriation adjustment (See Figure 1). The present discussion on the drivers of individual control initiatives and the facilitators and hindrances that serve to moderate the undertaking and achievement of these activities represents the model to be tested in this research endeavor (See Figure 3). As discussed, it is proposed that repatriates try to gain control of the repatriate process through various predictive and behavioural control methods. Black et al (1992) suggested that they are driven to undertake these activities

when they have a higher need for control and self efficacy. As an addition to Black et al's (1992) contribution, we added that the repatriate's uncertainty over the factors that contribute to adjustment were another driver of proactive control attempts. Lastly, when the repatriate perceives or encounters insufficiencies or absences in organizational top down pre-return repatriation initiatives, they are likely to be driven to initiate control activities. The attempts and achievement of predictive and behavioural control techniques will be affected by the presence of organizational and individual control facilitators and hindrances. Control activities will serve to clarify repatriate expectations in the short term, and ultimately are expected to have a positive effect on the repatriate adjustment process in the home country by effectively reducing the amount of ambiguity and disruption associated with the relocation.

As mentioned, the careers literature has not focused on the protean career initiative and networking in a repatriate framework. This study examines what if any proactive intentions and measures expatriates have undertaken to aid in repatriate adjustment, specifically actions to propel their own careers (i.e. predictive and behavioural control attempts). More precisely, networking and career self-management activities will be investigated. The drivers of these control initiatives will be examined to see if they correspond with the existing literature, in addition, their effect on repatriate expectations will be noted. The model found in Figure 3, guides the research questions that were developed throughout the literature review.

Summary of Research Questions:

The questions to be investigated in this research endeavor have been dispersed throughout the preceding text. In this section, they will be compiled and anchored to their key empirical or theoretical underpinnings.

The first question addresses several dimensions of expectations for repatriation. Louis' (1980) framework refers to the three dimensions of expectations: the focus, the level of awareness, and accuracy of expectations. Louis' three dimensions of expectations were tied into the three dimensions of adjustment which provided a holistic view of the role of expectations in repatriate adjustment (Chapter 3). Based on Louis' (1980) theory, it was suggested that when expectations carry a high degree of awareness and accuracy, they will ameliorate the repatriate adjustment process.

In addition to using Louis' (1980) framework on expectations, Nicholson & West's Taxonomy of Transition Characteristics (Table 1) was incorporated in order to provide a richer view regarding the focal point of repatriate expectations. When the taxonomy of transition characteristics is merged with the focal expectations surrounding the three facets of repatriate adjustment, the result is a more detailed view, not only of what repatriates expect in terms of re-adjustment in the home country, but, how they expect the details to be managed. The role of repatriate expectations in the repatriate adjustment process will be investigated with the following question:

- **Research Question #1**- What expectations do the expatriates have regarding the antecedent factors of repatriation? In particular, what are their expectations regarding the speed, continuity and discretion characteristics of these factors?

The second research question deals with the need to establish predictive (i.e. information seeking) and/or behavioural control (networking) in a repatriate situation. Forster (1994) discussed that feelings of control are important for managing the repatriation process. The cogency of this statement will be investigated through the following question:

- **Research Question #2**- What, if any control initiatives have the repatriates undertaken to prepare for repatriation? That is, what is the evidence for repatriates' use of information seeking (attempts at predictive control) and/or networking (attempts at behavioural control)?

Black et al. (1992) suggested that a repatriate's need for control and self-efficacy are what drives them to initiate control initiatives for repatriation. It was also suggested that two other types of drivers could be instigating proactive initiatives on behalf of the repatriates'; namely the need to reduce uncertainty and the inadequacy of top-down interventions. More specifically, it was surmised that uncertainty in the work and general living adjustment dimensions would be most likely to instigate control initiatives for repatriation because of the potential threat they impose on human subsistence functions. As for the inadequacy of top-down interventions, there is ample empirical evidence demonstrating that organizations have much room for improvement in terms of how they handle the repatriation process (Gates, 1995; Hixon, 1986). The following research question attempts to identify which of these drivers play important roles in initiating control attempts for repatriation.

- **Research Question #3**- Among the drivers of control initiatives implied in the literature (i.e. the need for control and self-efficacy, the need to reduce uncertainty, and the inadequacy of organizational top-down interventions), which drivers appear to exert the greatest influence on repatriates' inclination to undertake control activities?

It was discussed in Chapter 5 that the organizational and the individual can both play active roles in abetting the attainment of individual control initiatives. The organization can actively engage in job redesign activities, providing training for employees regarding career stages, networking, and information seeking (Schein, 1978). On the individual side, the repatriate can possess many personality traits that could encourage the use of problem-focused coping strategies which will help to transform the environment so that it is more receptive to individual control initiatives (Folkman et al., 1986). In order to identify what types of facilitators are being exerted by the organization and the individual, the following research question will be tested:

- **Research Question #4**- What organizational and/or individual facilitators are present to support the undertaking of individual control initiatives?

As already mentioned, organizations often, inadvertently hamper their repatriates' control initiatives by maintaining a restrictive organizational climate. In addition, repatriate's themselves often stifle their own proactivity by psychologically withdrawing from their situations (Feldman & Tompson, 1993). In addition, procrastination and passivity on behalf of repatriates do nothing encourage proactive behaviours and the attainment of control. The following research question seeks to identify which types of hindrances are at play in impeding repatriate control initiatives:

- **Research Question #5**- What organizational and/or individual hindrances are present to hamper the undertaking of individual control initiatives?

The following question evaluates whether the model described above possesses legitimacy by adequately accounting for repatriate behaviours:

- **Research Question #6**- Does the proposed model seem to adequately explain the repatriate behaviours ? Are the findings consistent with the literature on repatriate adjustment?

CHAPTER 8

METHODOLOGY

a) Research Design:

In this research study the objective was to identify what organizations and expatriates are individually doing to smooth the repatriation process. An emphasis was placed on the specific actions that expatriates are undertaking to further their own careers upon reentry.

The data for this particular study was collected through in-depth interviews. A multiple case study approach was used. The benefit of using multiple case designs is that they yield more cogent and robust results. The use of multiple cases helps to boost confidence in the outcomes and to increase the reliability of the study (Miles & Huberman, 1994). The reason for this is that the use of multiple cases lowers the potential that the findings observed are the result of the distinct characteristics intrinsic to a particular firm.

The unit of analysis is that of the individual which will include the study of what types of behaviors the individual is undertaking in response to organizational deficiencies that the individual perceives. These deficiencies will encompass the areas of career, policy, and general adjustment administration on the part of the organization.

b) Sample:

i) Sample Size:

Nine case sets have been chosen for the study. A case set usually consists of an expatriate, the expatriate's host country colleague and home country colleague, and the expatriate's home country supervisor. The total sample size was 28. There are some case

sets that do not follow this format, for example in the case set for company # 1 and expatriate # 1, the case set only consists of the expatriate, his Irish supervisor and his Irish colleague. The reason for this uneven case distribution was the inability to obtain interviews with the desired subjects.

The case sets have been designed in this way in order to provide triangulation of data. Yin (1984) proposed that case studies which are qualitative in nature should consist of 4 to 10 cases to be adequate. In addition, Canadian expatriates were selected from 4 different Canadian MNC's (2 in financial services, 1 from the insurance industry, and 6 from a telecommunications manufacturer) to provide a range of contexts (i.e. organizations with differing levels of repatriate support, and organizations that are at various phases of internationalization). What this permits is literal replication and examination of various patterns of theoretical replication.

ii) Subsidiary Nationality:

In some cases a firm may perceive no need to alter policies for expatriates when sending them to culturally similar countries. However, research on Canadian expatriates in the United States show that there can be a great need (O'Grady, 1994). Considering this is often a faulty assumption, an explicit attempt was undertaken to select Canadian expatriates from diverse multinational corporations that are all located within Ireland, as Ireland' culture and language is similar to that of Canada, so as to (1) curtail external confounds due to differences in host country locals, and (2) observe repatriate behaviors when returning to a psychically-close country. Another reason for selecting Ireland is that it provides an alternate test of psychic distance Paradox (O'Grady, 1994): namely, based on Hofstede's research, Ireland is quite similar to Canada on several cultural dimensions.

Both countries form part of the Anglo cluster, they are usually low to medium in power distance, medium on the uncertainty avoidance index, and high on the individualism and masculinity indices (Katz & Seifer, 1996). Although Canada and the United States are more culturally similar than Canada and Ireland, the difference is not significant so it will allow us to provide another context for investigating the Psychic Distance Paradox.

Yet another key attraction to Ireland was its capacity to recruit foreign investment. The Irish Development Association (1997) reported a 37% increase in Canadian companies carrying out business in Ireland between 1990 and 1996.

iii) Identification of Multinational Corporations:

In order to select and identify the firms for the study, the Irish development association (IDA) was contacted in order to acquire a listing of Canadian MNC's that have subsidiaries in Ireland. The IDA provided the names and telephone numbers of general managers at these Irish subsidiaries. Once contacted, the general managers were asked to elaborate on any Canadian expatriates that were currently working in their organization. Once the general manager agreed to participate, he or she was asked to provide the names and contact details of the Canadian human resources representatives for their company. Although this may seem like an indirect approach it worked quite well because access to home country HR representatives is often easier to obtain through the expatriates themselves.

Lastly, Canadian HR representatives of these companies were contacted by phone to solicit participation. Initially, six companies were targeted; only five, however, participated. The human resource representative at the company that opted not to

participate did so because he felt that their expatriate management practices were too weak for analysis.

A selection from a variety of industries was obtained, namely the financial service industry (2), insurance industry (1), and telecommunications manufacturing (1). The first four will allow for literal replication, while the last two will allow for the observation of different patterns of theoretical replication. The four companies that were selected were chosen because their Irish subsidiaries were staffed with up to five Canadian expatriates.

iv) Protection of Respondents:

The interviews were recorded on audio tapes after the consent of the respondents was obtained (see Appendix B for consent form). The contents of the tapes were transcribed later to allow for easier investigation of the raw data. The name of the company and the subject, as well as the contents of the tapes will remain anonymous and classified unless the respondents wish otherwise. The sources of the data will only be known to researchers and the tapes will remain restricted and safely stored away.

c) Procedure

i) Data Collection

The data for this study was obtained through semi-structured interviews with the respondents. In order to increase the reliability of the answers obtained through the interviews, a short summary questionnaire dealing with the main topics of the study and accounting for several control variables was administered before the interviews (see Appendix C).

Since the standardization of interviews increases the validity of data collection, a happy medium was sought between the perks associated with standardization versus the

exploration of unique elements of the data. Due to the fact that this is a theory building study, it was felt that a semi-structured interview technique would be the best way to uncover the information that was sought. Not all interviews followed the exact same format, leeway was allowed for exploration to obtain richer information on the areas of interest.

There are several benefits to using personal interviews that sets them above other types of data collection methods. Apart from the high quality of data that can be extracted, personal interviews allow the interviewer to probe inadequate responses and for the respondent to ask for clarifications; in addition the interviewer has complete control of the order in which questions are asked and usually of the interview context. Finally, the success of the personal interview does not depend on the respondent's abilities to read and write like written questionnaires do (Whitley Jr.,1996).

The research questions probed what Canadian MNC's are doing to help their repatriates as well as what repatriates are doing themselves were asked in the interviews. The basic framework that was used as a guide during the interviews can be found in Appendix D. Other questions dealing with general expatriate adjustment and on-the-job training, as well as coaching were also asked but they reach beyond the scope of this study.

The interviews were done through either teleconferencing or face-to-face interviews. Like personal interviews, telephone interviewing is considered to be an excellent method of data collection that suits most general research purposes and results in high quality data (Whitley Jr., 1996). In each case the interviews were carried out by two trained and experienced interviewers in the management field. These interviewers were

careful at all times to perform the interpersonal tasks that are required by Downs et al., 1980 during data collection: 1) establish a productive climate for the interview, 2) listen analytically to the respondent's answers in order to identify inadequate responses to questions, 3) when inadequate responses are identified, delicate probing is done in order to extract additional information, and 4) motivate respondents.

ii) Data Manipulation

Once the data sets were obtained, the process of analysis began. This process entailed three steps which were followed according to Miles & Huberman (1994). The three stages included; data reduction, data display, and finally, conclusion drawing and verification which help to assist in the progress of drawing conclusions.

Data reduction is defined as the process of streamlining the data from the transcriptions. This is done through the context summary . Data displaying refers to organizing the summarized information in a table in matrix form so that one can draw conclusions (see case tables in Appendix A). The final step of analysis involves drawing conclusions from the simplified data and confirming that they are accurate.

The data were scrutinized within and across cases. When one analyses within a case, it requires that a detailed case study be written up for each case. The format used for such analysis in this study was the case description. This summary allowed the unique patterns of each case to emanate before generalizations across cases were made. For cross-case data analysis, sets of cases were selected and the similarities and discrepancies for each set were noted. This counteracts the tendencies to attain inaccurate conclusions by looking at the data in different ways (Eisenhart, 1989).

CHAPTER 9

Analysis of the Results

Research Question #1- What expectations do the expatriates have regarding the antecedent factors of repatriation? In particular, what are their expectations regarding the speed, continuity and discretion characteristics of these factors?

Within Case Analysis for Research Question # 1

Company #1- Expat #1 (Table 1-1)- This target has expectations regarding all three dimensions of repatriate adjustment. His work expectations center around his possible retirement after this assignment and his difficult reintegration back at headquarters. He expects to have to adjust his interactions with old friends due to the very different experiences and lifestyles that they posses. Lastly, he does not expect his socio-economic adjustments to pose any great threat to repatriation.

In terms of the speed characteristics, he expects the speed at which he will adjust to his interactions at work will be slower than some of the other aspects of repatriation, like socio-economic adjustments. He does not expect a smooth continuity in adjustment with respect his social reintegration with friends and colleagues, and in the home unit. He does not expect to have to make severe socio-economic adjustments which represents a smooth transition in this category.

He seems to be reasonably well aware of these expectations, when we consider the amount of international experience that this target possesses, we can assume that his level of awareness of the realities of repatriation are high.

Company #2- Expat #1 (Table 2-1)- This target's expectations for re-entry center around the work, interaction, and general living dimensions of adjustment. He whole heartedly expects to have to take responsibility for his own career objectives. Evidence of this expectation is represented through his networking efforts. Interestingly, he expects that re-adjustment to Canadian weather, TV, and living patterns (general adjustment) will pose more of a threat to his adjustment than his social re-integration (interaction adjustment); perhaps that is why he makes no effort to stay in contact with his friends and family back home. Lastly, he expects to have to make adjustments to his standard of living since it will be negatively affected upon return to Canada due to the loss of his expatriate status.

In terms of the speed dimension of expectations, as mentioned, he expects little or no adjustment to take place with respect to his social circles back home. Continuity is also represented in this expectation as he does not expect major shifts to occur in his social reintegration process, he expects his interactions with his loved ones to remain largely unchanged. He does foresee the speed of adjustment to be slower for things like TV and weather. Finally, he expects to have a lot of discretion over his career path, that is why he is networking, so he can attain the best possible outcome.

The level of awareness of these expectations seem to be moderate to high. It can be surmised that his level of awareness regarding his career path upon return is rather high, evidence of this is found in his control initiatives to prepare for it in advance, i.e. networking. In addition, since he consciously makes no effort to stay in touch with loved ones back home, it can be said that he is acutely aware of the expectations surrounding his

social reintegration. He seems very sure that his standard of living will decline in Canada as a result of the absence of his expatriate compensation package, this expectation possesses a high degree of awareness.

Company #3- Expat #1 (Table 3-1)- The target's expectations seem to revolve around mainly work related issues. Most of his work expectations center around his return position and his inability to leverage his new skill set, as well, he expects to terminate his current assignment early and does not foresee any problems fitting in to his social circle back at headquarters. As for his socio-economic adjustment, his Irish colleague anticipates the transition back home to be an improvement to the high cost of living in Ireland.

As for the speed dimension of his expectations, it is anticipated that the rate of adjustment for socio-economic and social reintegration to be rapid, especially since he has only been absent for 10 months and will be returning to Canada shortly. In terms of discretion, he does not expect to have much choice on the matter of his return position and the extent to which he will be able to use his skills and international experience to advance his career. He expects to have continuity in the area of social reintegration, he does not expect much change in this realm, considering his short absence, his presumption is probably correct.

His level of awareness regarding his expectations seems to be quite high, especially since his colleagues reinforce his statements regarding his job placement, the termination date of his assignment, the leveraging of his international experience, and the reintegration at headquarters. More evidence that his expectations are grounded in a high level of

consciousness is found through his initiatives of networking and maintaining communication links with friends and colleagues.

Company #3- Expat #2 (Table 3-6)- This target's expectations for the work dimension mainly center around his next role. He does not expect to find a suitable job in the home unit, and he is toying with the idea of getting himself reassigned to Asia where he expects to be compensated on a local package. The organization does not provide support for developing expatriates' careers, as a result he expects to take this matter in his own hands. As for the general living dimension, the target feels that if he were to return to Asia, the transition would be a smooth process.

The expectation for a smooth transition process in Asia reflects the speed dimension of his expectations. He does not expect to encounter any obstacles in this move, the fact that he was assigned there previously coupled with his positive experience in Asia probably reflect an accurate expectation. This same expectation also contains the continuity dimension, the fact that he expects an effortless transition to Asia suggests that he does not expect it to have changed significantly since the last time he was there. There was no evidence of the discretion dimension in his expectations.

Due to the fact that this target is a seasoned expatriate, his expectations are probably grounded in fact, this suggests that his expectations contain a high level of awareness. His expectations seem to be based in realism, he does not have any impractical assumptions or anticipations which further supports this conclusion.

Company #3- Expat # 3 (Table 3-11)- The target's expectations revolve around all three dimensions of repatriate adjustment. In terms of the work dimension, he expects to have to engage in networking activities upon return to the home unit which will be in two years. As for career issues, he is counting on his supervisors' assistance in job search activities. He does expect to have to make adjustments with respect to his level in the hierarchy when he returns to headquarters because in Ireland he enjoys a high level of status. In addition, due to his lack of currency on organizational shifts and events, he expects to be overwhelmed by them upon reentry.

His expectations for interaction adjustment in the home unit do not cause reason for concern as he feels that his old network circle will remember him well. The social reintegration of his children is a quandary in the adjustment process, he expects them to encounter problems so he has put off returning home until they are in a better position to handle the transition.

As for the general living dimension, he does expect to have to make some adjustments in the cultural domain since he is bereft of any Canadian cultural links in Ireland. He is uncertain as to which Canadian city he will be relocated to, he does not think that living in a new Canadian city will pose a great threat to his adjustment process because he has lived all over Canada.

The fact that the target expects to be able to adjust quickly to his social circles and general living patterns, addresses the speed dimension of his expectations. He expects a slower rate of adjustment for cultural and work reintegration. These anticipations also address the continuity dimension of his expectations; he does not expect much change to

have taken place in the social and general living areas, that is why he anticipates a speedy adjustment in those domains. In terms of cultural and work environment, the target expects that these have undergone significant changes during his absence and may cause some disruptions in the adjustment process. The discretion dimension was not accounted for in his expectations.

This target's expectations are fairly clear and he seems to be informed on many of the issues he raises, this suggests a reasonably high level of consciousness. The areas where uncertainty seems to be present are his future assignment and its destination. It is not believed that the uncertainty is due to the target's unwillingness to achieve clarification on the matter, but rather, his inability to access it.

Company #3- Expat #4 (Table 3-15)- This target has expectations regarding all three areas of adjustment. Because of the fact that she will be going on two other assignments before she returns home permanently, a lot of her adjustment expectations center around these future assignments (i.e. France). We will only cover those expectations that directly address her return to Canada. In terms of her repatriate work expectations, she expects to easily be placed in a job upon reentry. As for her interaction adjustment, she expects to have to make some moderate adjustments with her living arrangements and anticipates a debriefing session upon her return.

To account for the speed dimension of her expectations for return, she expects a rapid transition adjustment for the job placement and social reintegration aspects. In terms of continuity, she expects social reintegration to be easier in Canada than it was in Ireland. She seems to expect to be able to pick up where she left off, considering her attempts to

stay in touch with friends, perhaps the continuity in her social life can be maintained. The discretion characteristic was not present in her repatriate expectations.

The target seems to be highly conscious of her expectations for repatriation. Evidence of this can be found in her many control initiatives, many which directly address the issues associated with repatriation.

Company #3- Expat #5 (Table 3-20)- The target expects to have difficulty adjusting to a reduction in autonomy with respect to his repatriate job. Other expectations in the work area center around his job upon return, he feels that his international experience will be leveraged and that a promotion into the managerial ranks is a distinct possibility. In terms of his expectations of the interaction dimension, he thinks that he will miss Ireland's "charms", and, social reintegration in the home unit will pose some obstacles. Lastly, for the general living dimension, he expects that it will take him two months to get back into his living patterns.

In terms of the speed dimension, this target expects faster acclimatization in the general living domain than in the work interaction arena. As for discretion, this target's level of discretion will be declining upon return to Canada as he mentions that the amount of autonomy in his job will dramatically decline. Lastly, for the continuity dimension, the target feels that there will be a relatively smooth transition in the general living/ social reintegration aspect of his return which implies that he does not expect that part of his life to have changed significantly since his departure.

This target's expectations seem to vary in terms of their level of awareness. The general living and interaction expectations seem to be very clear in this target's mind as

they are relatively detailed. His expectations for the work environment seem to be vaguer and less detailed (i.e. timing etc.) which suggest that they are not fully developed with accurate information to support them.

Company #3- Expat #6 (Table 3-25)- The target's expectations for repatriation mainly center around the work dimension. He expects to terminate this assignment after one year, after that if he returns to Canada he expects to encounter no difficulties in a obtaining a suitable job upon reentry due to industry conditions and his status in the organization. Furthermore, the target anticipates that his new job will be a promotion because he has seen that occur with other repatriates in the organization. The target has no idea as to what happens to those repatriates who cannot find a job upon reentry. It is interesting to note the differing opinions between the target and his Canadian colleague and supervisor over whether he is guaranteed a position upon return, they maintain that he is guaranteed a position and that he is aware of that fact, the target argues otherwise.

The interaction dimension poses little threat for this target, he does not expect any to encounter any difficulty maintaining his communication links with loved ones.

Lastly, for the general living dimension, this target expects that his cost of living will decline in Canada while his standard of living will remain constant. The Canadian weather will be cause for some readjustments, he welcomes the summers but the winters will be tough.

The speed dimension is reflected in the target's expectations for prompt repatriate promotions and job placement. He expects to have a lot of discretion over his job opportunities in Canada because he feels the industry is in his favor and due to the fact

that he was recently promoted. Lastly, the continuity dimension is reflected in his expectations regarding his social, socio economic and weather adjustment. Continuity is demonstrated due to the fact that he does not expect to encounter any difficulties readjusting to these aspects of his life, and that he expects them to remain largely unchanged since his departure.

Overall, the target seems to be fairly well informed and cognizant of the contents of his expectations. The topic of the guarantee for a return position seems to be an area that gives us cause for concern. If the target has not taken the time to find out if he is guaranteed a return position, it is a signal that he may be somewhat idle when it comes to proactive behaviours, the fact that he initiates few control behaviours reinforces this hypothesis. If the target does not take the time to clarify and substantiate the base of his expectations, he opens himself up to repatriate adjustment problems.

Company #4- Expat #1 (Table 4-1)- This target's expectations center around all three areas of repatriate adjustment. In terms of work related expectations, this target is very cognizant of the repatriate career dilemma yet he feels that finding a suitable job upon return will not be a big problem. This target expects to be promoted into his supervisor's job. Interestingly, the target's Irish colleague seems to have a different opinion as he feels that the target's career opportunities are limited back home. In terms of work and interaction adjustment, the target expects major challenges in terms of reintegrating himself back into the core network at head quarters. Lastly, his general adjustment to his new lifestyle in Canada to pose some challenges, he feels that his new position will be unchallenging, his loss of expatriate status will lead to a decline in his income and his

lifestyle will be uneventful. In addition, he expects the children to encounter difficulties readjusting to the Canadian school system.

As for the speed characteristic of his expectations, he expects to be placed in a suitable position that exploits his international talents fairly soon after return. In terms of the continuity dimension, he does not expect to have too much continuity in any aspect of repatriate adjustment as he will have been absent from Canada for several years before he will return to it permanently. He does not mention or seem to expect to have any discretion over the three areas of repatriate adjustment.

The level of consciousness that these expectations possess seems to be extremely high. This target seems to have informed himself to a great degree on repatriation issues. His expectations are very much in line with the literature on the topic and has accordingly set up safety nets for his eventual return home. The accuracy of his expectations will be the greatest defense to repatriate adjustment problems.

Cross Case Analysis for Research Question # 1 (Table 5-1)

" I think its going to be a shock to the system, it 's one thing to back and visit for a few days twice a year, but to go back to live, yah it will be quite a shock. I don't think it will be earth shattering, I adjusted here quite well so I don't see myself as unadaptable."

"Anytime you make that change there is a combination of plain organizational dynamics and the fact that a new team is being formed because an old team member left and new team members are arriving. A significant amount of it is that, then there is the cultural element, on top of that which if you have not consciously thought through the organizational part of it can be that much more difficult if there is big cultural issues on top of that.

"I have lived in over eight Canadian cities, so re-establishing myself in another Canadian city would not be foreign to me. I would view it as another one of those times as opposed to a major new cultural re-integration process. One of the things I would miss is that I have been a fairly big fish in a small pond and I would go back to being what ever the alternative is."

"I expect enormous challenges. The worry I have is the expat lifestyle provides generous financial aspects and a very exciting lifestyle. Going back to Canada I suspect will be a bit of a let down. Our standard of living will drop. It won't be easy on the kids to return to Canadian schools. I worry about going back into the business where I know few or any people anymore."

The work adjustment and general living dimensions seem to be of serious concern for the sample, this is consistent with other research findings (Black, Gregersen, and Mendenhall, 1992; Black 1994). Expectations regarding the work dimension were the most copious, especially in the job placement category. Most targets that had expectations regarding their job placement (66%) were either aware of their next position or did not expect any difficulty finding a job once they return home. The other targets were uncertain of their job opportunities and expected to be placed in a meaningless job upon reentry.

Most targets who had expectations for managerial support for advancement (2 out of 3) expected to have to manage their own careers because the company is inadequate in this area. One target actually expected both his supervisors to help him with his career objectives. Only 22% of the sample expected to receive a promotion upon reentry, this is consistent with Gates' (1995) study where 87% of the companies that he interviewed said that the majority of their repatriates are not promoted upon reentry. Other work expectations centered around repatriate management, the leveraging of international KSAO's, the need to network, future international assignments, and retirement, as well as others.

The reintegration at headquarters and its dominant social network (interaction and work adjustment) worried some targets (3 out of 4). Most of these targets felt out of touch with the home unit and expected a major readjustment process in this area.

As for the interaction dimension, some targets did not anticipate any major readjustment problems, while others did. For the most part, the sample did not form many expectations regarding the interaction adjustment dimension, perhaps because this dimension does not threaten any physical human subsistence needs like the work and general living dimensions do.

The expectations regarding the general living dimension centered around socio economic adjustment mainly. Most of the targets who had expectations regarding their socio economic adjustment (55%) expected a change in their standard and cost of living. Some expected a drop in their standard of living once their expatriate status is relinquished (2/5), while other welcomed the lower cost of living in Canada (2/5). One expatriate did not foresee any major readjustments in this domain. Cultural reintegration was another area of concern for a few expatriates (44%), most expected to have to make some type of adjustment to things like TV, weather, access to fresh fish, etc.

As for the speed, continuity, and discretion characteristics, it is difficult to summarize the findings across cases as the expectations are greatly diversified, and unanimity is not apparent within them. For example, two targets may expect to quickly reintegrate in to the home unit while three targets feel otherwise, in such a case, no solid and useful conclusions can be reached on the speed dimension of their expectations for reintegration in the home unit.

Lastly, the level of awareness of these expectations carry is relatively high. Most of the sample had clear expectations that often seemed to be grounded in fact (possibly due to information seeking), 33% of the targets did have some ambiguity associated with their work related repatriation expectations. This ambiguity in some cases stemmed from the inability to clarify the issue (i.e. next assignment), in another case it was due to the target's lack of proactivity in clarifying an issue (i.e. guarantee of employment).

Research Question #2- What, if any control initiatives have the repatriates undertaken to prepare for repatriation? That is, what is the evidence for repatriates' use of information seeking (attempts at predictive control) and/or networking (attempts at behavioural control)?

Within Case Analysis For Research Question #2

Company #1- Expat #1 (Table 1-5)- The target seems to gravitate towards two types of control initiatives- networking and information seeking. He networks globally to get support overseas, and he initiates contact with his supervisor weekly. The target also makes efforts to remain current on Canadian news and culture. Through the types of control initiatives he exerts, we can deduce that adjustment to the work and general cultural environment are of primary concern for this target.

Company #2- Expat #1 (Table 2-5) - The target does not seem to have a strong urge to initiate control activities. He only indulges in one type of control activity- networking. He is possibly exacerbating the potential repatriate interaction adjustment problems by not making efforts to stay in touch with friends and family. Upon return, he may find that his

relationships with these people have suffered because of the absence of communication.

Company #3- Expat #1 (Table-3-5)- The target seems to have addressed most of the drivers through behavioural and predictive control attempts. Namely, he is networking to advance his career, he is information seeking to clarify HR issues, he started his own mentoring program, and he initiates contact with loved ones and colleagues. From these control initiatives, we can deduce that the work and interaction adjustment seem to be of chief concern for this target.

Company #3- Expat #2 (Table 3-10)- This target is very action oriented in his control attempts. He mainly uses behavioral control techniques to address the problems that concern him (the inadequacy of top down interventions and the need to reduce uncertainty). The objective of his initiatives is to quash potential problems mainly in the work environment, for instance; he solicits help and acts on his own behalf for HR problems, he has developed a huge global network, and is actively working towards getting himself reassigned to Asia. In order to address any possible incertitude about the interaction dimension, he makes an effort to communicate with his colleagues regularly. Due to the predominance of work-related control initiatives, we can deduce that the work dimension poses the most cause for concern for this target.

Company #3- Expat #3 (Table 3-14)- This target initiates control activities that mainly serve to address work adjustment issues. He networks to keep career and organizational issues under control. He reinforces his relationships with his network connections through visits, telephone conversations, and e-mail. This target would like to go on another assignment in Europe after the current one ends, to achieve this goal, he has been

spending time in that location to try to set himself up with another expatriate assignment. Apart from work issues, the target also initiates communication with loved ones to keep repatriate interaction adjustment issues in check. Noticeably absent were the target's control initiatives to seek clarification regarding the ambiguity related to the relocation assistance and career management practices that exists between himself and his Irish colleague. Perhaps he is not aware of these discrepancies.

Company #3- Expat #4 (Table 3-19)- This target uses both predictive and behavioural control methods in order to obtain her expatriate/repatriate objectives. She initiates various control measures that address all three areas of repatriate adjustment. In order to address the work adjustment issues she is self-driven with HR, she networks with colleagues and superiors, she makes sure to stay on company distribution lists, and she seeks social support and information. To combat the interaction adjustment problems, she stays in touch with colleagues and loved ones back home. Lastly, by keeping up to date on Canadian culture and current events, she protects herself to a degree from culture shock upon reentry (general living adjustment). Due to the extensive control efforts this target exerts, we can postulate that it is evidence of a need for control since the drivers are few.

Company #3- Expat #5 (Table 3-24)- This target's predictive and behavioural control initiatives serve to address the three areas of adjustment. The maintenance of contact with his work associates and his network circle will help to quell work and some interaction dilemmas. The target will be handling his own repatriation process (general adjustment) as he does not feel that the company can do an adequate job of it. He also

believes that in general, people must look out for themselves and that they cannot count on others for that service, this statement can be interpreted as evidence of his need for control.

Company #3- Expat #6 (Table 3-29)- Through the control initiatives that the target engages in, we can deduce that the he is concerned with work, interaction, and general living issues for repatriation. He networks to protect himself against the career dilemmas of repatriation. The target also expends effort to stay in touch with his loved ones back home (interaction) and tries to remain current on Canadian culture and events (general living).

A potential pitfall for this target's fate lies in his lack of initiative to clarify important repatriate job placement and career issues (i.e. guarantee of return position and making career ambitions be known to those who can help). His lack of proactivity to clarify these matters could lead to the formation of unrealistic expectations for repatriation which may result in serious adjustment problems for him.

Company #4- Expat #1 (Table 4-5)- We can see that the target is well aware of the repatriate dilemma and seems to be actively engaged in activities to ward off repatriate adjustment problems. This target's control initiatives address all three aspects of repatriate adjustment. Both predictive and behavioural methods are implemented. The target uses networking and career planning activities to quell the work adjustment problems. The interaction adjustment problems are addressed through his efforts to stay in touch with acquaintances and friends through e-mail and telephone conversations. Lastly, information seeking and precautionary measures are undertaken to stave off

general adjustment problems.

Cross Case Summary for Research Question #2 (Table 5-5)

"In Toronto it is more structured in that you have a mentor who would help you with all questions. There will be a person who is officially assigned to you whereas here it was completely informal. Since then I have started a mentoring program as well."

"You are guaranteed a position, you are not guaranteed the best position, the best career option. You have to take the initiative, you have to have achieved over here, you have to make it known what your new skills and capabilities are, you have to do it in conjunction with your supervisor or network to go off to find what you want next."

" There is no clear career path. You have to look at that in the face and plan for it. That is why you have to keep up your contacts and maintain a dialogue with your boss."

The most predominant form of control activity was networking, this activity was carried out by 100% of the sample's targets. This demonstrates that these individuals believe it to be the most effective way to combat the problems associated with repatriate work adjustment problems, especially the career issues. The main type of networking activity used was for the maintenance of existing contact circles in the home country in order to secure a return position. In some cases, new network contacts were developed overseas in order to obtain support in the host country or to secure another foreign assignment. Remaining current on Canadian events and culture (55%) was a distant second in terms of the most often used control initiatives. Other types of initiatives included: staying in touch with friends and family (44%), information seeking for HR and other repatriate problems (33%), and some targets were proactive in getting themselves reassigned and making preparations for the next assignment (33%). Few targets engaged in activities to initiate contact with their home country supervisors (22%) or took initiatives to solve the numerous HR problems that they were encountering (22%).

From the most predominant forms of control initiatives that were exerted, we can surmise that the repatriate work adjustment dimension poses the most serious concern for this sample. Perhaps the overwhelming initiation of control activities in this domain is due to the fact that the work dimension causes a serious threat to basic human needs (i.e. one needs a job in order to feed and house themself) or because much uncertainty surrounds this particular dimension. More research needs to delve into the cause of these extensive work related control initiatives.

Lastly, two targets seemed to be extremely inactive in their control initiatives, it is uncertain as to why this occurred, perhaps they could not be bothered, or some other type of underlying reason distracted them from doing so. This is another area where research could prove useful in determining what causes someone not to initiate proactive control behaviours on their own behalf.

Research Question #3- Among the drivers of control initiatives implied in the literature (i.e. the need for control and self-efficacy, the need to reduce uncertainty, and the inadequacy of organizational top-down interventions), which drivers appear to exert the greatest influence on repatriates' inclination to undertake control activities?

Within Case Analysis For Research Question #3

Company #1- Expat #1 (Table 1-2)- The main type of driver in this case seems to be the inadequacy of top-down interventions. The shortcomings seem to mainly be in the areas of international HR services (repatriate management, re-socialization programs, and HR), also career development policies are lacking for repatriates. The absence or poor quality of

these programs elevates the level of uncertainty of repatriation for the target, as a result we can surmise that some of his control initiatives may be motivated through the need to reduce uncertainty. In addition, the target seems to be predisposed to control initiatives as his colleague mentions that the target likes to be in control of a situation.

Company #2- Expat #1 (Table 2-2)- The drivers in this case seem to be the inadequacy of top down interventions with respect to career development programs and repatriate as well as expatriate support. The inadequacy of these policies cause the target to develop a need to reduce uncertainty in the work and general living adjustment areas. These drivers closely correspond with the theory on the topic. As for the need to establish control, it is unclear if this target possess this trait to a strong degree.

Company #3- Expat #1 (Table 3-2)- In this case, all three types of drivers seem to be present, there is a need to establish control (career self-management and founding a mentoring program) and the inadequacy of top-down interventions (HR support and policy clarity, mentoring, expatriate support, and career management). In addition, the need to reduce uncertainty seems to be at work here mainly in the job placement area. In most cases, the existing conditions were in enough of a lacking state as to compel the target to undertake predictive and behavioural control attempts to remedy the situation.

Company #3- Expat #2 (Table 3-7)- This target is driven to undertake control initiatives due to a clear inadequacy of top-down interventions and a need to reduce uncertainty upon repatriation in the home unit. The inadequacy of the organizational interventions centers around poor career development support from upper management, the lack of attention to employee international KSAO's, poor overall HR support, and the absence of

re-socialization programs. His need to reduce uncertainty mainly centers around career advancement and HR issues, evidence of this is demonstrated in his control initiatives to solve HR problems and networking endeavors.

Company #3- Expat #3 (Table 3-12)- The main types of drivers for this target's control activities are the ineptitude of organizational interventions and the need to reduce uncertainty. The absence of mentors, the poor career development practices, and the disregard for repatriate and expatriate issues demonstrates that the organizational programs and policies are deficient. It is important to note that the Irish colleague and the target do not seem to agree on the fate of repatriates and their careers once they return home. The Irish colleague feels that poor repatriation career management practices are common place, whereas the target feels otherwise (See Facilitators Table 3-13). Since both individuals possess expatriate experience, it is unclear as to who is correct. This ambiguity acts as a driver for information seeking activities. The fact that the target is not current on organizational events and changes in the home unit, and, that he is deprived of access to Canadian cultural facilities, the amount of uncertainty surrounding his return home is greatly increased.

Company #3- Expat #4 (Table 3-16)- For this target, the main type of driver for her control initiatives seems to be the inadequacy of top-down interventions. The main area where the shortcomings seem to fall is in HR. It can also be supposed that this target is predisposed to control initiatives as she takes charge in several matters in the work and general environment, for example, when she noticed that meetings were consistently starting late, she tackled the issue all by herself.

Company #3- Expat #5 (Table 3-21) - One of the drivers for control initiatives for this target seems to be the inadequacy of top down interventions. The shortcomings of the repatriate programs seem to lie in the HR department's handling of compensation issues, repatriate career management, and repatriate resocialization programs. The target seems to need to reduce the amount of uncertainty he will encounter upon reentry. This need comes to light when we look at some of his control initiatives, a few seem to directly lower the amount of ambiguity in the return situation (i.e. handling repatriation details and reminding management and colleagues of his existence). Lastly, the target seems to possess a need to have a handle on a situation, he mentions that he believes in taking care of his own business and looking out for his own interests and his colleague reinforces that statement, this type of disposition indicates a need for control.

Company #3- Expat #6 (Table 3-26)- There are many drivers for control initiatives in this case. The main types of drivers are the need to reduce uncertainty and the inadequacy of top-down interventions. There is disagreement between the target and his Canadian colleague, as well the target contradicts himself on the issue of repatriate career advancement (see expectations section). The target feels that repatriate career management practices are lacking, yet he expects a promotion upon return because he has seen that outcome occur for other repatriates. The Canadian colleague feels that international assignments are useful for career advancement. This uncertainty over the career opportunities or threats due to international assignments is a driver in itself (need to reduce uncertainty). Another area where disagreement between the target and his Canadian supervisor stems is regarding his return position. The target is unaware that he will be promoted into his supervisor's job upon reentry, his supervisor feels that he is

aware of this fact. The uncertainty over this issue should drive the target to seek clarification. Lastly, the fact that resocialization programs are absent serves as another driver for control initiatives (inadequacy of top down interventions).

Due to the target's minimal control initiatives and his unwillingness to seek clarification on important repatriate matters, we can conclude that he does not have a strong need for control. In summary, the drivers that are hypothesized to motivate him to undertake control initiatives are the need to reduce uncertainty and the inadequacy of top down interventions.

The presence of relocation assistance and tax advice for repatriates act as driver determents, the target is not driven to undertake activities to clarify these issues.

Company #4- Expat #1 (Table 4-2) - The driver that seems to be the strongest for this target is the inadequacy of top-down interventions (poor repatriate and expatriate programs, low communication with the home base, and no managerial support for career advancement). The loss of network contacts, although it is a driver for networking behaviours, it is a situational issue that is the result of this target's company being taken over.

Apart from the inadequacy of top down interventions, the need to reduce uncertainty is also playing a strong role in prompting this target to take initiative. This driver's presence becomes apparent when we look at some of the types of control initiatives that this target assumes, for instance information seeking and taking measures to minimize the amount of disruption that his next move will bring on help to insulate this target from an onslaught of ambiguous and stressful situations in his next assignment and

upon return to Canada.

Cross Case Summary for Research Question #3 (Table 5-2)

The inadequacy of organizational top down interventions seems to be the most predominant driver of control initiatives for this sample. A few quotes from the expatriates themselves will help to highlight some of the areas of contention:

"We take expatriates and we put them in the corner and then we dust them off after three years and send them back home."

"I don't think that (organization name) is returning its expats very well. I chose to stay on in Europe when my assignment in London was coming to an end, I had a choice of returning to Canada, but frankly, in to a role I had no interest in. It meant that I would be following the same basket as the other returning expats. I would have to return to Canada into a senior risk management position in head office, I didn't want to sit at a desk for the rest of my life".

"The compensation aspect also covers things like long distance phone calls, they will rent a TV and VCR, if you don't have enough plates or cutlery, you can charge for that. I only found that out after I went along, there is no written guidelines about what they will cover and how much. It's basically as you go along you find out, sometimes you charge something and see what happens.... I would talk to a representative who would never call me back or who would never know."

"I have no contact with headquarters, they are not interested and that worries me...For the first year of my assignment, my link to the president in Canada was frequent, after that it dropped away significantly."

The areas that seem to pose the greatest threat to repatriation are: the inadequate repatriate career management practices (no leveraging of international KSAO's, poor job placement services, and low managerial support for career advancement), international HR services (lack of internationality, low support, poor services, and a lack of proper documentation on policies and procedures), repatriation management (expatriates are forgotten in the home unit and poor reentry job placement), expatriation management (

low support from home unit and a lack of competence in handling relocation issues like compensation), the poor or absent resocialization programs. The overwhelming amount of shortcomings of these organizational programs demonstrates that organizations have a long way to go in assisting their repatriates and their families to readjust to the home environment.

The second strongest driver for repatriate control initiatives was the need for an individual to reduce uncertainty in the repatriate environment. The lack of resocialization programs, the poor HR services, the pitiful career and repatriate management practices all help to greatly increase the amount of uncertainty in the home environment. In addition the loss of network contacts, the lack of communication between the expatriate and the home unit or supervisor, the inaccessibility of Canadian culture in Ireland, and the ambiguity over many repatriate policies exacerbate the uncertainty problem that is found in the repatriation situation.

Lastly, the need for control did not seem to play as strong of a role as the other two drivers. Only two subjects seem to have a distinctively high need for control. This trait was not formally measured or controlled for in any way so the extent to which it was present or absent in the sample is difficult to determine. Through the extent of a target's control initiatives and via their co-workers testimonies, was how a need for control was determined in this case.

Research Question #4- What organizational and/or individual facilitators are present to support the undertaking of individual control initiatives?

Within Case Analysis For Research Question #4

Company #1- Expat #1 (Table 1-3)- The main types of organizational facilitators of control initiatives were: allowing employees to choose their own international careers and assignments and the supervisor stays in close contact with the target which allows him to stay on top of organizational events.

Interestingly, there seems to be a disagreement between the target and his supervisor regarding relocation assistance. The target feels that it is inadequate, while his supervisor feels otherwise. Considering the fact that this target is a career expatriate, it is very likely that he is very familiar with the relocation policies of the company and has experienced their shortcomings. These types of disagreements may spark individual control initiatives, especially if the target's supervisor is not sympathetic to the target's cause.

As for individual facilitators, the target is ambitious, and has an admirable performance track record with the company, in addition, he has demonstrated flexibility and adaptability in his skill set. Furthermore, he is predisposed to initiating predictive and behavioural control activities due to his need to establish control. It is these types skills that boost his credibility in the organization which increases his likelihood of attaining success in his protean endeavors.

Company #2- Expat # 1 (Table 2-3)- The main types of organizational facilitators present were: networking inducements, on-line career assistance, and autonomy in

choosing international assignments. All of these facilitators have the potential of lowering the uncertainty associated with the return home if the target takes some initiative to use them in that way. For instance, the target can use networking to keep abreast of new developments back home. The networking coupled with the on-line career assistance can aid in job placement upon return. The autonomy in choosing assignments can lower uncertainty by allowing him to decide what his next career step will be.

This target facilitates his own control initiatives in the organization due to highly desired skill set and his ambitious nature. These traits can be very effective tools in career self-management, particularly networking efforts which the target is actively engaged in.

Company #3- Expat #1 (Table 3-3)- There seems to be an abundance of organizational and individual facilitators of control initiatives present in this case. In order to help career initiatives, managerial career support and the encouragement of networking activities are present. An organizational climate that is open to employee concerns, and good communication with the home base will aid proactive attempts by the target to quell work adjustment problems. Other organizational facilitators present include: the encouragement and the teaching of skill building and the offer of trips back home to keep up ties with the organization and loved ones.

This target seems to be actively engaged in activities that will help his control initiatives in the organization. He is in a high level in the organizational hierarchy and has demonstrated exceptional performance ability which gives him leveraging in bargaining and career opportunities. He remains in contact with his old colleagues and managers which helps in networking initiatives, and prevents the possibility of allowing himself to

become a vague memory in their minds.

Company #3- Expat #2 (Table 3-8)- The organization provides several helpful facilitators of control initiatives. The re-socialization support, the guarantee of employment, and relocation assistance alleviate some of the burdens of relocation for the target so that he can concentrate on handling some of the bigger issues of repatriation. An on line career system helps the target to apply for jobs that suit his career path which helps to address his career concerns. The trips home allow the target to maintain his network contacts.

The target is a highly esteemed individual in the organization, his performance track record while on assignment is admirable, in fact he got promoted on his last assignment. This type of performance history is highly regarded within the organizational hierarchy, it can pave the way for the successful attainment of his control attempts. The target and his colleagues feel that he is extremely ambitious, especially with respect to his career advancement. Ambition can go a long way in driving an individual to undertake career control initiatives and successfully achieving the outcomes.

Company #3- Expat #3 (Table 3-13)- The organization provides many facilitators for individual control initiatives. The fact that individuals are given the opportunity to select their preference for international assignments, and that upper management is receptive to networking and other career development efforts increases the likelihood and the amount of control initiatives that will be undertaken due to the fact that they will be well received by management. The fact that on line career assistance is available and that this target's supervisors are actively involved in the target's career planning makes career control

activities for repatriation much easier to assume. The leveraging of this target's international KSAO's will increase his chances of landing the type of international career that he wants to achieve. Lastly, his visits to the home unit three times a year will allow him to maintain his relationships with his old network contacts and enable him to cultivate some new ones, as well as keep abreast of organizational shifts.

This target's colleague praises him extensively on his skill set, and mentions that he has a strong drive to attain his career goals. These items coupled with his respected status in the organization will magnify the power of his control initiatives and ensure his success, in fact, the Irish colleague mentions that the target will probably not have to look for his own job and that job offers will come to him.

Company #3- Expat #4 (Table 3-17)- This target's extensive control initiatives are being eased by several types of organizational facilitators. The organization is developing her skill set (international experience, technical capacity, proactivity, and managerial abilities). By giving her autonomy in choosing her assignments and through career assistance, she is able to and understand the career dynamics of the organization and undertake assignments that complement her career path and skill sets. The fact that she is guaranteed a return position reduces the uncertainty associated with returning home. Another helpful intervention is the fact that she is given ample notice for her assignment termination date as well as the details for her next assignment, and as a result she is able to take appropriate control measures (i.e. HR issues) well in advance.

This target has a strong need to get a handle on ambiguous situations. This need by nature will spark and facilitate her control attempts, her persistence will ensure the

success of her initiatives in most cases.

Company #3 Expat #5 (Table 3-22)- The organization facilitates control initiatives in many ways. Access to on-line career systems, managerial support for career advancement, and a guarantee of employment upon return all help the target to carve out his own career path in the organization. The trips home also facilitate his networking activities and allow him to keep up to date on corporate events and stay current with Canadian culture.

Through his wide skill set, excellent performance record and experience, the target increases his chances for successful career initiatives. The fact that the organization has a pressing need to expand its global awareness means that this target's talents will be recognized in his subsequent job placement, this is confirmed by the target's Canadian colleague and supervisor. The fact that the target socializes extensively with Irish locals reflects an outgoing spirit and social adeptness. These traits will help the target to quickly reintegrate himself back into the home unit and facilitate networking.

Company #3- Expat #6 (Table 3-27)- The extensive career support that this target receives from his supervisor along with the on-line career system that is available greatly boost his chances of attaining successful outcomes in his career advancement endeavors. The target is returned home frequently and kept informed on company shifts, this activity coupled with the fact that he is in the forefront of his Canadian supervisors' and colleagues' minds helps his networking activities to a great extent.

This target is goal oriented and possesses an excellent performance record which is probably why he was promoted on assignment and is held in such high regard from his supervisor. These qualities make him more valuable to the organization and boost his

chances for attaining successful career initiatives.

Company #4- Expat #1 (Table 4-3)- The target and the organization are actively engaged in facilitating individual control behaviours. Mentoring facilitates control initiatives to address career and other work as well as some non-work concerns in the home country. The trips home help the target to continue his networking activities and become familiar with the new key players in the organization. The supervisor's strong communication link with the target facilitates information seeking and networking activities.

This target possesses a valuable repertoire of skills that will play a pivotal role in helping him to successfully achieve his career advancement activities. The target is well versed on the aspects of the business, he is in a high level in the organizational hierarchy, he has demonstrated flexibility in his skill sets, and he has obtained all of the assignment objectives that were set out for him. All of these assets will play a strong role in helping the target to attain the type of position he desires upon reentry to Canada.

Cross Case Summary for Research Question #4 (Table 5-3)

"Part of the general expatriate agreement is that you are promised a job at the same level back at the home country. It's up to you to talk to the appropriate people to secure the job, a job is promised, as to what the job will be, what will be the objectives and who you will report to-that is up to you."

"I think this assignment will help in that my skills have been broadened, I have done management which is something that I have never done before, I now know the call center application area very well and half of the lab in Toronto is working on call center applications. Now I understand the mess a lot better and I have experienced a different lab and another culture that will help. I can go back to Toronto and appreciate some processes and improve others."

"In fact I just had a mid year review with him (supervisor) and we plan to meet face-to-face in August where we discuss the next two years and beyond in a career development

aspect. That was initiated by him. We have a fairly developed appraisal and career regression program. There are mile stones during the year where certain things need to happen so that at least the discussions are supposed to have taken place. The output of those discussions in get fed into management development reviews."

"He called me (supervisor) a few weeks ago to tell me about the different opportunities that were available to me. He called me yesterday as a follow-up and more specifically asked me "what do you want to do?". That was a refreshing breath of air."

" I am a bright financial person and I have an ability to judge and assess risk. I am good at managing small highly capital intensive businesses with teams of professionals, and I get along with people well. That has been helpful to what I consider to be a reasonably successful career."

The most prevalent types of organizational control facilitators were the availability of managerial support for career advancement, more than half of the sample received some type of career assistance from their supervisors, in addition, there was the availability of on line career systems to help in job searches (more than 60% of the sample had such access), trips home to network and keep up on changes in the home unit and the cultural environment (over 70% of the sample received such trips), over 40% of the sample received some type of autonomy in choosing the destination of their international assignment(s). Other types of facilitators that were present, but not to the same degree as the ones just mentioned include: the guarantee of employment upon repatriation (33%), the availability of relocation assistance (33%), and the encouragement of networking activities (33%).

The presence of communication links between the home unit and the expatriate, the existence of an organizational climate that is open to employee concerns, the encouragement of proactive behaviours, the existence of mentoring programs, and adequate advance notice before the termination of the assignment were all present to some degree for various targets, but not at an adequate level (about 10%). The lack of

availability of these activities demonstrates that organizations do not acknowledge their critical role in encouraging and assisting expatriates and repatriates to act on their own behalf in the organization.

In terms of the most common types of individual facilitators they mainly consisted of: a exemplary performance track record (66%), the possession and/or the continual upgrading of valuable KSAO's (66%), an ambitious disposition (44%), and attaining promotions (33%).

The predisposition to control initiatives was not common among this sample (22%), also, the effort to socialize with locals was not made by very many expatriates in this sample (22%). Overall, the sample does seem to be engaged in activities to help their destinies in the organization, but there is a lot of room for improvement in this domain. The organizations seem to be doing a better job of promoting individual control efforts than the individuals' themselves. This scantiness in individual facilitators demonstrates that individuals still feel that the ultimate responsibility for handling repatriate issues lies with the organization.

Research Question #5- What organizational and/or individual hindrances are present to hamper the undertaking of individual control initiatives?

Within Case Analysis For Research Question #5

Company #1- Expat #1 (Table 1-4)- The short notice for assignment termination coupled with the absence of international on-line career systems makes it difficult for the target to undertake control initiatives for job placement in preparation for the return home. This will increase the target's stress and uncertainty surrounding his career and relocation

upon return.

Repatriates who find themselves initiating control attempts to boost their careers will find these efforts futile unless they opt for an international career. Repatriates who decide to reject an international career often find themselves being promoted laterally. The lack of international experience of upper management may be an underlying reason for this tunnel vision approach.

Company #2- Expat #1 (Table 2-4)- The fact that the company has reduced the amount of home leave visits that the target and his family can take means that his control attempts through networking will be impeded, especially since the target is not fond of communicating through letters and telephone. This problem is compounded by the fact that his network circle is shrinking due to retirement. This fact could threaten his work and interaction adjustment negatively upon return.

The fact that the target has little or no advance warning for his termination date of his assignment, he is limited as to the amount of preparations that he can make for his return home. It especially makes career control initiatives difficult because he cannot give an accurate availability date to start a new job.

Company #3- Expat # 1 (Table 3-4)- The company does not recognize international experience and considers some of this target's skills obsolete, this coupled with the fact that there is no on-line career assistance available for expatriates threaten proactive initiatives that serve to quell career advancement issues. The fact that his job responsibilities overseas are unclear and his purpose for being there seems to be obscure makes this assignment of low value to his career experience.

The international HR services seem to be inadequate in terms of their policies, their administration, and understanding of these policies. The fact that HR is unresponsive and unsure of corporate HR policy makes initiating control attempts in this area an extremely daunting task.

Company #3- Expat #2 (Table 3-9)- The target is thoroughly unpleased with his supervisor's management activities (i.e. poor communication, unsupportive in career and work issues, etc.). These shortcomings form a barrier to the target's control attempts as often some managerial support is needed to achieve control in an organization, and, the support from one's supervisor can lend credibility to their cause and boost the probability of attaining successful outcomes. Due to the fact that repatriate job placement is at the mercy of the economy, networking attempts to attain career objectives may prove to be empty in many cases, especially during harsh economic times.

The target has not updated his technical skills while away, his current repertoire of skills are outdated in the home unit. If the target chooses to pursue a technical career path, his activities to achieve it will continue to go unrewarded because his competencies will be of no use to the organization. Lastly, the target has angered people in the HR department. Due to this, he is unable to get much support from the department and finds himself seeking help elsewhere in the organization for HR issues. Because the target has encountered many HR difficulties during his assignments, he has made a bad situation worse.

Company #3- Expat #3- There were no organizational or individual hindrances present to impede this target's control endeavors.

Company #3- Expat #4 (Table 3-18)- This target is on a management development program, she feels that her assignment rotations do not allow her to develop her technical abilities to the extent that she would like. Her technical skills are invaluable to her career as she is uninterested in a managerial career and wants to pursue the technical side of operations. One of the reasons she enrolled in the program was to gain a better knowledge of the technology she is working on. Another hindrance is the fact that the organization does not inform employees on international careers very well. Employees must seek out information on their own regarding expatriate careers as the company does not advertise it. The lack of information on this issue could be interpreted as a lack of opportunity in the international circuit which might stump an individual's desire to pursue an international career.

Company #3- Expat #5 (Table 3-23)- The company neglects to inform this expatriate on current events in the home unit, this greatly increases the amount of ambiguity of the work environment upon reentry, in addition, it prevents the target from networking efficiently due to his insufficient knowledge on the home unit's current history. The fact that the organization makes a habit of not adhering to its assignment termination dates for expatriates makes it very challenging for those individuals who want to prepare for their eminent return home. This issue in conjunction with the absence of resocialization programs make control initiatives for repatriation adjustment arduous. Management's sink or swim approach to repatriate management issues suggests that they do not place much importance on this topic which can make control initiatives harder to achieve as upper level support is not forthcoming.

This target's predisposition to social withdrawal may impede his networking

activities as sociability is a highly desirable characteristic for making new and reinforcing old alliances.

Company #3- Expat #6 (Table 3-28)- The target's Canadian supervisor and colleague as well as his Irish colleague are all uncertain of his career ambitions. This ambiguity makes it harder for the target to network for career advancement because it is difficult to gather support when no one else knows what your goal is. The supervisor of all people should have a sound grasp on the target's career intentions if she is going to help in his career development although, the target should also make the effort to ensure his ambitions are well understood.

This target hinders his own proactive behaviours in many ways. The Irish colleague feels that at times the target overworks himself to an unhealthy degree, this jeopardizes his health which in turn, puts his performance, and ultimately, his job at risk. The target seems to be somewhat slothful when it comes to seeking clarification on important issues like repatriate job placement, and taking offered courses to boost his managerial skills. In addition, he is somewhat stubborn, is prone to disregarding solid advice, and is socially withdrawn according to his Irish colleague. This insular predisposition makes activities like networking and the solicitation social support a bigger challenge than they need be.

Company #4- Expat #1 (Table 4-4)- The significant decrease in the amount of communication between the target and the president of the company may inhibit some of his networking activities. The president is in a strong position to assist the target in career advancement activities, once they lose contact with one another, the likelihood of the

president assisting the target in these endeavors dwindles significantly. The lack of competence and experience in the international HR services department constrains the type and amount of proactive practices that he can demonstrate with respect to HR issues. The fact that HR is mired in restructuring and firing activities due to the takeover means that the target's control initiatives may never be addressed by HR. Another side effect of the takeover is that the target is loosing his core of network contacts in Canada. This loss of contacts in the organizational web obviously stifles the target's networking activities, although this is not under the organization's control and it is a situational factor, it never the less is a hindrance to the target's control initiatives.

The target and his wife are prone to social withdrawal. This predisposition may inhibit the target from establishing new network contacts upon reentry which will be imperative as his network contacts are constantly dwindling.

Cross Case Summary for Research Question # 5 (Table 5-4)

"They inform you about general movements within the European system-there's nothing to keep Canadians informed about changes in Canada. That might be an improvement as well. There is information that comes to us about Canadian events but it's more Canada in general as opposed to (company name) in Canada."

"There is all kind of information in Ireland about the U.S. but very little knowledge about Canada at all, there is no access to anything that is Canadian like hockey. Like when my wife was asked if she wanted to join a society, she was asked to join an American one because there are so few Canadians. I like to protect the fact that I am different, I am a Canadian, I am not a Yankee even though I get confused as one on a daily basis."

"HR is useless!"

" I am struggling with what value these assignments have other than fulfilling gaps that they have in terms of people to manage groups. It is a falsehood to think I am going back to Canada and have all this knowledge and it will be really useful to the company."

" We (supervisor and expatriate) have had no career opportunity discussions."

" The tax consultants were giving me tax advice before I left, they were talking finance talk and they kept talking about some stuff and I thought I understood, but I guess I chose

to ignore."

As for the organizational hindrances, they far outnumber the individual hindrances to control initiatives. There is a great variety and a lack of consistency in these organizational impediments (See Cross Case Hindrance Table 5-4). The sheer abundance of these obstacles to control initiatives gives cause for concern. With so many encumbrances present it intimidates individuals which dampens the inspiration to seek control. In addition, the fact the heterogeneity among the organizational hindrances makes it difficult to pinpoint where the problem lies and to take corrective action.

On a better note, the amount of individual control hindrances were few. In fact 55% of the targets did not impede their control initiatives in any way. Social withdrawal was the most common type of impediment with three individuals (33%) who made a concerted effort to not socialize with the local Irish. This type of behavior has the potential of threatening networking activities where sociability is a key asset. Other types of hindrances included the tendency to overwork and induce stress, procrastination, the inattention to valuable advice, not updating technical skills, and the establishment of an aggressive relationship with HR personnel. Since the organizations are doing so much to hamper control efforts, the existence of few individual control hindrances makes the situation more manageable for improvement efforts. Many of these types of individual hindrances seem to relate to underlying personality traits (i.e. social withdrawal and procrastination, etc.). It may be easier to get the organizations to change their policies than to get individuals to alter their personalities.

It should be noted that the existence of a situational hindrance was mentioned by two targets: the loss of network contacts due to retirement and corporate reorganization.

One can easily see how this situation could impede networking efforts upon repatriation as well as instigate work and interaction adjustment problems in the home unit. Unfortunately, the organization and the individual are powerless in such a circumstance to alleviate or sidetrack the problem.

Research Question #6- Does the proposed model seem to adequately explain the repatriate behaviours? Are the findings consistent with the literature on repatriate adjustment?

Within Case Analysis For Research Question # 6

Company #1- Expat #1- In this case, the motives for control initiatives mirror the existing theory on it. The target seems to be driven by a strong need for control, the inadequacy of top-down interventions, and a need to reduce uncertainty upon return.

Because he is very conscious of his expectations, he is more likely to undertake control initiatives, which we see he has done (i.e. networking and information seeking). Due to the fact he is cognizant of these expectations, and the drivers are strong in their nature, as well as the fact that some potent facilitators were present; we see that the hindrances were not powerful enough to divert him from initiating control attempts. Overall the model seems to be applicable to this target's case.

Company #2- Expat #1- For this target, he seems to be motivated by mainly two types of drivers: the need to reduce uncertainty and the inadequacy of top down interventions, these drivers are represented in the control literature. As for his need for control, it is difficult to say if his need is strong for it, but it can be surmised that his need is not urgent as his control initiatives are few. In addition, the organizational hindrances are far

outweighed by the number of organizational and individual facilitators present.

The high degree of awareness of his career management and social re-integration expectations are represented through his networking efforts and his lack of effort to stay in touch with loved ones. Although this target seems highly cognizant of the potential problems awaiting him back home, the drivers do not seem to be motivating him to do more than what he is already doing. Other control mechanisms like information seeking and negotiations with management could also prove useful in reducing some of the uncertainty associated with returning home by obtaining assignment termination date estimates, relocation assistance, and general support.

Overall, the model does gain some support in this case, although it is not absolute. The drivers don't seem to be encouraging stronger control attempts, perhaps this is where individual personality characteristics come into play. As individual character traits were not controlled for in this study, we can only speculate that they are the reason for the depressed proactivity on behalf of this individual.

Company #3- Expat #1- The drivers do correspond with the existing theory. The absence of the driver that motivates an individual to reduce uncertainty in the environment was not present in this case. Perhaps because the target had through his information seeking activities already clarified ambiguous repatriate issues so they were not considered to be a pressing issue anymore. The hindrances do not seem to be impeding the target's proactivity in any way. He seems to tackle and resolve many of the issues stated in the drivers section very well, his need for control is probably a helpful ally in that regard. Perhaps the control facilitators, which are numerous have aided him in his cause,

particularly the open organizational climate and networking encouragement.

The high level of awareness of his expectations, is confirmed through his colleagues' corroboration on the issues. The accuracy of his expectations will be to his advantage when he returns home as they will guard him against disappointment and disillusionment. A high level of awareness of expectations is postulated to instigate proactive behaviours which seems to be occurring in this case. Overall, the model seems to apply to this target.

Company #3-Expat #2- It was stated that the drivers compelling this target to undertake control initiatives were the inapt organizational interventions and a need to reduce uncertainty. His strongest concerns centered around HR activities and career advancement and support. His control initiatives served to directly address his concerns which demonstrate that these issues were afforded a high level of consciousness. The hindrances to control initiatives were outnumbered by the amount of facilitators and did not seem to dissuade the target from initiating protean endeavors. In summary, the model seems to explain this target's case satisfactorily.

Company #3-Expat #3- Overall this target's case seems to be reasonably well explained through our model. We can see that he is driven by a need to reduce uncertainty and the inadequacy of top down interventions to network, stay in touch with loved ones, and actively works towards sending himself on another assignment. The abundance of organizational facilitators and the absence of any hindrances to control initiatives weigh in the target's favor. The fact that the majority of his expectations carry a high level of

awareness and seem to be based in fact will serve to protect this target from many types of adjustment problems in Canada.

Company #3-Expat # 4- The two types of drivers motivating this target to undertake control activities were the inadequacy of top down interventions and a need to obtain control. The latter seems to be the stronger driver of the two. Her attempts at gaining control are facilitated by an abundance of organizational aids. It was worth noting that there were very few hindrances to impede control initiatives. It is hard to say if her successful control initiatives were due to her need for control, the numerous organizational facilitators, or the noticeably few hindrances, perhaps it was due to a combination of these variables. In any case, this target lends support to our model.

Company #3-Expat #5- This target is yet another case which conforms to our model. All three proposed drivers are propelling this target to take control initiatives to address the three areas of repatriate adjustment. The target's supervisor used to work in HR and commented that international transfers were never well handled, as a result this target seems particularly distrustful of the organization's capabilities in repatriation support, we can see that this uncertainty and uneasiness is present in the undercurrent of all his control initiatives. His strong need to attain control and the existing facilitators are helpful agents in the control process.

Company #3- Expat #6- This target's behavior is partially explained by our model. The drivers being the impotence of top down interventions and the need to reduce uncertainty do not seem to be doing enough to motivate the target to combat the problems addressed in the drivers section. The target's control initiatives seem sparse when one considers the amount of problems that repatriation poses for him. In addition, the target has more

individual hindrances to his control initiatives than any other individual in this sample. Perhaps this discrepancy in the model can be explained through personality traits. Our model does not account for personality traits like a high tolerance for ambiguity or predisposition to passivity and idleness, they go beyond the scope of this study. This case demonstrates the need to examine what moderating effect personality can have on the model.

Company #4- Expat #1- This target's case lends confirmation to our model. The target is driven to undertake control initiatives due to the poor repatriate organizational interventions and a need to reduce uncertainty upon reentry. There are ample facilitators to the target's cause and few inhibitors. The control initiatives that this target exerts are paramount in his case not only because his absence from Canada will be extremely lengthy (seven years) as he is doing two consecutive assignments, but also, due to the fact that his organization is in the process of being acquired and there will be many new faces in the organization once he returns to headquarters. Of the sample, this target seems to be one the most informed on the repatriate dilemma, it is not clear as to how this knowledge came about (i.e. information seeking or first hand knowledge) but it will be a valuable asset in shielding himself and his family from the repatriate dilemma.

Cross Case Summary of Research Question #6

In summary, the proposed model gained adequate support to spur further research in this area. Of the nine cases studied, seven granted adequate endorsement to the model. The two cases in question showed few control initiatives, adequate levels of organizational and minimal amounts of individual facilitators were apparent. In fact, both targets showed a definite lack of proactivity, one target did not seek clarification on the

ambiguity surrounding repatriate job placement, while the other one consciously made no effort to stay in touch with friends and family in Canada. This lack of initiative may stem from some underlying personality trait that was not controlled for in this study.

Overall our proposed model did gain support in this exploratory Canadian study. The findings were consistent with several other researchers' findings (Black, Gregersen, and Mendenhall, 1992; Black 1994). It was expected that the general living and work dimensions would give the greatest cause for concern among the sample due to the threats that they could inflict on the basic human subsistence needs. We see that the work dimension caused by far the most concern for the sample, with the general living dimension coming in at a distant second. The most conclusive finding that was obtained is that networking seems to be the most widely used method for combating the problems related to this area of adjustment, this reinforces the existing literature on the uses and benefits of networking (Forret and Dougherty, 1996; Hardin, 1995). Networking was used to obtain support overseas for work-related problems and to secure a return position upon reentry, or another foreign assignment. The inadequacy of organizational interventions was the most predominant form of driver for individual control initiatives, this reinforces our argument calling for the implementation of useful top-down repatriate interventions and the improvement of existing programs.

This study was exploratory in nature and future research needs to further investigate and replicate these conclusions with longitudinal and statistical analysis.

CHAPTER 10

Implications of the Results

a) Discussion

The theoretical model tested herein provides a much needed contribution to the development of a wanting framework for the systematic study of repatriate adjustment and management. The framework that was tested in this qualitative research endeavor was developed by melding fragments of existing literature from repatriate self-management theory (Feldman and Brett, 1983; Feldman and Tompson, 1993; Feldman and Thomas, 1991) and by assimilating control and anticipatory adjustment theories. It was the first to assess the generalizability of self-management behaviours of Canadian repatriates. It reinforces the concept that repatriates can play a pivotal role in their own adjustment cycle in the home unit and abroad. The careers literature researchers have concentrated on activities like information seeking, seeking social support, and changing work procedures as strategies for the management of job transitions (Feldman and Brett, 1983; Feldman and Thomas, 1992). All of these mentioned activities were undertaken to a modest degree by the current sample to prepare for repatriation, yet astonishing support was obtained for the use of networking to overcome career dilemmas (100%); this was a surprising and somewhat perplexing finding, especially when one considers the sparse findings for the individual control facilitators. The main type of networking activity used was for the maintenance of existing contact circles in the home country in order to secure a return position. In some cases, new network contacts were developed overseas in order to obtain support in the host country or to secure another foreign assignment. The findings

demonstrated that ultimately these individuals still feel that the onus for handling sticky repatriate issues still lies with the organization. Future research might explore what it is about networking as opposed to other types of control initiatives that makes it so popular and effective amongst the ranks of expatriates and repatriates for handling work and career related issues. In addition it would be useful to know the moderating effect that personality has on the initiation of control behaviours.

The inadequacy of top-down interventions was the most common type of driver, and career management was the focal point of these inadequacies; consequently, the work adjustment dimension caused the most anxiety for the sample, this is a sharp contrast to the existing research. Many studies have demonstrated that non-work issues are the major concern for relocating managers (Munton, 1991; Forster, 1990). Our results are congruent with Forster's (1994) findings where issues for career and employment were the principal concern for a sample of British repatriates.

The concept of leveraging international skills and developing a logical career path seems to be a strong point of contention for the repatriates in this sample. The placement of repatriates in a "holding pattern" is a well documented aspect of the repatriation literature (Harvey, 1988, 1983; Forster, 1994; Murry, 1978). This issue is due partly to the lack of precision in assessing the length of stay of the expatriate and poor succession planning (Harvey, 1988). Regardless of the extensive literature surrounding the repatriate career predicament and its side effects, it seems that organizations continue to disregard this intrinsic aspect of repatriation adjustment.

The poor or absent repatriate resocialization programs are consistent with Harvey's (1988) findings. Although Harvey's study was conducted more than ten years

prior to this one, the conclusion remains the same: MNC's are not cognizant of the need for resocialization programs to help in all aspects of repatriate adjustment. Research has shown that repatriates tend to have lower levels of mental health than non-mobile employees (Forster, 1994). Harvey (1988) mentions that the inattention to repatriate problems in the home unit can cause lower expatriate assignment acceptance, turnover, and overall lower corporate performance, these are all salient reasons to justify the need for rigorous resocialization programs.

The role that expatriate expectations play with respect to initiating protean behaviours in preparation for repatriation has never been studied before. Feldman and Tompson (1993) carried out the only quantitative empirical study that analyzed repatriate proactive behaviours, unfortunately their definition of proactive behaviours was very general and repatriates were only a small portion of the job changers they studied. This study allows for a more comprehensive view of proactive behaviours, what helps and hinders individuals to undertake such behaviours, and it does this in the context of a Canadian sample which is a neglected populace in the international relocation literature.

b) Limitations of the Study

This study extends repatriate adjustment research by converging on the career development aspects of repatriation. There are several inherent limitations to this study and its data that should be noted as they could potentially threaten the internal and external validity of the findings. The discoveries of this investigation need to be considered preliminary given the small sample size and the exploratory nature of the study. The results were consistent with published findings (Black, Gregersen, and Mendenhall, 1992; Black 1994; Forret and Dougherty, 1996; Hardin, 1995; Gates, 1995) and did

enlighten our view on the role of expectations for repatriation, as well as the individual control process.

First, the expatriate sample consisted of Canadians assigned in Ireland. The industries in which these expatriates worked, did not vary greatly (insurance, banking, and telecommunications) and the majority of the sample came from the telecommunications industry. In addition, the sample contained only 1 female expatriate. The results of this study may not be generalizable across genders or to expatriates returning to other home countries, in other types of industries.

The data collected for this study was done through semi-structured interviews. A different interviewer was used for the Irish and Canadian interviews. The lack of uniformity between the interviewers could threaten the internal validity of the study. This threat is most likely a small one because the type of questions and interview method were uniform across all interviews.

c) Suggestions for Future Research

This research endeavor extended repatriate research by explicitly investigating individual repatriate expectations during the expatriation stage and exploring the organizational and individual interventions that were being implemented to prepare for their imminent return home. Future research might extend these efforts by examining the role of the family in the repatriate adjustment process and the antecedents that significantly influence the formation of work, interaction, and general adjustment expectations. The length of the expatriate assignment should also be examined a key variable in influencing the degree of "reverse culture shock". This issue could influence the need and extent of training for the repatriate and their family. In addition, more research on the area of the

variables that influence protean initiatives for career advancement and repatriation adjustment would be very useful.

Other variables that should be examined include the size of the organization and the type of industry that the organization competes in overseas. It is entirely possible that the number of repatriates affects the need, type and quality of repatriation programs. Additional research is needed on what types of organizational interventions would achieve a greater harmony between the international and domestic assignments. Information on what types of problems pose the greatest threat to repatriate adjustment and productivity is desperately needed to open up this neglected area of repatriate research.

Most of the empirical data regarding repatriate transitions has centered around short-term responses as opposed to the long-term repercussions for career development and overall adjustment. Research suggests that full repatriation adjustment usually takes between six and twelve months (Adler, 1981). In order to truly understand the role that repatriate expectations play in the repatriation process, a longitudinal research design of expatriates and their families before, during and after a foreign assignment would have been beneficial and would have allowed for more causal-oriented analysis of the relationship between repatriate expectations, individual control attempts, and repatriate adjustment.

Studies that replicate these findings across both genders by assessing the repatriation process in various industries from the perspectives of expatriates returning home to other regions of the globe would enhance the generalizability of these conclusions. It would also help to assess national and sectorial variations in repatriation

management practices. With appropriate funding this could be accomplished with the cooperation of international relocation companies or through the MNC

d) Implications of Findings for Organizations and Individuals

The inadequacy of organizational top-down interventions caused the most concern for our sample. Here are some useful recommendations that organizations may implement to effectively tackle the extensive and varied problems associated with repatriation. Due to the fact that organizations continue to disregard the suggestions of existing empirical studies, the recommendations for this study are more elaborate than most in order to highlight the pivotal role that organizations can play in helping their repatriates adjust properly to the home unit and culture.

Better Career Planning:

Work related and career issues caused the most concern for our sample. Surveys have shown that as little as 4% of the MNC's questioned were able to recognize that a foreign assignment contributed positively in the long run to an expatriate's career (Feldman, 1991). Feldman and Thomas (1992) propose that the following aspects of formal organizational career development programs can facilitate adjustment to new job assignments: (1) assuring that the foreign assignment does not hinder the employee's career advancement opportunities when they return home; (2) ensuring the repatriate has a definite job post upon returning home; (3) allowing the employee to develop and refine new skills that can be of use later on in his / her career; and (4) ensuring that the foreign assignment fits in and complements the employee's overall career path.

One of the problems that seems to be most disturbing during the repatriation experience is the unfulfilled expectations surrounding the employee's career advancement

once they have returned home (Forster, 1994). Too many repatriates in our sample did not anticipate leveraging their skills back home, this dilemma is all too familiar. For example, 80 % of the repatriates surveyed for the Conference board reported that their international experience was not valued (Gates, 1995).

First and foremost, in order to establish an international career planning "culture", criteria for selection and promotion decisions have to embrace the value of international experience. An empirical study of *Fortune* 500 companies revealed that executives include global experience as an important selection criterion only 4% to 7% of the time (Tung, 1988). The international mindset is a phenomenon that can take a long time to develop within an organization because it requires modifying the way people think about jobs, promotions, training, and human resources in general.

All too often repatriates are put into stagnant holding patterns that do more to harm their careers than advance them, some respondents in our sample were uncertain of their job opportunities and expected to be placed in meaningless jobs upon reentry. Gates (1995) reported that only 49% of the companies he surveyed discuss the prospect of a promotion with expatriates prior to departure, in addition, 87% of them said that the majority of repatriates are not given promotions upon reentry. If it is not possible to promote the repatriate upon reentry, the bare minimum that the organization should attempt to do is at least allow the repatriate to maintain a career path analogous to their colleagues who stayed home, although this situation is less than ideal. The consequences of not rewarding the repatriate's efforts and sacrifices can lead to their dissatisfaction and eventual turnover.

Encouraging Networking

The impressive support for the use of networking activities to handle career and other issues suggests that organizations should expend efforts to encourage and facilitate networking endeavors. Examples of efforts include: trips to the home unit, business lunches, company sports events, corporate buddy and mentorship programs, and the development of industry/professional associations.

Mentoring Programs

Most participant in this sample had no access to mentors. A sponsor or mentor in the home country during the expatriate assignment may help to facilitate the formation of accurate expectations about the home unit (Harvey, 1989). This designated person is responsible for being the link between the expatriate and the home unit. In addition, the mentor can play a supportive role to the expatriate through coaching. Mentoring has been linked to higher degrees of career and organizational commitment, recognition, satisfaction, career mobility/opportunity, faster promotion rates, and higher total compensation (Greenhaus & Callanan, 1994; Dreher & Ash, 1990; Scandura, 1992; Turban & Dougherty, 1994).

RJP's

Realistic Job Previews (RJPs) offer an effective way to clarify repatriate expectations regarding their future jobs. Wanous (1980) explained that the goal of an RJP is to bolster the employee's satisfaction, commitment, and the probability that they will stay in the organization. Wanous suggests that RJP's work by protecting an individual against developing unrealistically high expectations through the delivery of accurate information. RJP's also allow an individual to self-select themselves for a job. Self-

selection has been linked to increased satisfaction. RJP's have the additional advantage of allowing individuals to develop appropriate coping strategies for effective job performance through the development of clear understandings about their roles. Finally, personal commitment is often achieved when RJP's are used. Overall, RJP's benefits are that they are easy to implement, they are inexpensive, and they offer an ethical way to facilitate the socialization of a new entrant or a repatriate (Harris & DeSimone, 1994). In a repatriate framework, the RJP can only be effective when the company has done proper succession planning, and has reserved a job that challenges the repatriate's abilities.

Develop Clear and Detailed Policies

The term "international" with reference to *international HR services* is misleading. In our sample, the HR departments seem to be localized as opposed to globalized in terms of their policies and are often non cognizant of the policies and procedures they are supposed to enforce. MNC's must make inroads to tackle the colossal HR issues mentioned, clear and detailed globalized HR policies must be developed and properly enforced. HR staff in all countries must be properly trained regarding the policies so that they may enforce them appropriately.

Many individuals in our sample complained of ambiguous HR and general repatriate policies. White's (1988) study revealed that the lack of information about the specifics of repatriation policies contributed to the adjustment problems that the Japanese mangers experienced. Black's (1994) study of Japanese managers revealed that clarification of the repatriation logistics facilitated their adjustment to daily life in Japan. Thus, clear, detailed, and comprehensive repatriation policies and procedures that are compatible with repatriate career objectives can be expected to be positively related to in-

country repatriation work adjustment (Black, Gregersen, & Mendenhall, 1992). If repatriates know what they can expect from the home unit once they return home, then there leaves little room for misunderstandings and inaccurate expectations.

Senior management must be involved in the formulation of repatriate policies. Empirical investigation has shown that when senior management is involved in the formulation of expatriate policies, best practice activities are more likely to be implemented, and as a result this helps ensure the policy's success (Gates, 1995). The data also showed that when senior management participated in formulating policies, it was more likely that there were career discussions with expatriates; that expatriates were given special attention in career planning; that mentor programs were in place; and that there was much more planning done for the repatriate's return position (Gates, 1995).

Formal Classroom Training Sessions:

The almost complete inattention to resocialization programs is worrying. It seems that organizations continue to disregard the exhaustive empirical support calling for rigorous resocialization training programs for the repatriate and his/her family. Most of our sample did not anticipate receiving any form of resocialization training for themselves or their families, this is consistent with other research findings. Harvey (1989) surveyed 175 members of the American Society for Personnel Administration. He discovered that only 31% of the respondents had any form of repatriation programs for those returning to the domestic realm. Harvey notes that most of these programs dealt with issues such as career counseling, relocation assistance, and short-term financial assistance, but, most did not address the far ranging problems that the returning spouses and children faced.

Harvey (1985) and Adler (1983) suggest that when repatriation training includes the family, the repatriate's own adjustment cycle becomes easier.

Ideally, training should cover all three dimensions of adjustment. Cultural readjustment training would bring the repatriate and his/her family up to date on the latest cultural changes, trends and norms in the host country. The type of cost of living situation that the family can expect to encounter should also be included in the curriculum. The repatriate should be brought up to date on the organizational environment that he/she can expect to return to. This type of training should cover things like hierarchy and policy changes. In addition, training for networking and other types of self-help initiatives would be appropriate and useful as the results of this study illustrate.

The complaint of not using expatriate's international experience is a familiar one, repatriates can play a valuable role by helping others to prepare for departure. Repatriates, spouses, and their families can help others by assisting with informal briefings and with formalized pre-departure training.

Periodical Trips Home and Regular Communication with the Expatriate

Periodical trips to the home country, regular communication with the home unit and updates on recent events have been found to be useful for reducing uncertainty (Egelhoff, 1982; Adler, 1986). Many respondents complained of having poor communication links with the home unit, and reported feelings of abandonment. HR and the expatriate's supervisor should initiate contact with the expatriate often so he/she does not feel abandoned and it may prove useful to maintaining organizational commitment.

Compensation:

Some respondents in this study anticipated experiencing a drop in their standard of living upon reentry to Canada. Research has shown a strong negative correlation between social status and an expatriate's workplace and general repatriation adjustment (Black & Gregersen, 1991). Upon returning home, many repatriates find their salaries and savings eroded, they find the costs of purchasing new items like cars and homes to be constraining. The cost of goods and services can also be pricier when compared to the overseas country (Salzman, 1986). It is important that organizations provide an equitable return package to their repatriates in order to discourage dissatisfaction, and possible turnover. Organizations must be cautious to not overindulge their expatriates while they are abroad, especially if they know that they cannot provide that type of lifestyle when they return home. This task of keeping expectations in line with reality can be harder than it sounds since many organizations find they have to provide generous expatriate packages to stimulate overseas assignment acceptance.

e) Implications Of Findings For Repatriates

The following activities represent individual initiatives that repatriates can assume in order to tackle and manage the career, policy, and adjustment problems associated with repatriation.

Skill Building and Environmental Awareness

As already mentioned in relation to the principles of Chaos & Complexity theory, the most important activity that the protean career requires from an individual is that they develop a heightened awareness of themselves and their environment, it stipulates that the individual effectively use existing information and their own insight to increase the

likelihood of positive career outcomes. Developing self-awareness, responsiveness, learning abilities, and listening skills will help to uncover lever points of opportunity. Repatriates need to undertake these activities which represent predictive and behavioural control methods to circumvent the career setbacks that all too many repatriates face upon reentry to the home country.

Understanding the Career Dynamics of the Firm

An important adjunct to career self management efforts is that the employee needs to take the initiative to understand the organizational career dynamics of the firm. By achieving this understanding, the repatriate will have a better chance to take the appropriate steps to further his or her career in the organization. The organizational career dynamics can offer valuable insight on how to get ahead in the company, and its understanding can offer a competitive edge against those who have not taken the time to discern it.

Use Problem-Focused Coping Strategies

Folkman, Lazarus, Dunkel-Schetter, DeLongis and Gruen (1986) developed a typology of coping strategies. The typology ranges from the very problem focused (trying to change the environment) to the very symptom focused (trying to desensitize the distress created by the uncertainty in the new environment).

Feldman (1991) suggests that problem-focused coping strategies will be more likely to aid repatriate adjustment than will the symptom focused coping strategies. The reason for this is that symptom-focused behaviors do nothing to improve or change the repatriate's new environment and the stressors within it, this is similar to predictive control where no actions are undertaken by the individual to change the situation. The

problem-focused strategies are very similar to behavioral control methods as they help to make the new environment more amenable and less stressful which can lower the risk of turnover caused by unmet expectations. Problem focused coping activities require that the repatriate take advantage of new opportunities or elude threats in the work environment.

Seek Clarification

With any important contract, it is common practice to meticulously review the terms until full comprehension is obtained. The embarking on (or the commencement of) an expatriate assignment is a substantial commitment and as a result should be carefully considered and studied by the expatriate. It is the expatriate's responsibility to ensure that all important provisions for expatriation as well as repatriation are accounted for satisfactorily before embarking on the assignment.

In order to avoid unpleasant misunderstandings surrounding repatriate policies, employees should embark on a quest to interview other former repatriates about their experiences overseas and the return home. This can help to give valuable insight on the areas of repatriation that may pose difficulties which the employee may not have thought of on their own, and, which corporate policy may not cover.

Seek Managerial Support

Repatriates who are familiar with the defects in the organizational repatriation policies are in a good position to rally for top management's support in improving these policies. Empirical studies have shown that middle managers will be more willing to initiate issue selling when the issue is pertinent and has direct relevance to their functional areas (Schilit & Paine, 1987). As a result, repatriates should seek the help of managers in the departments that contain many expatriates/repatriates. An indicator of their issue

selling success is the amount of time and attention that top management devotes to repatriation issues (Dutton & Ashford, 1993).

Communication With Home Country Locals

In order to stave off the problems associated with reentry shock, the employee would be better off by taking the initiative to maintain regular communication with the work colleagues, friends, and family in the home country. This will help them to keep abreast of new developments, and make them feel less isolated which will help to reduce the reentry uncertainty. Another effective means of reducing reentry uncertainty and culture shock is through taking regular trips back to the home country (Adler, 1986). By seeing family and co-workers, the individual will feel less out of touch while on assignment. In addition, making regular trips to the home unit will help to remind key players in the organization of the employee's imminent return which could prove useful in placing the repatriate upon reentry.

We already concluded that the repatriate must share the obligations of the transition back home with the employer. We have discussed at great length the types of control strategies that repatriates can use to effectively diminish the amount of stress and disruption that repatriation can bring on. The following set of questions are from Forster (1994), they accurately summarize and address the types of problems that repatriates can expect to encounter and highlights the areas where they can be proactive agents of change. Forster (1994) suggests that the following questions should be able to be answered by the repatriate before he/she moves back home.

1. Are you up to date with developments and changes in the home unit?
2. Who can you talk to about the impending repatriation?
3. Can you get an accurate job preview?
4. Are your expectations realistic?
5. How much notice do you need in order to maintain a sense of control over events?
6. To what extent can you control the timing of the move?
7. What will you do if you do not get the job you want back in Canada?
8. Do you need retraining and where can you get this?
9. If your company decides to terminate your employment, do you know of any placement agencies that can find you a suitable job?
10. Have you thought about how you will handle redundancy and unemployment?
11. Will your company meet any retraining costs? Can you use severance pay to cover this?
12. Is your repatriation package flexible? Does it meet your needs? Do you have adequate information about the area you are planning to move into?
13. How does your family feel about the move? Are you sensitive to their needs and concerns? Do you communicate your anxieties and feelings about the move with each other?
14. How do you plan to integrate yourself into the new area? (Forster, 1994, p. 420)

f) Conclusion

This study conducted among a sample of Canadian expatriates in Ireland made an important and much needed contribution to the Canadian repatriation literature. In summary, we learned that many repatriates are driven to undertake control initiatives predominantly due to the inadequacy of top down interventions. The shortcomings of repatriate interventions mainly stem in the career management area. Most of the sample had some type of anxiety surrounding their return position and/or the type of career opportunities that awaited them in the home unit. As a result of these career anxieties and other work related dilemmas, 100% of the sample indulged in networking activities. This finding suggests that networking can be an effective tool in solving many work related problems associated with international relocations. Perhaps future empirical research will uncover more definitive evidence of the benefits of networking in a repatriate framework.

We also uncovered some paradoxical evidence which demonstrates that although organizations are lacking in their repatriate career interventions, the most common type of organizational facilitator for individual initiatives was to provide some type of managerial support for career advancement such as career option discussions, career planning, and assistance in repatriate job placement (the quality and amount of this type assistance varied according to the organization and individual supervisors). Perhaps this finding shows that although organizations have a long way to go in securing vigorous and effective repatriate practices, they are becoming conscious of the need to provide this type of support, conceivably the acute turnover rates of their repatriates has alerted them to this fact. This ironic finding provides a spark to ignite the flame for research on the drivers, facilitators,

and hindrances of individual control ventures. The results of such studies could prove to be enlightening and utile for both the organization and the individual.

Overall, the conclusion of this study mirrors that of many other studies on repatriation management: organizations are not doing enough to manage and maintain their repatriates. The problem lies in the fact that international HR administrators continue to neglect the increasing amount of empirical evidence that points to this recurring conclusion. They continue to disregard the important connection that succession and career planning play in repatriate management.

Repatriation management research has a long way to go before sound conclusions can be reached in terms of repatriate best practices, the role of repatriate expectations in the adjustment process, and the process of individual control for repatriate self-management. If poor repatriation adjustment leads to the turnover of these invaluable and skilled professionals, the necessity for such research is enhanced. It is due to this void in the repatriation literature, that the correlation between the repatriation adjustment process and repatriate turnover can only be postulated as a rational deduction.

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Table 1

Nicholson & West's Taxonomy of Transition Characteristics

1.	**Speed**:	How fast the movement through the transition is.
2.	**Amplitude**:	How novel or radical the demands of the transition are.
3.	**Symmetry:**	How much time relative to previous transitions (assignments) is spent in this transition.
4.	**Continuity**:	How interlinked the current transition is to previous and planned future job assignments.
5.	**Discretion:**	How much control the job changer has over passage through the stages of the transition.
6.	**Complexity**:	How clearly or easily the tasks of the transition cycle can be defined.
7.	**Propulsion**:	The extent to which the cycle was initiated by the person versus by external events and forces.
8.	**Significance**:	How personally or organizationally important the outcomes of the transition are.

Figure 1

Black et al's (1992) Framework of Repatriation Adjustment

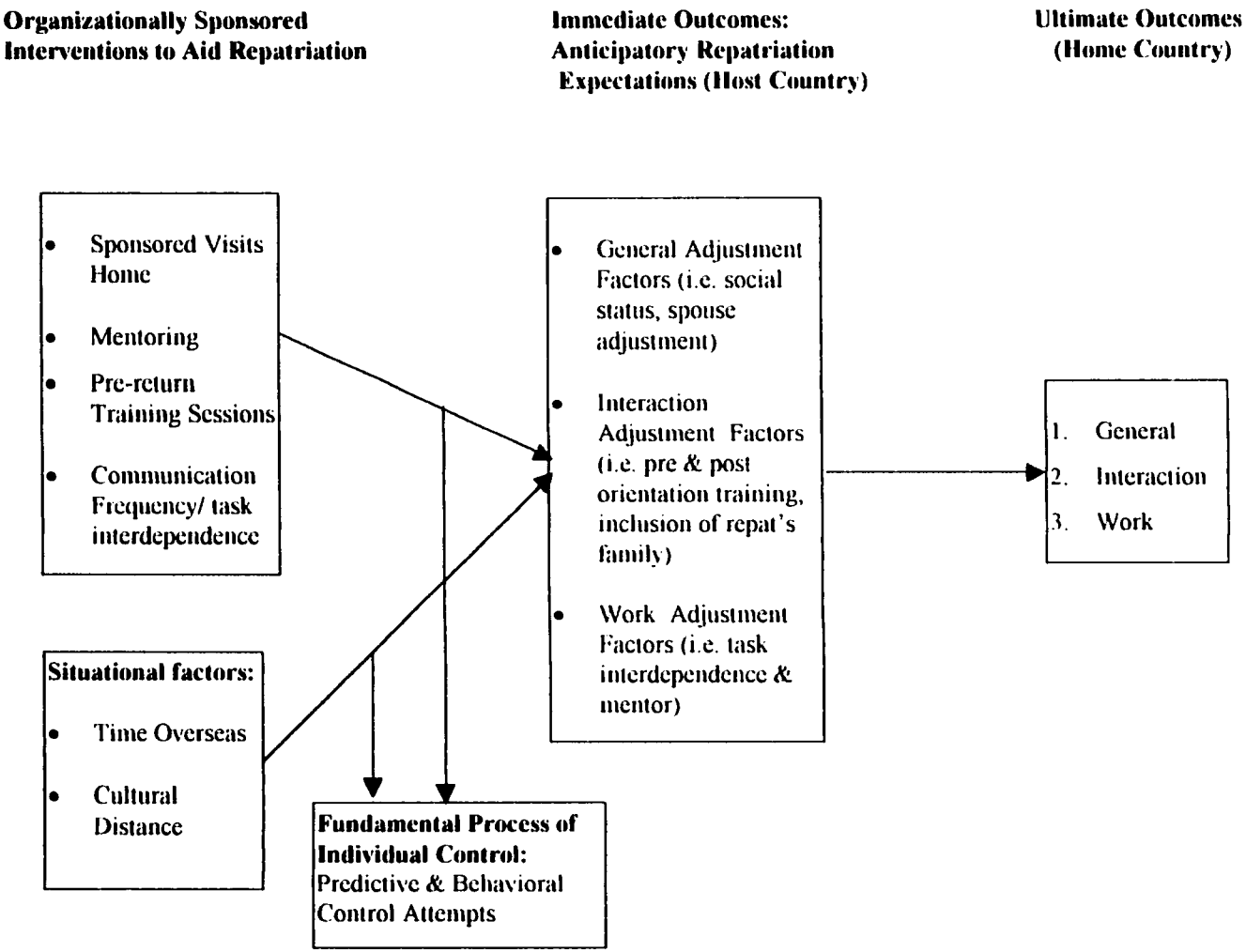


Figure 2

The Effect of Repatriate Expectations on Home Country Adjustment

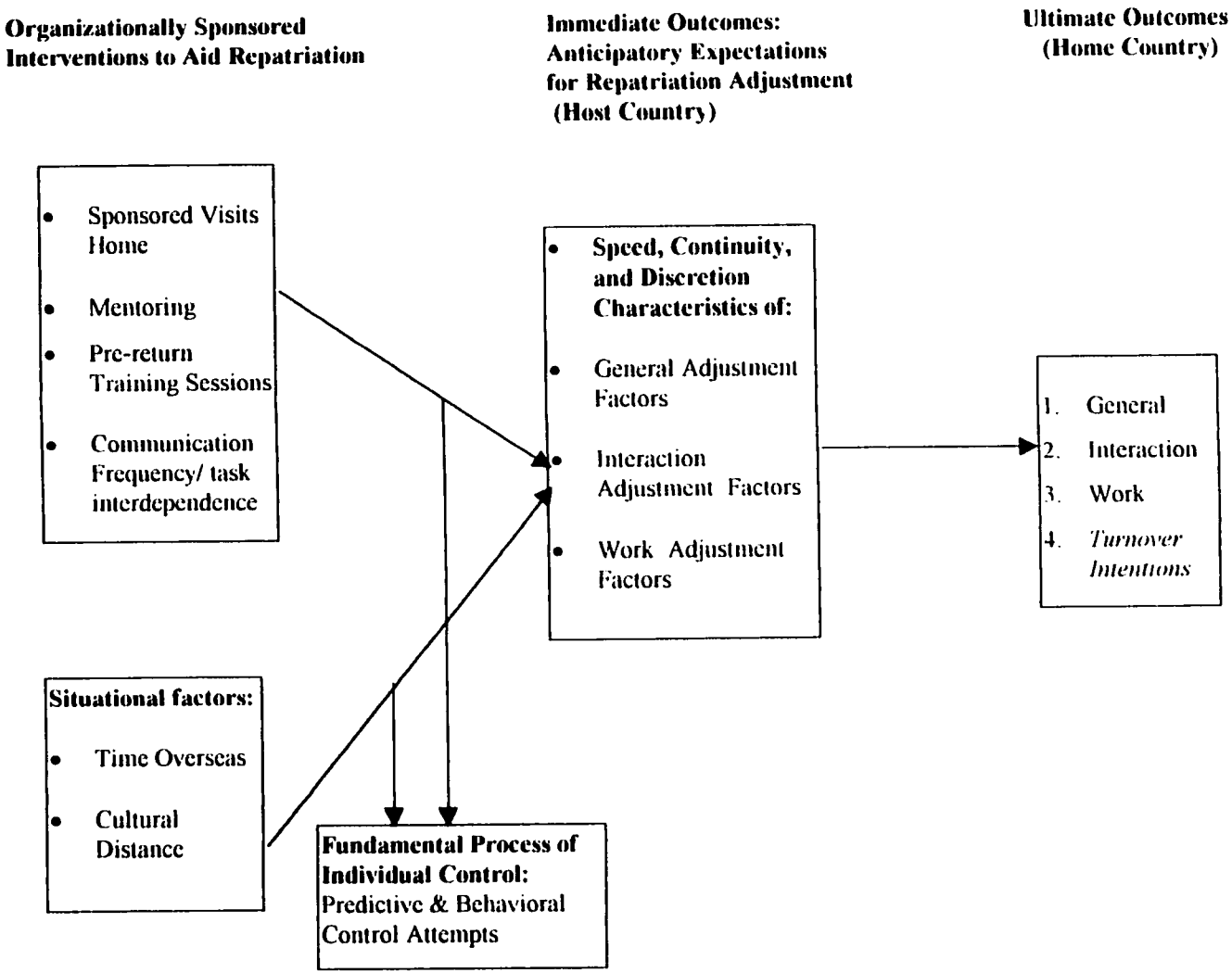
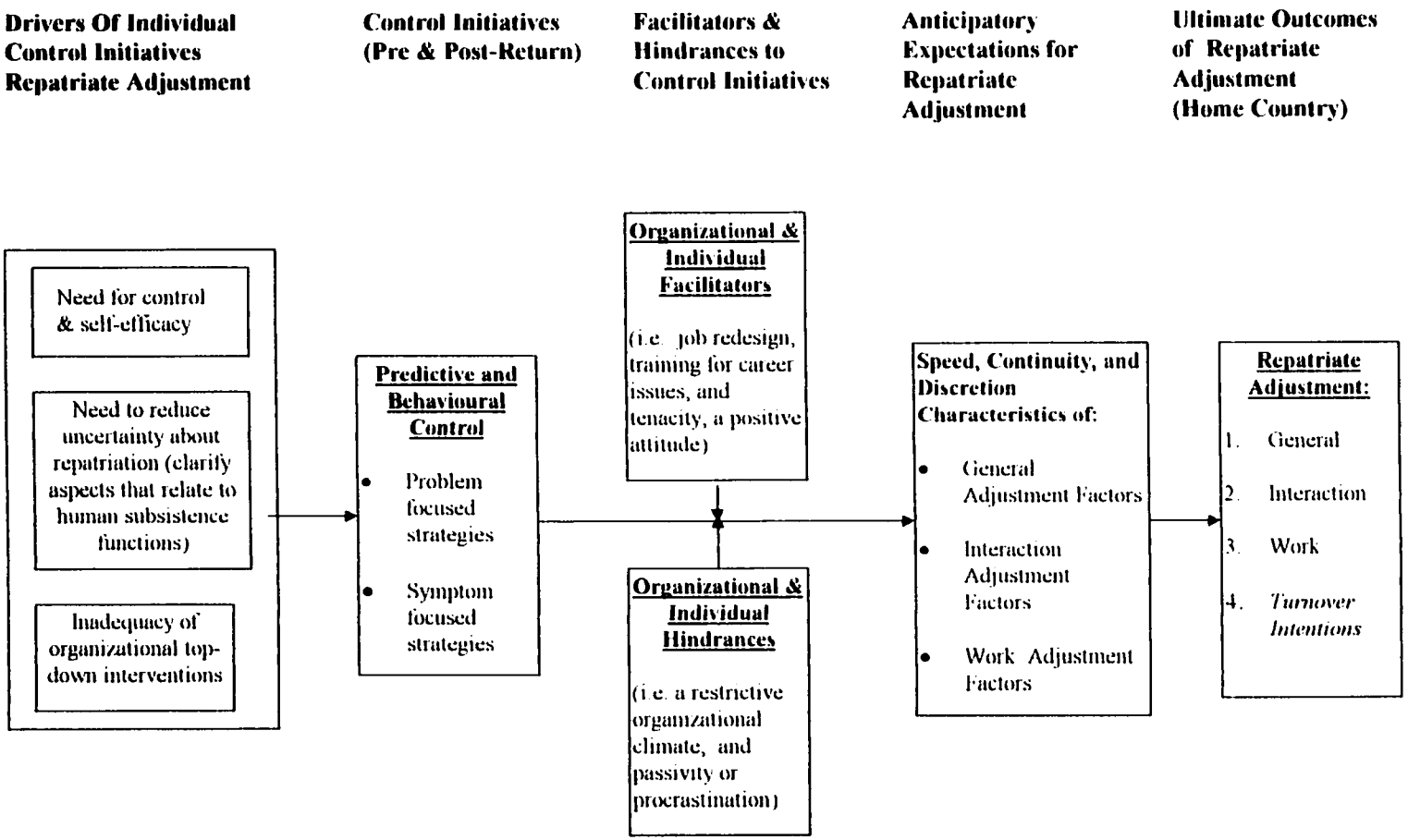


Figure 3

The Drivers of Predictive and Behavioural Control Initiatives



APPENDIX A

DATA DISPLAYS FOR THE CASE SUMMARIES

Company #1- Expat

- Irish Supervisor- unknown if he has expatriate experience.
- Irish colleague- has expatriate experience.

- Is a career expat. has been one for 25 years. Has been in Ireland for 7 years. he never liked Ireland but he chose to come to boost his career (t. 4). He was in London prior to Ireland for 8 years and Germany before that (t. 5).
-Is very senior in the co.. all his assmts were chosen in order to boost his career (t. 3).
- Found Ireland easy to adjust to (t. 7).
- Feels his intl. experience is more valuable in Europe then back home (t. 12).
- Thinks that repats should prepare new expats for their new destination (t. 14).
- The bank has been operating internationally for 110 years. it is felt that assmts are successful when some who has an intl. mindset is chosen for the job. you don't develop international people (s. 2). What this means is that one's "internationality" is predetermined. you cannot teach someone to become international.

Table 1-1 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of Expectation
Work	Retirement	Expects to retire in home city & be a snowbird (t. 12). May be retiring after this assmt (i.s., 5; i.c., 4).
Interaction	Reintegration at Headquarters	Expects adjustment to HQ environment to be tough because it is hard to make a difference there (t. 13).
General Living	Social Reintegration	Realizes that friends do not have the same interests & experiences so he and his wife adjust their expectations of them (t. 13).
	Socio-economic adjustments	Doesn't expect major adjustments because he has always kept his feet on the ground (t. 14).

Table 1- 2 The Drivers and Driver Determents

Inadequacy of Top Down Interventions	The Problem
Poor repatriate management	Expats are usually sent away with little assistance. then brought back several years later to find that they have been forgotten (t. 3; i.c., 5)
Poor resocialization programs	None available for the family or employees (i.s., 3. 6).
Career development policies	No set policies for helping repats decide what to do next (s. 3).
International HR services	Internationalization of HR is not apparent- still very local & acts on word of mouth. there is a well developed grape vine (s. 5. 6).
Predisposed to control initiatives	He has a strong need to be in control of situations (i.c., 4).

Table 1- 3 Factors Facilitating the Exertion of Control

Organizational/ Individual	General Category of activity	Specifics
Organizational	Trips home	He goes home three X per year to see loved ones on the company expense (t. .5. 13).
	Contact with superiors	The superiors visit often & he travels with them. he speaks to his supervisor weekly- ease ntwking (t. 8; i.s. 4; i.c.. 5).
	Autonomy in choosing assmts	Expats are empowered to choose what assignment they would like to take on next (t. 11; i.s. 3; i.s.5).
	Attitude towards international assmts (conflicts with table 2)	Well developed process and culture towards int'l operations. The company feels that some people are predisposed to the international mindset and that tends to determine their success overseas (i.s.. 2).
	Relocation assistance	They have a comprehensive relocation program that handles a lot (i.s.. 6).
Individual	Ambitious/ good performer	Is ambitious & earned the respect from his superiors (t. 3). He got promoted several times in London (i.s.. 1). Is an excellent performer especially considering this was a new type of business for him (i.s.. 4; i.c.. 2)
	Predisposition to control initiatives	He has a high need for control (i.c.. 4).

Table 1-4 Factors Hindering the Exertion of Control

Organizational / Individual	General Category of Activity	Specifics
Organizational	Duration of expat assmt	Expats are sent away indefinitely, someone else decides when it is time for them to come home (1-1 t. 3)
	Rewarding expat efforts	Expats only get promoted within the international circuit or they move laterally (1-1 i.s., 3).
	Internationality in upper mgmt	Most of the senior mgmt has no int'l experience other than the U.S. which could be the reason for their obliviousness to the difficulties of the international career (1-1i.s., 3).
	Mgmt attitude towards c/c issues	They perceive no need in assisting employees & their families with these issues (1-1 i.s., 6).
	On-line career systems	There is no on-line job postings for int'l postings-only in local markets (1-1 i.s., 5)

Table1- 5 Evidence of Individual Control

Type of Behaviour	Specifics
Networking	Uses his networks to find support in foreign countries (t . 4).
Staying up to date with Canadian culture & current events	He keeps on top of Canadian happenings while away through satellite & Web (t. 5. 13. 14).
Initiation of contact with management	He speaks to his supervisor weekly, he initiates at times the communication (t. 8; i.s. 4; i.c., 5).

Company # 2- Expat # 1

- Canadian Colleague- no expatriate experience
- Irish Colleague- unknown if he has expatriate experience

- The target & the family have adjusted well to life in Ireland (t. 4).
- He was on assmt in London previous to Ireland.
- He is 52 & has been in Ireland for 8 months, may retire after this.
- Expects, his deputy to take over after he has accomplished his goals in Ireland (t. 9; i.c., 5).

Table 2-1 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of Expectation
Work	Job placement/ retirement	Expects to stay in Ireland anther 3-5 years then retire in Canada (t. 9). Expects to have to take his career advancement in to his own hands (t. 10). He realizes they will place him in a meaningless credit desk job (t. 10, 11).
Interaction	Social reintegration	He does not expect any problems reintegrating socially (t. 16).
General Living	Cultural adjustment	He thinks it will be a shock to his system to move back yet he feels he is an adaptable individual. Expects to have to adjust to weather, living patterns, and TV- he loves British TV.
	Socio-economic adjustment	Expects his standard of living to decline back home (t. 2).

Table 2-2 The Drivers and Driver Determents

Inadequacy of Top Down Interventions	The Problem
Repatriate career management practices are inadequate	Does not place repats in challenging jobs that use int'l KSA's so he opted to stay on assmt. The co. has a poor career development program, he realizes he must take responsibility to find a suitable job upon return i.e. ntwking (t. 8, 10, 11, 14, 17).
Expatriate management is Lacking	No support from the home base means that the expat must look out for his own interests at home and abroad simultaneously and single handedly- implicit (c.c., 6).

Table 2-3 Factors Facilitating the Exertion of Control

Organizational/ Individual	General Category of activity	Specifics
Organizational	Trips home	The family returned home yearly while in the U.K., target returns twice a year which allowed them to stay on top of cultural changes in Canada and target can ntwk- ease repatriation (t. 2, 10, 14).
	Autonomy in choosing assignments	He was given an option to move to Ireland if he did not want to come home yet from the U.K. which helps to build his credentials (t. 8).
	On line career systems	The co. has an open, on-line staffing policy where you are supposed to carve your own career (t. 11, 13, 17).
	Networking is encouraged	His job allowed him to build close relationships with the seniors in the ntwk- lead to his current assmt (t. 8).
Individual	International skills	Target has valuable skills and aptitude which make him a valuable employee (c.c., 5).
	Ambitious	Feels that target has his sights set on bigger things in the CIBC (i.c., 5).

Table 2-4 Factors Hindering the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Trips home	In Ireland his home leave allowance was cut so trips home might decrease for him & the family which may impede networking for repatriation- implicit (t. 13).
	Termination date of assignment	There is no set date for reentry which makes it hard for the expat to make plans for reentry in advance- implicit (c.c., 5).
Situational	Losing network	He has lost some contacts due to retirement (t. 14).

Table 2-5 Evidence of Individual Control

Type of Behaviour	Specifics
Networking	Target sees the need to ntwk so finds an excuse to get over to Canada twice a year to maintain contacts (t. 14).
***Lack of proactivity in maintaining contact with family & friends	He feels out of touch with social contacts because he makes no effort to communicate with them, except for a few (t. 16).

Company #3- Expat # 1

Irish colleague- has expatriate experience
Canadian colleague-no expat experience

- Assmt was supposed to last 1 year but he is leaving early, there was a lot of confusion and problems about the work he was supposed to be doing in Ireland (t. 2). His wife is unhappy there, she had a baby in Ireland.
-Feels the primary reason to take an expat assmt is to advance one's career (t. 15).
-Irish colleague feels that the company has a long way to go in terms of being a global company (i.c., 17).
-Canadian colleague thinks the locals do not like the target's presence there (c.c., 5).

Table 3-1 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of Expectation
Work	Job placement	He expects to possibly undertake a managerial role (t. 6, 15). Canadian colleague thinks he will come back to the same project (c.c., 8)
	Termination date of current assignment	Does not expect to remain the full 1 year (t. 2; c.c., 4).
	Leveraging international KSAO's	He doesn't think they will be able to leverage his new skills back home because there is not a great need there for his work (t. 14). Doesn't expect the assmt to advance his career (c.c., 10).
Work & Interaction	Reintegration at headquarters	Doesn't expect any difficulties reintegrating because he has been away for 10 months & he feels plugged in to HQ (t. 15; c.c., 9)
General Living	Socioeconomic adjustment	The cost of living is staggering in Ireland so the return to Canada will be easier (i.c., 16)

Table 3- 2 The Drivers

Inadequacy of Top Down Interventions	The Problem
Employee satisfaction	He was unhappy with his advancement just before this assmt so he spoke to a manager & told him he was looking for new opportunities elsewhere- they promoted him & sent him to Ireland (t. 5; c.c., 3).
Job placement	Because he is not guaranteed the best possible position upon return, he is encouraged to ntwk to get the type of job he wants (t. 8).
International HR services	Because he has poor HR support abroad he had to find out about policies on his own through discussions with other expats (t. 3).
Mentoring	Because there is no formal mentoring program in Ireland, he started his own mentoring program (t. 13). Canadian colleague thought he had a mentor (c.c., 6).
Expatriate management is lacking	Is handled better and is a more smother process than expatriation (i.c., 12). Repatriation will be easier since he has his home & belongings in storage- handled by the co. (c.c., 11)

Table 3-3 Factors Facilitating the Exertion of Control

Organizational / Individual	General Category of Activity	Specifics
Organizational	Organizational climate that is open to employee concerns	He voiced his concerns about his lack of advancement in the co., they then promoted him (t. 5). He can almost decide where he wants to go (c.c., 8).
	Teaching expats to deal with ambiguity & developing managerial abilities	He did not expect to have to lead people, nor does he like it but he had to do it which broadens his skill set (t. 6, 14).
	Managerial support for advancement	His manager is actively helping him find a return position & advance his career (t. 6, 8, 10, 11; c.c., 8).
	Contact with superiors	His supervisor calls him regularly - 1x per month they talk (t. 11). He is still on the company e-mail list which keeps him informed (t. 15).
	Networking is encouraged	He is encouraged to network on his own behalf in order to get the type of return position he wants (t. 8).
	Trips home/ long distance bill coverage	He gets 5 home leave days per year & a long distance allowance which help to keep him in tune with Canada (t. 12; c.c., 7).
Individual	Promotions	Target was promoted just before the assmt which boosts his value to the co. upon returning home- implicit (t. 5).
	Communication with colleagues & loved ones	He has some contact with his old manager in Toronto, lots of contact with loved ones (phone & visits) (t. 11). Canadian colleague speaks to him frequently via e-mail, he is remembered at home (c.c., 7, 8)
	Good performer	He is performing exceptionally well despite the fact that he has no defined objectives (t. 8; i.c., 14; c.c., 6). Good performance in the past (c.c., 2).

Table 3-4 Factors Hindering the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	International HR services is lacking	HR in Ireland is unresponsive and unsure of expat/repat policies (t. 3, 12). Lots of paperwork to slow down expat process (i.c. 12)
	Ambiguous job responsibilities	His band level responsibilities are very murky, especially overseas so no one knows what to do with him (t. 6).
	Poor leveraging of international skills	They will not be able to use his new talents back in Toronto- some talents are obsolete (t. 14). Int'l experience isn't appreciated & doesn't help careers (i.c., 12; c.c., 10).
	On line career systems	No access to on line job postings (c.c., 8).
	Unavailable resocialization programs	None available for expat & family (c.c., 9).

Table 3- 5 Evidence of Individual Control

Type of Behavior	Specifics
Networking	Is networking to get the type of job he wants (t. 8).
Information seeking	Discussions with other expats to find out about HR policies (t. 3).
Developing programs to assist future expats	Developed a mentor program in Ireland (t. 13).
Staying in touch with loved ones & colleagues	He makes a concerted effort to stay in touch with loved ones and colleagues (t. 11, 12).

Company #3- Expat # 2

-Irish colleague/ subordinate- no expatriate experience
-Canadian colleague- has expat experience in France & Singapore
-Canadian Supervisor- he was the target's supervisor many years ago for two years in Belleville. They worked together in Singapore w/ the target's Canadian colleague. he recommended the target for the Asian assmt (c.s. 1). Singapore was the worst move he (supervisor) had made (c.s.. 2). He is planning on moving to the U.S. on another assmt. He mentions a big problem with intl. assignments is that the spouse has no one to communicate with in HR & no planning to replace the expat after the assmt (c.s. 5.2).

- Has problems with his Irish boss- bad communicator (t. 3. 5)
- Is recently divorced with 3 small children. (ages 2.5 - 6).
- He wants to get his next job in Asia because he loved the work when he was there. the compensation is generous & it will help him pay for his kids (t. 7).
- A lot of the Irish locals are being sent to Canada for training & expat assmts (i.c.. 3). Mentions that the target is well adjusted in Ireland (i.c.. 3).

Table 3-6 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of Expectation
Work	Future assignment	He expects it will be hard to find a new suitable assmt for his next stint. he knows he could not get a job where his ex-wife & kids live in Pembroke (t. 6).
	Economic compensation in Asia	He expects to have to take a local package if he goes to Asia next (t. 6).
	Repatriate management	He knows the company does a poor job of developing the career of repatriates so he expects to have to find his own opportunities because he has no one looking out for his interests (t.11. 18).Is unsure where he will go next (maybe U.S.) & whether anyone has discussed it with him (c.c.. 5. 6.). Thinks target wants to get a higher mgmt position (i.c.. 4).
	Job placement	He is guaranteed a return position somewhere in NA at the same band level he had previously. will not be a spectacular position- implicit (t. 18. 19; c.c.. 7).
General Living	Social reintegration in Asia	He thinks reintegration to Asia would be effortless (t. 15).

Table 3-7 The Drivers

Inadequacy of Top Down Interventions	The Problem
Low managerial support	Supervisor in Ireland is a bad communicator. poor career developer- Target must make his own career path (t. 5. 6).
Repatriate career management practices are inadequate	Poor career repatriation policies. no use of int'l KSA's so is working hard to get to Asia & make his own career path (t. 11. 18. 19; h.c., 6. 7; s. 4). Often repats find that they are in a worse position than if they had stayed home. they are forgotten (h.c., 6).
International HR services is poor	No strategic planing. poor relocation services. no help in improving empee performance. low communication with expats (t. 12. 13. 15; h.c., 5.c.s. 2).
Poor resocialization programs	No assistance is given to the family other than trips home (h.c., 7). Poor re-socialization program (c.s. 5).

Table 3-8 Factors Facilitating the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Trips home	He is given trips home to see the family . families are also given trips home (t. 17; c.c., 7; c.s., 5).
	Some resocialization support provided	Repatriate programs encourage trips home to meet new mgmt. to ntwk & home search assistance (c.c., 7). The directors also come over from Toronto (i.c., 6).
	Guarantee of employment	He is guaranteed a return position somewhere in NA at the same band level as before. is paid to stay home & find a job (t. 18. 19; c.c., 7;c.s., 4).
	On line career systems	He has access to job openings all around the world (t. 19). Many foreign assmts are also obtained through recommendations (c.s. 3).
	Relocation assistance	Arthur Andersen is doing the target's supervisor's taxes to help him relocate from the U.S. (c.s. 5). The company relocates its employees well (i.c., 6).
Individual	Good performer	The target feels he is performing well in his current assmt which will make him a valuable employee (t. 6, 10; c.c., 2, 4, 7; c.s. 3; i.c., 4). He was effective in Singapore as well where he got promoted. (c.s.3).

	Ambitious	He is very motivated career wise, wants a challenge (t. 11, c.c., 2; c.s. 2). He is ambitious (i.c., 7).

Table 3-9 Factors Hindering the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Managerial support for advancement	His local supervisor is a poor communicator, gives low support & doesn't recognize his talents, no career development help (t. 5, 6). No training for mgrs. Who supervise expats (c.c., 6, 7). Unresponsive to demands (i.c., 8).
	Job placement at mercy of economy	The factors that determine the expat's duration on assmt are prey to external factors like the economy & sales figures (c.c., 3). The proper placement of repats is at the mercy of the economy at the time they arrive (c.c., 6).
Individual	Obsolete KSA's	Because the tech. has changed at home, his options in a tech path close, he can only choose management roles (c.c., 5). This industry require skill maintenance & updating (i.c., 6).
	Angering HR people	He has upset HR in the past so they do not acknowledge him (t. 12)

Table 3-10 Evidence of Individual Control

Type of Behaviour	Specifics
Initiatives to solve HR problems	He talks to the VP's in Asia about the problem to get their perspective on HR dilemmas (t. 13). Takes care of his own HR problems (i.c., 4).
Networking	Things get done through who you know & what you have done for them, he has built up a support ntwk around the world (t. 15).
Proactivity for the next assignment	He is unhappy so he is actively working towards sending himself back to Asia. (t. 5, 6).
Staying in touch with colleagues	He remains in contact with his colleagues through e-mail for business & pleasure (c.c., 5,c.s, 4)

Company # 3- Expat #3

-Irish Colleague has expat experience and has known the target for 3 years.

-Target had a difficult time adapting at work because his role was not clearly outlined and his job changed significantly halfway through the assmt (t. 2). culturally he adjusted quickly (i.c., 1)
- He has a family on assmt with him. his kids are 8. 11. and 14. they have been in Ireland for 3.5 years.
- He reports to supervisors in Paris & Dallas.

Table 3-11 The Focus of Expectations

Adjustment Dimension	Category Of Expectations	Content Of Expectations
Work	Networking	He expects to have to network anytime he makes an organizational shift (t. 6).
	Managerial support for advancement	Expects both supervisors to help him with his future career plans (t. 11).
	Reintegration at Headquarters	He does expect to have to adjust to being a small fish in a big pond (t. 14). Expat isn't kept informed on general movements in the company so repats may be overwhelmed by the changes upon reentry (t. 15).
	Termination date of current assignment	His assignment will end in 2 years (i.c., 5).
Interaction	Reintegration into the social network	He doesn't think that the most important ntwk connections to him will have forgotten who he is (t. 12).
	Social reintegration	He knows readjustment will be harder on the kids and that is why they decided to stay longer in Ireland- the kids have adjusted well there (t. 15).
General Living	Cultural reintegration	Repats may feel overcome by the cultural changes in Canada because they are deprived of Canadian cultural links on assmt. (t. 15. 16).
	Future assignment	He has no idea which city in Canada he would be sent to next (t. 14).

Table 3-12 The Drivers

Inadequacy of Top Down Interventions	The Problem
Mentoring	No mentoring and a lack of strong career development practices (t. 6, 11, i.c., 5).
Low communication with home base	Because the expat feels alone and detached on assignment from the home base, he worries about his situation for return (t. 12). Not kept informed on Canadian events in the home unit (t. 15).
Lack of access to Canadian culture in Ireland	Lack of Canadian culture access in Ireland makes him feel very detached from Canada- no Canadian expat societies or cultural events. he subscribes to Maclean's magazine (t. 15, 16).
Poor repatriation management	Repatriation is not well managed, repatriates are given inadequate jobs upon reentry & are forgotten while away on assmt . the onus to stay on top of things is on them (networking) (i.c., 6). The target has been offered 3 jobs in the past year in NA which he turned down. (t. 12).
Lack of agreement of repatriate career implications	The Irish colleague feels that repatriates are given boring jobs that do not leverage international KSA's (i.c., 6) . This contrasts with the target who feels that his international skills will be put to good use in his next job (t. 11).
Expatriate management is lacking	Expats are left to fend for themselves overseas which makes them feel isolated (t. 9).

Table 3-13 Factors Facilitating the exertion of control

Organizational/ Individual	Description of activity	Explanation
Organizational	Autonomy in choosing assmts	The company asks its employees every year to indicate their preference for their next assignments (t. 1).
	Managerial support for advancement	Both supervisors assist him with career development. the long term discussions are done with the guy in Dallas. The guy in Dallas initiated a meeting to discuss the next few years of the target's career (t. 11, i.c..5).
	On-line career systems	There is a well developed career assistance program. on-line job assistance is available (t. 11, i.c..5).
	Networking is encouraged	Repats are expected to network and let their preferences and skill sets be known to supervisors and other key players (t. 11).
	Trips home	Is brought in 3 times a year for business purposes which allows him to maintain the essential links (t.12)
	Leveraging of international skills	He feels he will be able to use his skills because they are needed in order for the company to build a global capability (t. 11).
Individual	Skill acquisition / ambitious	He is valuable to the company because of his non-North American perspective on the business which is needed back at home (t. 11. i.c.. 4). Without his knowledge & int'l experience he would not have been able to obtain such a high level position (i.c.. 3). He is ambitious career wise (i.c.. 3.5).
	Well developed profile in the organization	It is likely that he will get job offers without having to look for them. he is well regarded (i.c.. 5).

Table3-14 Evidence of Individual Control

Type of Behaviour	Specifics
Networking	He networks for career advancement and resolving organizational issues (t. 5, 6, 11; i.c., 5). He doesn't think that the most important ntwk connections to him will have forgotten who he is. He remains in contact through the phone, home visits every quarter & E-mail (t. 12).
Staying in touch with loved ones	Keeps in touch with loved ones to maintain vital relationships (t. 14).
Proactivity for the next assignment	He has been spending time in the Mediterranean setting himself up for the next international assignment he wants (t.12).

Company #3- Expat #4

Irish Colleague- was an expat in Canada

- She is on a leadership & technology development program which shifts her around on short assmts to develop her capabilities. She will be going to France next.
- She is here alone.
- Has adjusted well.
- She probably expected to be treated differently as a woman because she comes from a male dominated discipline (engineering) (i.c.. 2. t.9). She has not encountered any problems due to the fact that she is a single woman (t.9)

Table 3-15 The Focus of Expectations

Adjustment Dimension	Category of Expectations	Content of Expectations
Work	HR Support	She expects to have to take the initiative to gain support from HR for her next assignment (t.4)
	CCT for the next assmt.	She does not expect to receive any cct for France (t. 1).
	Job placement	Her manager assured her a return position. the executive training program has a good reputation associated with it. she does not expect to encounter any problems finding a suitable position (t.10). Colleague expects her to get a technical mgmt or mgmt position upon return (i.c.. 4).
	Future assignment	Her next role is unclear. it will be in a non technical role (t.1). She will be going to Paris for the next assignment. the length of the assignment will be between 6 months-1 year (t. 9).
Interaction	Social reintegration	Expects a similar but easier adjustment to the home country. She lives on her own now. when she returns she will have to get used to living with others (t. 12). Expects the target to be debriefed. mentions that reintegration can be a bit of a problem (i.c..5)
General Living	Compensation	She expects to have the same compensation arrangements for her next assignment since she is classified as an expatriate (t. 10).

Table 3-16 The Drivers

Inadequacy of Top Down Interventions	The Problem
International HR services	Lack of proper documentation on policies and processes (i.c., 6). The people in international services were overworked and their roles were not clear (t. 4).
Resocialization programs	There may possibly be a debriefing given before repatriation- no cct. (i.c., 5).
Need for control	The target is pre-disposed to control initiatives (t. 3, 7, 8, 10, 12).

Table 3- 17 Factors Facilitating the Exertion of Control

Organizational / Individual	General Category of Activity	Specifics
Organizational	Result of the program is the inculcation of valuable KSAO's	The development program that she is on allows her to develop experience in technology, leadership, and foreign assignments (i.c., 4, t. 1). They give her a 360 degree perspective of the business which allows her to have better control of her work environment (t. 1).
	Autonomy in choosing assignments	The program allows her to choose her own assignments that she feels would complement her own career path. There is help for making career decisions (t. 1). She could stay in Europe if she wants to, they will place her (t. 10).
	Notice given for the next assignment	She is aware of her next assignment & destination which allows her to prepare well in advance (t. 9).
	Guarantee of post-return employment	Her boss guaranteed her a return position, not the program. The program has a good reputation associated with it that will also help her to find a job (t.10).
	Proactivity is encouraged	Her program tries to teach her to be self-driven. She is encouraged to seek her own feedback from her peers & superiors. She enrolled in a formal 3rd party evaluation program (t. 11).
Individual	Predisposition to proactivity	She requested cct and language lessons for France, she makes an effort to understand the Irish culture by listening to their news, and she is assertive in the office (t. 3, 7, 8, 10, 12.)

Table 3-18 Factors Hindering the Exertion of Control

Organizational / Individual	General Category of Activity	Specifics
Organizational	Assignments are too short	The assignments are too short for her to gain a full comprehension and make her mark in the host location. She isn't interested in going into management so technical skills are important for her career goals (t. 10, 11).
	Awareness of int'l assignments	People do not have enough awareness about access to expat assignments (i.c., 6).

Table 3-19 Evidence of Individual Control

Type Of Behaviour	Specifics
Initiatives to solve HR problems	She had to be self driven with the international services department because their services were inadequate (t. 4).
Networking	She stays in touch with her old director and the department because she realizes she will be gone for three years (t. 11).
Seeking social support	The target took the initiative to ask for help from colleagues (i.c., 1).
Information seeking	She does not think that the company will offer her any cct for her next assmt., she will request it along with French courses (t. 10).
Staying in touch with loved ones & colleagues	She stays in touch with her old boss, co-workers, and family/friends through e-mail & visits (t. 12).
Staying up to date on Canadian culture and current events	She keeps her Reader's Digest subscription. (t. 12).
Staying current with corporate events	She tries to stay on their distribution lists (t.12).

Company #3 -Expat #5

Irish colleague-has lived in Holland. it is unknown if it was on an expatriate assignment.
Senior Canadian manager - has no expat experience
Canadian colleague- has no expat experience

- He was supposed to be here for only 9 months. but he has been in Ireland for 2 years (t. 1).
- His wife has been an employee of the company for 15 years. she is also working as an expat (t. 6).
- Has adjusted well & quickly (i.c.. 3; c.c.. 5)
- Is felt that intl assmts work well in the company & adds value to one's career by enabling them to work effectively and learn new skills (c.c.. 10).
- His Canadian boss is never in contact with his Irish HR rep (c.s. 8)
- His Canadian supervisor used to work in HR and handle expat transfers. he says even then it was a disaster (c.s. 10)

Table 3-20 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of Expectation
Work	Autonomy in job	He has free reign in his job here- will be difficult to adjust to being managed again (t. 8).
	Leveraging international skills	He thinks his new intl skills can be of use in the future because the company needs help in becoming globally oriented (t. 8. 9; c.c.. 9). Intl experience is useful for career advancement (c.c.. 9; c.s. 9)
	Repatriate promotions	Would like to go back to a customer facing job where he could interact with global clients (t. 9). He wants to be promoted in a managerial position (c.c.. 8; c.s.. 8).
Interaction	Missing Ireland	He will miss how people judge you by what you are. not what you wear; also things like beer. fish. smoking anywhere (t. 10).
	Social reintegration	He expects it to take longer to get established in the personal ntwk than for general living adjustment in Canada (t. 12).
General Living	General reintegration	Expects some mild adjustments to returning back to life in Canada (t. 5). He thinks it will take 2 months to settle in to his life in Canada (t. 12).

Table 3-21 The Drivers

Inadequacy of Top Down Interventions	The Problem
International HR services	HR is unhelpful and inexperienced in dealing with expat compensation so he went to his boss to handle it (t. 3; i.c.. 11. c.s. 10).
Repatriate management	All too often expats are forgotten (t.5; i.c.. 6; c.s. 7. 10).
Repatriate career management practices are inadequate	They will not probably place him in the most suitable job (t.6. 10; c.c.. 8; c.s. 4. 8). Often expats return to dull jobs & their mgrs. are inexperienced in handling their career development (c.c.. 10. c.s. 11)
Poor resocialization programs	None available for repats or their families- they must cope on their own (c.c.. 10; c.s. 10).

Table 3-22 Factors Facilitating the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	On-line career systems	Has access to Career net on the Web so he can make choices, uses it actively (c.c., 8; c.s.9)
	Trips home	Has visited home at least 3 times for business, it keeps him on top of changes (c.s. 10).
	Guarantee of employment	He is guaranteed a job at the same level previous to the assmt (t. 6; c.c., 8, 9; s. 9).
	Managerial support for advancement	His bosses (Irish & home) have been very supportive by helping to get him placed wherever he wants to go next. (t. 8; c.c.,8; c.s. 4,8,9). Target's supervisor would like the target to replace him eventually (c.s. 6).
Individual	Honing of international KSA's	He feels his skills will be of use to HQ because they have a long way to go in terms of becoming global & he is well experienced in dealing with different cultures (t.8, 9; c.c., 9). Intl experience is useful for career advancement (c.c., 9; c.s., 9). In addition he must perform several business functions that open up his skill set (t. 10; i.c.,5). Is comfortable with technical & mgmt responsibilities (c.c., 8).
	Socializing with locals	He spends most of his leisure time with locals which helps him to adjust locally (t. 11).
	Good performer	Is a good performer which increases his value to the company (i.c., 5, 8; c.s. 5, 6)

Table 3-23 Factors Hindering the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Keeping expat on distribution lists	He is on very few company distribution lists which leaves him out of date on current events in the company (t.5).
	Sticking to return dates	Few expats return when they are supposed to (c.c., 10).
	Resocialization program	None available to help repat & family cope to new situation (c.c., 10; c.s. 10).
	Repatriate management	The Canadian supervisor feels that the stronger an expat's links were to the organization prior to leaving are what dictate how well repatriation is handled (c.s. 11). He feels that mgmt needs to be trained on how to help repats with their career advancement (c.s. 11).
Individual	Social withdrawal	He has not made many friends in Ireland, because they stick to their own (t. 11).

Table 3-24 Evidence of Individual Control

Type of Behaviour	Specifics
Repatriate management	Is going to take care of his own repatriation because he does not want to trust HR (t. 11).
Taking care of his own interests (in general)	Must figure things out on his own & look out for his own interests (t. 3; c.c., 5).
Initiation of contact with management	Because he feels that he is not in the forefront of upper mgmt's minds, he makes sure to say hello every time he is in town (t. 5). He remains in touch with them through e-mail, phone calls, and visits. He is remembered often back home (t. 5; c.c., 6,7; c.s. 7, 8, 12).
Networking	He is networking to find a job that he wants (t.6, 10; c.c., 8; c.s. 4, 8). Is maintaining contact with his old supervisor & other mgmt because they will be helpful for future career development (t.4, 6, 10; c.s., 6). Visits senior mgmt when he can (t. 5; c.c.,8). Uses his high visibility in Ireland to make contacts (t. 10).

Company #3- Expat #6

Canadian Supervisor - has expat experience
Canadian Colleague- no expatriate experience
Irish Colleague-may be undertaking an expat assmt in the near future (i.c., 8)

- Easily adjusted to Ireland, has been there 1 year (t. 6; c.c.,7). Irish colleague thinks he may have had some trouble adjusting to Irish people in terms of working relationships among the sexes (i.c.., 3, 4)
- Has 5 people reporting to him, 1 there, 4 in NA (t. 14).
- Is discussing currently whether he will go back to Canada or take another assmt (t. 18).
- Does not want to become a career expat (t. 20).
- There were some difficulties when the target arrived in that his objectives were unclear & undefined , his Irish colleague still doesn't know what the target's total overall objectives are (i.c., 2).
- ****Is disagreement btwn target & home sup. and colleague about his happiness with the assmt, adequacy of relocation assistance, the type of position he will get upon return, and whether he has a guaranteed position upon return.

Table 3-25 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of Expectation
Work	Termination date of assignment	He expects to finish in 1 year which is consistent with the agreement (c.c., 3).
	Repatriate promotions	Expects promotions to ensue after expat assmt, has been his experience with other expats (i.c., 9).
	Job placement	He doesn't expect to have trouble being placed due to his promotion and the fact that the industry is in his favor (t. 19). There is ambiguity over whether he is guaranteed a return position (c.s. 10; c.c., 7- says he is aware).
	Repatriate management	Doesn't know what happens to people who cant find a job upon return (t. 19).
Interaction	Communication links with loved ones	Doesn't expect to have trouble maintaining those links if he continues being an expat (t. 20).
General Living	Socio economic adjustment	Will be cheaper to live in Canada (t. 8). His standard of living will be the same (t. 9).
	Weather in Canada	Doesn't expect major readjustments in returning to Canada except the winters. The summers will be a welcome change from the rain (t. 18, 20).

Table 3-26 The Drivers and Driver Determents

Inadequacy of Top Down Interventions	The Problem
Poor resocialization programs	None for repats & families- must cope on their own (c.s. 11).
Lack of communication between expat and Cndn supervisor	Expat does not know that he will take over his supervisor's job upon return & that he is guaranteed a return position (c.s. 9, 8; c.c., 6).
Lack of agreement of repatriate career implications	Because of poor repatriate career advancement opportunities, repats find they need to ntwk to advance their careers (t. 17, 18, 22). Repats come home with no job to return to because someone else has replaced them (t. 19). Cndn colleague feels that intl assmts helps their careers (c.c., 7).
Relocation assistance-driver determent	Provide tax assistance, movers and many other details- is happy with relocation assistance (t. 21).
Tax advice given- driver determent	Was counseled by Arthur Andersen tax consultants about the tax burdens he may sustain as an expat (t. 24).

Table 3-27 Factors Facilitating the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Home country colleagues speak of expat	Expat is missed by his supervisor & colleagues, his name is frequently mentioned (c.s. 5,7, 8; c.c., 5).
	Managerial support for advancement	She plans on having him take over her job, she is responsible for assigning him upon return & assigned him to Ireland (c.s. 9; c.c., 2). During the year he has several opportunities to discuss his career options w/ his supervisor (t. 15, 18).
	On line career systems	Offer career opportunities via Career net / intl. assmts (t. 21; c.s. 9; c.c., 6).
	HQ Communicates with expatriate	Is returned home to HQ 3 x a year to talk about business objectives. Many phone calls as well (t. 11, 18, 22; c.s. 7; c.c., 5, i.c., 7).
Individual	Good performer	He is not ready to move on until he has completed what he has set out to do in Ireland (t. 16). Was promoted on assmt which makes him more valuable (t. 19). Is performing well & gets along with colleagues (c.s. 6, c.c., 2, 4; i.c., 3, 4, 6).

	Honing of international KSA's	Took this assmt so that he could boost his career in the long run by honing his skills (t. 5; i.c., 7). Is working very long days to cover both time zones (i.c., 4)

Table 3-28 Factors Hindering the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Uncertainty over career ambitions	Unsure what job he wants, expects him to take her job over since he is the most qualified- hadn't talked about it w/ expat (c.s., 8). Expects him to do the same job he is doing there (c.c., 6). Doesn't know target's career ambitions (i.c., 8).
Individual	Tendency toward overwork and stress	He works extra long days which makes him tense up & increase likelihood for burnout (i.c., 4)
	Does not let his career ambitions be known	The target's supervisors and colleagues are completely unaware of the target's career goals (c.s., 8; i.c., 8)
	Procrastination / ignoring feedback	He put off taking a preparatory course in mgmt for this assmt (t. 10). He has made no effort to clarify uncertainty over his return position and the fate of repatriates' career. He ignored valuable tax advice & suffered financially (t. 24). Finds it hard to change a decision even if it is wrong (i.c., 7)
	Social withdrawal	Has not expanded his personal network in Ireland, few local friends . Prefers to keep to himself (t. 21).

Table 3-29 Evidence of Individual Control

Type of Behaviour	Specifics
Networking	Is making the links now with the expectation that it will help him to advance his career in the future (t. 17). Because of poor repatriate career advancement opportunities, repats find they need to ntwk to advance their careers (t. 17, 18, 22).
Staying up to date with Canadian culture & current events/ staying in touch with loved ones	He remains up to date on Canadian current events through the Web. Stays in touch with loved ones through visits, phone, e-mail (t. 20, 22).
Lack of proactivity**	Has not tried to get written guarantee for a return position (t. 19).

Company #4 - Expat #1

-Irish colleague- has expat experience in the U.S.. U.K.. The Isle of Man. Used his expat assmt to allow his wife to stay home to raise the kids- upon returning, she picked up her career (i.c., 4)
-Canadian Supervisor- CEO of the company, has known expat for 5 years, he has no expat experience

- Has 3 kids (ages 5, 7, 9)
- The intl. operations of the co. are not large , it is in the process of being taken over so he has lost many old contacts at home.
- He is planning on taking another assmt in Barbados (3-5 years), has been away from Canada for 4 years (t. 3)
- Seems well informed on the repat dilemma (t. 8)
- Everyone has adapted well to life in Ireland (t. 7, 8; i.c., 5).
- Received a lot of help in his new job (t. 7; i.c., 4)

Table 4-1 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of expectation
Work	Repatriate career management practices are inadequate	Is familiar with the repatriation problem & career development issues- that's why he took measures to prevent it (t. 3, 7).
	Job placement	He thinks he will have success in finding a good position upon reentry because he will have an excellent grasp of the business (t. 6). Expects to take over his supervisor's job (t. 8; i.c., 11). In any event, he is guaranteed a job upon return at the same level with a different title and the same compensation (c.s. 7). If the target went home, his opportunities would be weak- the same goes for everyone (i.c., 10). Will have trouble finding the same type of work at home (i.c., 11)
Work & Interaction	Networking	Expects to be out of the network circle in a major way (t. 3). He is losing his core network that he trusted back home due to corporate reorganization and retirement (t. 3).
Interaction & General Living	Social reintegration	He expects enormous challenges for reintegration back in to work with a monotonous job & lifestyle. The kids will have to adjust to the schooling system (t. 8).
General Living	Socio-economic adjustment	Expects his standard of living to drop (t. 8).
	Future assignment (Barbados)	He expects that the kids may have trouble adapting so has approached the issue cautiously (t. 13).

Table 4-2 The Drivers

Inadequacy of Top Down Interventions	The Problem
Poor resocialization programs	No resocialization programs- must adjust on his own (c.s. 8).
Lack of communication with headquarters	The organization does not contact him often & he has lost most of his contacts (t. 4. 5)
Expatriate management is lacking	He cannot count on his supervisors to help out his career (t. 8).
Loss of network contacts	He is losing his core contacts back home due to retirement and corporate reorganization (t. 3).
Expatriate management skills	The reinsurance group has no experience with expat mgmt (i.e. compensation issues) and he found them to be more of a hindrance than help. so he has to take initiatives to make sure everything is handled properly (i.c., 12: c.s. 3. 8)

Table 4-3 Factors Facilitating the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Mentoring	Has mentors who he can consult regarding his career development back home (t. 1).
	Trips home	Gets a travel allowance for 5 trips home to keep on top of things (t. 3)
	Contact with superiors	His supervisor visits him twice a year which allows him to do some networking. He is in contact with the target on a daily basis and provides guidance. he mentions his name in the office about twice a week. (i.c., 8: c.s. 2. 5).
Individual	Honing valuable skills	He has a broad knowledge of the business & is well positioned in the company which gives him good bargaining power when he returns home to look for a job (t. 6. 9: i.c., 1. 10: c.s. 2).
	Flexible	He adapted well to his new technical responsibilities in Ireland- he had no previous experience (t. 7)
	Good performer	Has reached the goals that were set out for him which has allowed him to move on to Barbados- has developed the locals so they can take over (i.c., 10: s. 5).

Table 4- 4 Factors Hindering the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Increasingly poor communication with the home base	The new regime that is taking over seems uninterested in him & contact with upper management is scarce. Once he was properly groomed for this position, his contact with the president of the company dwindled significantly (t. 4, 7).
	International HR services is lacking	Has been useless because it is busy with restructuring & firing; in addition it has no experience with expat issues (t. 8;c.s. 3, 8)
Individual	Social withdrawal	He & his wife keep to themselves, are not big socializers (i.c., 7; c.s. 8)
Situational	Loss of network contacts	He is losing his core contacts back home due to retirement and corporate reorganization (t. 3).

Table 4- 5 Evidence of Individual Control

Type of Behaviour	Specifics
Networking	Made sure to get reassurance that when he returns his career will not stagger- he has people that will help him, he networks a lot when he goes home (t. 3, 4, 5, 7). He speaks to old acquaintances through e-mail & phone & uses his links in other industries (t. 5).
Information seeking	Because he feels so out of synch with Canada, he reads the Globe every week (t. 5).
Information seeking	Has familiarized himself with the literature on repat problems (t. 8).
Proactivity for career advancement	He is very proactive in his own career planning (t. 9).
Proactivity for the next assignment	He has carefully taken steps to minimize the disruption of the move to Barbados for the kids (i.e., encouraging them to stay in touch with friends, inviting friends to Barbados, helping out with school) (t. 13).

CROSS CASE SUMMARY TABLES

Table 5-1 The Focus of Expectations

Adjustment Dimension	Category of Expectation	Content of Expectation
Work	Job placement	He realizes they will place him in a meaningless credit desk job (2-1 t. 10. 11). He expects to possibly undertake a managerial role (3-1 t. 6. 15). Canadian colleague thinks he will come back to the same project (3-1 c.c.. 8) Is unsure where he will go next (maybe U.S.) & whether anyone has discussed it with him (3-2 c.c.. 5. 6.). He is guaranteed a return position somewhere in NA at the same band level he had previously. will not be a spectacular position- implicit (3-2 t. 18. 19; c.c.. 7). Her manager assured her a return position. the executive training program has a good reputation associated with it. she does not expect to encounter any problems finding a suitable position (3-4 t.10). Colleague expects her to get a technical mgmt or mgmt position upon return (3-4 i.c.. 4). He doesn't expect to have trouble being placed due to his promotion and the fact that the industry is in his favor (3-6 t. 19). He thinks he will have success in finding a good position upon reentry because he will have an excellent grasp of the business (4-1 t. 6). Expects to take over his supervisor's job (4-1 t. 8; i.c.. 11). In any event. he is guaranteed a job upon return at the same level with a different title and the same compensation (4-1 c.s. 7). If the target went home. his opportunities would be weak- the same goes for everyone (4-1 i.c.. 10). Will have trouble finding the same type of work at home (4-1 i.c.. 11)
	Managerial support for advancement	Expects to have to take his career advancement in to his own hands (2-1 t. 10). He knows the company does a poor job of developing the career of repatriates so he expects to have to find his own opportunities because he has no one looking out for his interests (3-2 t.11. 18). Expects both supervisors to help him with his future career plans (3-3 t. 11).
	Repatriate promotions	Expects promotions to ensue after expat assmt. has been his experience with other expats (3-6 i.c.. 9). Would like to go back to a customer facing job where he could interact with global clients (3-5 t. 9). He wants to be promoted in a managerial position (3-5 c.c.. 8; c.s.. 8).

	Repatriate management	He knows the company does a poor job of developing the career of repatriates so he expects to have to find his own opportunities because he has no one looking out for his interests (3-2 t.11, 18). Thinks the target wants to get a higher mgmt position (3-2 i.c., 4). Doesn't know what happens to people who cant find a job upon return (3-6 t. 19).
	Leveraging international KSAO's	He doesn't think they will be able to leverage his new skills back home because there is not a great need there for his work (3-1t.14). Doesn't expect the assmt to advance his career (3-1 c.c., 10). He thinks his new intl skills can be of use in the future because the company needs help in becoming globally oriented (3-5 t. 8, 9; c.c., 9). Intl experience is useful for career advancement (3-5 c.c., 9; c.s. 9)
	Networking	The co. has a poor career development program, he realizes he must take responsibility to find a suitable job upon return i.e. ntwking (2-1 t. 8, 10, 11, 14, 17). He expects to have to network anytime he makes an organizational shift (3-3 t. 6).
	Future assignment	He expects it will be hard to find a new suitable assmt for his next stint, he knows he could not get a job where his ex-wife & kids live in Pembroke (3-2 t. 6). Her next role is unclear, it will be in a non technical role (3-4 t.1). She will be going to Paris for the next assignment, the length of the assignment will be between 6 months-1 year (3-4 t. 9).
	Retirement	Expects to retire in home city & be a snowbird (1-1t. 12). May be retiring after this assmt (1-1 i.s., 5; i.c., 4). Expects to stay in Ireland anther 3-5 years then retire in Canada (2-1 t. 9).
	Autonomy in job	He has free reign in his job here- will be difficult to adjust to being managed again (3-5 t. 8).
	Termination date of assignment	He expects to finish in 1 year which is consistent with the agreement (3-6 c.c., 3). His assignment will end in 2 years (3-3 i.c., 5).
	HR Support	She expects to have to take the initiative to gain support from HR for her next assignment (3-4 t.4)
Work & Interaction	Reintegration at headquarters/	Expects adjustment to HQ environment to be tough because it is hard to make a difference there (1-1t. 13).

	network	Doesn't expect any difficulties reintegrating because he has been away for 10 months & he feels plugged in to HQ (3-1 t. 15; c.c., 9). He does expect to have to adjust to being a small fish in a big pond (3-3 t. 14). Expat isn't kept informed on general movements in the company so repats may be overwhelmed by the changes upon reentry (3-3 t. 15). He doesn't think that the most important ntwk connections to him will have forgotten who he is (3-3 t. 12). Expects to be out of the network circle in a major way (4-1 t. 3). He is losing his core network that he trusted back home due to corporate reorganization and retirement (4-1 t. 3). He expects enormous challenges for reintegration back in to work with a monotonous job & lifestyle. The kids will have to adjust to the schooling system (4-1 t. 8).
Interaction	Social Reintegration	Realizes that friends do not have the same interests & experiences so he and his wife adjust their expectations of them (1-1t. 13). He does not expect any problems reintegrating socially (2-1 t. 16). He knows readjustment will be harder on the kids and that is why they decided to stay longer in Ireland- the kids have adjusted well there (3-3 t. 15). Expects a similar but easier adjustment to the home country. She lives on her own now. when she returns she will have to get used to living with others (3-4 t. 12). Expects the target to be debriefed. mentions that reintegration can be a bit of a problem (3-4 i.c..5). He expects it to take longer to get established in the personal ntwk than for general living adjustment in Canada (3-5 t. 12).
	Communication links with loved ones	Doesn't expect to have trouble maintaining those links if he continues being an expat (3-6 t. 20).
General Living	Socio economic adjustment	Doesn't expect major adjustments because he has always kept his feet on the ground (1-1t. 14). Expects his standard of living to decline back home (2-1 t. 2). The cost of living is staggering in Ireland so the return to Canada will be easier (3-1 i.c., 16) Will be cheaper to live in Canada (3-6 t. 8). His standard of living will be the same (3-6 t. 9). Expects his standard of living to drop (4-1 t. 8).

	Cultural reintegration	He thinks it will be a shock to his system to move back yet he feels he is an adaptable individual. Expects to have to adjust to weather, living patterns, and TV- he loves British TV (2-1 t. 9). Repats may feel overcome by the cultural changes in Canada because they are deprived of Canadian cultural links on assmt. (3-3 t. 15, 16). Oblivious to potential problems of repatriation because has lived in several Canadian cities (3-3 t. 14). He will miss how people judge you by what you are, not what you wear; also things like beer, fish, smoking anywhere (3-5 t. 10). Expects some mild adjustments to returning back to life in Canada (3-5 t. 5). He thinks it will take 2 months to settle in to his life in Canada (3-5 t. 12).
	Compensation	She expects to have the same compensation arrangements for her next assignment since she is classified as an expatriate (3-4 t. 10). He expects to have to take a local package if he goes to Asia next (3-2 t. 6).
	Weather in Canada	Doesn't expect major readjustments in returning to Canada except the winters. The summers will be a welcome change from the rain (3-6 t. 18, 20).
	Future assignment	He has no idea which city in Canada he would be sent to next (3-3 t. 14). He thinks reintegration to Asia would be effortless (3-2 t. 15). He expects that the kids may have trouble adapting to Barbados so has approached the issue cautiously (4-1 t. 13).

Table 5-2 The Drivers and Driver Determents

Inadequacy of Top Down Interventions	The Problem
Repatriate career management practices are inadequate	No set policies for helping repats decide what to do next in their careers (1-1c.s. 3). Does not place repats in challenging jobs that use int'l KSA's so he opted to stay on assmt. The co. has a poor career development program. he realizes he must take responsibility to find a suitable job upon return i.e. ntwking (2-1 t. 8. 10. 11. 14. 17). Because he is not guaranteed the best possible position upon return. he is encouraged to ntwk to get the type of job he wants (3-1 t. 8). Poor career repatriation policies. no use of int'l KSA's so is working hard to get to Asia & make his own career path (3-2 t. 11. 18. 19; c.c.. 6. 7;c.s. 4). Often repats find that they are in a worse position than if they had stayed home. they are forgotten (3-2 c.c.. 6). They will not probably place him in the most suitable job (3-5 t.6. 10; c.c.. 8; c.s. 4. 8). Often expats return to dull jobs & their mgrs. are inexperienced in handling their career development (3-5 c.c.. 10. c.s. 11). Is familiar with the repatriation problem & career development issues- that's why he took measures to prevent it (4-1 t. 3. 7). He cannot count on his supervisors to help out his career (4-1 t. 8).
International HR services	Internationalization of HR is not apparent- still very local & acts on word of mouth. there is a well developed grape vine (1-1s. 5. 6). Because he has poor HR support abroad he had to find out about policies on his own through discussions with other expats (3-1 t. 3). No strategic planing. poor relocation services. no help in improving empee performance. low communication with expats (3-2 t. 12. 13. 15; c.c.. 5. c.s. 2). Lack of proper documentation on policies and processes (3-4 i.c.. 6). The people in international services were overworked and their roles were not clear (3-4 t. 4). HR is unhelpful and inexperienced in dealing with expat compensation so he went to his boss to handle it (3-5 t. 3; i.c.. 11. c.s. 10).

Poor repatriate management	Expats are usually sent away with little assistance. then brought back several years later to find that they have been forgotten (1-1t. 3; i.c.. 5) Repatriation is not well managed. repatriates are given inadequate jobs upon reentry & are forgotten while away on assmt . the onus to stay on top of things is on them (networking) (3-3 i.c.. 6). The target has been offered 3 jobs in the past year in NA which he turned down. (3-3 t. 12). All too often expats are forgotten (3-5 t.5; i.c.. 6; c.s. 7. 10).
Expatriate management is lacking	No support from the home base means that the expat must look out for his own interests at home and abroad simultaneously and single handedly- implicit (2-1 c.c.. 6). Is handled better and is a more smother process than expatriation (3-1 i.c.. 12). Repatriation will be easier since he has his home & belongings in storage- handled by the co. (3-1 c.c.. 11) Supervisor in Ireland is a bad communicator. poor career developer- Target must make his own career path (3-2 t. 5. 6). Expats are left to fend for themselves overseas which makes them feel isolated (3-3 t. 9). The reinsurance group has no experience with expat mgmt (i.e. compensation issues) and he found them to be more of a hindrance than help. so he has to take initiatives to make sure everything is handled properly (4-1 i.c.. 12; c.s. 3. 8)
Poor resocialization programs	None available for the family or employees (1-1i.s.. 3. 6). No assistance is given to the family other than trips home (3-2 c.c.. 7). Poor re-socialization program (3-2 c.s. 5). There may possibly be a debriefing given before repatriation- no cct. (3-4 i.c.. 5). None available for repats or their families- they must cope on their own (3-5 c.c.. 10; c.s. 10). None for repats & families- must cope on their own (3-6 c.s. 11). No resocialization programs- must adjust on his own (4-1 c.s. 8).
Lack of communication between expat and Cndn supervisor or headquarters	Because the expat feels alone and detached on assignment from the home base. he worries about his situation for return (3-3 t. 12). Not kept informed on Canadian events in the home unit (3-3 t. 15). Expat does not know that he will take over his supervisor's job

	upon return & that he is guaranteed a return position (3-6 c.s. 9, 8; c.c., 6). The organization does not contact him often & he has lost most of his contacts (4-1 t. 4, 5)
Loss of network contacts	He is losing his core contacts back home due to retirement and corporate reorganization (4-1 t. 3).
Lack of access to Canadian culture in Ireland	Lack of Canadian culture access in Ireland makes him feel very detached from Canada- no Canadian expat societies or cultural events. he subscribes to Maclean's magazine (3-3 t. 15, 16).
Lack of agreement on repatriate career implications	The Irish colleague feels that repatriates are given boring jobs that do not leverage international KSA's (3-3 i.c., 6). This contrasts with the target who feels that his international skills will be put to good use in his next job (3-3 t. 11). Because of poor repatriate career advancement opportunities, repats find they need to ntwk to advance their careers (3-6t. 17, 18, 22). Repats come home with no job to return to because someone else has replaced them (3-6t. 19). Cndn colleague. says that intl assmts helps their careers (3-6c.c., 7). There is ambiguity over whether he is guaranteed a return position (3-6 c.s. 10; c.c., 7- says he is aware).
Mentoring	Because there is no formal mentoring program in Ireland, he started his own mentoring program (3-1 t. 13). Canadian colleague thought he had a mentor (3-1 c.c., 6). No mentoring and a lack of strong career development practices (3-3 t. 6, 11, i.c., 5).
Employee satisfaction	He was unhappy with his advancement just before this assmt so he spoke to a manager & told him he was looking for new opportunities elsewhere- they promoted him & sent him to Ireland (3-1 t. 5; c.c.,3).
Predisposed to control initiatives	He has a strong need to be in control of situations (1-1i.c., 4). The target is pre-disposed to control initiatives (3-4 t. 3, 7, 8, 10, 12).
Tax advice given- driver determent	Was counseled by Arthur Andersen tax consultants about the tax burdens he may sustain as an expat (3-6 t. 24).
Relocation assistance-driver determent	Provide tax assistance, movers and many other details- is happy with relocation assistance (3-6 t. 21).

Table 5-3 Factors Facilitating the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Managerial support for career advancement	His manager is actively helping him find a return position & advance his career (3-1 t. 6, 8, 10, 11; c.c., 8). Both supervisors assist him with career development, the long term discussions are done with the guy in Dallas. The guy in Dallas initiated a meeting to discuss the next few years of the target's career (3-3 t. 11, i.c.,5). His bosses (Irish & home) have been very supportive by helping to get him placed wherever he wants to go next. (3-5 t. 8; c.c.,8; c.s. 4,8,9). Target's supervisor would like the target to replace him eventually (3-5 c.s. 6). His Canadian supervisor plans on having him take over her job, she is responsible for assigning him upon return & assigned him to Ireland (3-6 c.s. 9; c.c., 2). During the year he has several opportunities to discuss his career options w/ his supervisor (3-6 t. 15, 18). Has mentors who he can consult regarding his career development back home (4-1 t. 1).
	On line career systems	The co. has an open, on-line staffing policy where you are supposed to carve your own career (2-1 t. 11, 13, 17). He has access to job openings all around the world (3-2 t. 19). Many foreign assmts are also obtained through recommendations (3-2 c.s. 3). There is a well developed career assistance program, on-line job assistance is available (3-3 t. 11, i.c.,5). Has access to Career net on the Web so he can make choices, uses it actively (3-5 c.c., 8; c.s.9) Offer career opportunities via Career net / intl. assmts (3-6 t. 21; c.s. 9; c.c., 6).
	Trips home	He goes home three X per year to see loved ones on the company expense (1-1t. ,5, 13). The family returned home yearly while in the U.K., target returns twice a year which allowed them to

		stay on top of cultural changes in Canada and target can ntwk- ease repatriation (2-1 t. 2. 10. 14). He gets 5 home leave days per year & a long distance allowance which help to keep him in tune with Canada (3-1 t. 12; c.c.. 7). He is given trips home to see the family . families are also given trips home (3-2 t. 17; c.c., 7; c.s.. 5). Is brought in 3 times a year for business purposes which allows him to maintain the essential links (3-3 t.12). Has visited home at least 3 times for business. it keeps him on top of changes (3-5 c.s. 10). Gets a travel allowance for 5 trips home to keep on top of things (4-1 t. 3).
	Autonomy in choosing assignments	Expats are empowered to choose what assmt they would like to take on next (1-1 t. 11; i.s. 3.5). He was given an option to move to Ireland if he did not want to come home yet from the U.K. which helps to build his credentials (2-1 t. 8). The company asks its employees every year to indicate their preference for their next assignments (3-3 t. 1). The program allows her to choose her own assignments that she feels would complement her own career path. There is help for making career decisions (3-4 t. 1). She could stay in Europe if she wants to. they will place her (3-4 t. 10).
	Guarantee of employment	He is guaranteed a return position somewhere in NA at the same band level as before. is paid to stay home & find a job (3-2 t. 18. 19; c.c.. 7;c. s.. 4). Her boss guaranteed her a return position. not the program. The program has a good reputation associated with it that will also help her to find a job (3-4 t.10). He is guaranteed a job at the same level previous to the assmt (3-5 t. 6; c.c.. 8. 9;c.s. 9).
	Contact with superiors	The superiors visit often & he travels with them. he speaks to his supervisor weekly- ease ntwking (1-1 t. 8; i.s. 4; i.c.. 5).

		His supervisor calls him regularly - 1x per month they talk (3-1 t. 11). He is still on the company e-mail list which keeps him informed (3-1 t. 15). His supervisor visits him twice a year which allows him to do some networking. He is in contact with the target on a daily basis and provides guidance. he mentions his name in the office about twice a week. (4-1 i.c., 8; c.s. 2, 5).
	Networking is encouraged	His job allowed him to build close relationships with the seniors in the ntwk- lead to his current assmt (2-1 t. 8). He is encouraged to network on his own behalf in order to get the type of return position he wants (3-1 t. 8). Repats are expected to network and let their preferences and skill sets be known to supervisors and other key players (3-3 t. 11).
	HQ Communicates with expatriate	Is returned home to HQ 3 x a year to talk about business objectives. Many phone calls as well (3-6 t. 11, 18, 22; c.s. 7; c.c., 5, i.c., 7).
	Organizational climate that is open to employee concerns	He voiced his concerns about his lack of advancement in the co., they then promoted him (3-1 t.5). He can almost decide where he wants to go (3-1 c.c., 8).
	Proactivity is encouraged	Her program tries to teach her to be self-driven. She is encouraged to seek her own feedback from her peers & superiors. She enrolled in a formal 3rd party evaluation program (3-4 t. 11).
	Mentoring	Has mentors who he can consult regarding his career development back home (4-1 t. 1).
	Notice given for the next assignment	She is aware of her next assignment & destination which allows her to prepare well in advance (3-4 t. 9).
	Home country colleagues speak of expat	Expat is missed by his supervisor & colleagues. his name is frequently mentioned (3-6 c.s.5,7, 8; c.c., 5).
	Leveraging of international skills	He feels he will be able to use his skills because they are needed in order for the company to build a global capability (3-3 t. 11).
	Relocation assistance	They have a comprehensive relocation program that handles a lot of issues (1-1 i.s., 6).

		Arthur Andersen is doing the target's supervisor's taxes to help him relocate from the U.S. (3-2 c.s. 5). The company relocates its employees well (3-2 i.c., 6). Repatriate programs encourage trips home to meet new mgmt. to ntwk & home search assistance (3-2 c.c., 7). The directors also come over from Toronto (3-2 i.c., 6).
	Attitude towards international assmts	Well developed process and culture towards int'l operations. The company feels that some people are predisposed to the international mindset and that tends to determine their success overseas (1-1 i.s., 2).
	Teaching expats to deal with ambiguity & developing managerial abilities and other skills	He did not expect to have to lead people, nor does he like it but he had to do it which broadens his skill set (3-1 t. 6, 14). The development program that she is on allows her to develop experience in technology, leadership, and foreign assignments (3-4 i.c., 4, t. 1). They give her a 360 degree perspective of the business which allows her to have better control of her work environment (3-4 t. 1).
Individual	Good performer	Is an excellent performer especially considering this was a new type of business for him (1-1i.s., 4; i.c., 2) He is performing exceptionally well despite the fact that he has no defined objectives (3-1 t. 8; i.c., 14; c.c., 6). Good performance in the past (3-1 c.c., 2). The target feels he is performing well in his current assmt which will make him a valuable employee (3-2t. 6, 10; c.c., 2, 4, 7; c.s. 3; i.c., 4). Is a good performer which increases his value to the company (3-5 i.c., 5, 8; c.s. 5, 6) He is not ready to move on until he has completed what he has set out to do in Ireland (3-6 t. 16). Was promoted on assmt which makes him more valuable (3-6 t. 19). Is performing well & gets along with colleagues (3-6 c.s. 6, c.c., 2, 4; i.c., 3, 4, 6). Has reached the goals that were set out for him which has allowed him to move on to Barbados- has developed the locals so they can take over (4-1 i.c., 10; s. 5).
	Honing of	Target has precious skills and aptitude which make

	international KSA's	him a valuable employee (2-1 c.c.. 5). He is valuable to the company because of his non-North American perspective on the business which is needed back at home (3-3 t. 11. i.c.. 4). Without his knowledge & int'l experience he would not have been able to obtain such a high level position (3-3 i.c.. 3). He feels his skills will be of use to HQ because they have a long way to go in terms of becoming global & he is well experienced in dealing with different cultures (3-5 t.8. 9; c.c.. 9). Intl experience is useful for career advancement (3-5 c.c.. 9; c.s.; 9). In addition he must perform several business functions that open up his skill set (3-5 t. 10; i.c..5). Is comfortable with technical & mgmt responsibilities (3-5 c.c.. 8). Took this assmt so that he could boost his career in the long run by honing his skills (3-6 t. 5; i.c.. 7). Is working very long days to cover both time zones (3-6 i.c.. 4) He has a broad knowledge of the business & is well positioned in the company which gives him good bargaining power when he returns home to look for a job (4-1 t. 6. 9; i.c.. 1. 10; c.s. 2). He adapted well to his new technical responsibilities in Ireland- he had no previous experience (4-1 t. 7)
	Ambitious	Is ambitious & earned the respect from his superiors (1-1 t. 3). Feels that target has his sights set on bigger things in the CIBC (2-1 i.c.. 5). He is very motivated career wise. wants a challenge (3-2 t. 11. c.c.. 2; c.s. 2). He is ambitious (3-2 i.c.. 7). He is ambitious career wise (3-3 i.c.. 3.5).
	Promotions	He got promoted several times in London (1-1 i.s.. 1). Target was promoted just before the assignment which boosts his value to the co. upon returning home- implicit (3-1 t. 5). He was promoted in Singapore. (3-2 c.s.. 3).
	Predisposition to control intiatives	He has a high need for control (1-1 i.c.. 4).

		She requested cct and language lessons for France. she makes an effort to understand the Irish culture by listening to their news. and she is assertive in the office (3-4 t. 3. 7. 8. 10. 12.) .
	Socializing with locals	He spends most of his leisure time with locals which helps him to adjust locally (3-5 t. 11). She has made many Irish freinds (3-4 i.c. 2).

Table 5-4 Factors Hindering the Exertion of Control

Organizational/ Individual	General Category of Activity	Specifics
Organizational	Managerial support for advancement	His local supervisor is a poor communicator, gives low support & doesn't recognize his talents, no career development help (3-2 t, 5, 6). No training for mgrs. who supervise expats (3-2 c.c., 6, 7). Unresponsive to demands (3-2 i.c., 8).
	Uncertainty over career ambitions	Unsure what job he wants, expects him to take her job over since he is the most qualified- hadn't talked about it w/ expat (3-6 c.s., 8). Expects him to do the same job he is doing there (3-6 c.c., 6). Doesn't know target's career ambitions (3-6 i.c., 8).
	Job placement at mercy of economy	The factors that determine the expat's duration on assmt are prey to external factors like the economy & sales figures (3-2 c.c., 3). The proper placement of repats is at the mercy of the economy at the time they arrive (3-2 c.c., 6).
	On-line career systems	There is no on-line job postings for int'l postings- only in local markets (1-1 i.s., 5) No access to on line job postings (3-1 c.c., 8).
	Internationality in upper mgmt	Most of the senior mgmt has no int'l experience other than the U.S. which could be the reason for their obliviousness to the difficulties of the international career (1-1i.s., 3).
	Mgmt attitude towards c/c issues	They perceive no need in assisting employees & their families with these issues (1-1 i.s., 6).
	Duration of expat assmt	Expats are sent away indefinitely, someone else decides when it is time for them to come home (1-1 t, 3)
	Ambiguous job responsibilities	His band level responsibilities are very murky, especially overseas so no one knows what to do with him (3-1 t, 6).
	Unavailable resocialization programs	None available for expat & family (3-1 c.c., 9). None available to help repat & family cope to new situation (3-5 c.c., 10; c.s, 10).
	International HR services is lacking	HR in Ireland is unresponsive and unsure of expat/repat policies (3-1 t, 3, 12). Lots of paperwork to slow down expat process (3-1 i.c,12)

		Has been useless because it is busy with restructuring & firing; in addition it has no experience with expat issues (4-1 t, 8:c.s, 3, 8)
	Poor communication with headquarters	The new regime that is taking over seems uninterested in him & contact with upper management is scarce. Once he was properly groomed for this position, his contact with the president of the company dwindled significantly (4-1 t, 4, 7).
	Keeping expat on distribution lists	He is on very few company distribution lists which leaves him out of date on current events in the company (3-5 t,5).
	Rewarding expat efforts	Expats only get promoted within the international circuit or they move laterally (1-1 i.s., 3).
	Awareness of int'l assignments	People do not have enough awareness about access to expat assignments (3-4 i.c., 6).
	Poor leveraging of international skills	They will not be able to use his new talents back in Toronto- some talents are obsolete (3-1 t, 14). Int'l experience isn't appreciated & doesn't help careers (3-1 i.c., 12; c.c., 10).
	Repatriate management	The Canadian supervisor feels that the stronger an expat's links were to the organization prior to leaving are what dictate how well repatriation is handled (3-5 c.s, 11). He feels that mgmt needs to be trained on how to help repats with their career advancement (3-5 c.s, 11).
	Trips home	In Ireland his home leave allowance was cut so trips home might decrease for him & the family which may impede networking for repatriation- implicit (2-1 t, 13).
	Assignments are too short	The assignments are too short for her to gain a full comprehension and make her mark in the host location. She isn't interested in going into management so technical skills are important for her career goals (3-4 t, 10, 11).
	Sticking to return dates	There is no set date for reentry which makes it hard for the expat to make plans for reentry in advance- implicit (2-1 c.c., 5). Few expats return when they are supposed to (3-5 c.c., 10).
Individual	Social withdrawal	He has not made many friends in Ireland, because they stick to their own (3-5 t, 11).

		Has not expanded his personal network in Ireland. few local friends . Prefers to keep to himself (3-6 t. 21). He & his wife keep to themselves. are not big socializers (4-1 i.c., 7: c.s. 8)
	Tendency toward overwork and stress	He works extra long days which makes him tense up & increase likelihood for burnout (3-6 i.c., 4)
	Does not let his career ambitions be known	The target's supervisors and colleagues are completely unaware of the target's career goals (3-6 c.s., 8: i.c., 8)
	Procrastination / ignoring feedback	He put off taking a preparatory course in mgmt for this assmt (3-6 t. 10). He has made no effort to clarify uncertainty over his return position and the fate of repatriates' career. He ignored valuable tax advice & suffered financially (3-6 t. 24). Finds it hard to change a decision even if it is wrong (3-6 i.c., 7)
	Obsolete KSA's	Because the technology has changed at home. his options in a tech path close. he can only choose management roles (3-2 c.c., 5). This industry require skill maintenance & updating (3-2 i.c., 6).
	Angering HR people	He has upset HR in the past so they do not acknowledge him (3-2 t. 12)
Situational	Loss of network contacts	He has lost some contacts due to retirement (2-1 t. 14). He is losing his core contacts back home due to retirement and corporate reorganization (4-1 t. 3).

Table 5-5 Evidence of Individual Control

Type of Behaviour	Specifics
Networking	Uses his networks to find support in foreign countries (1-1 t . 4). Target sees the need to ntwk so finds an excuse to get over to Canada twice a year to maintain contacts (2-1 t. 14). Is networking to get the type of job he wants (3-1 t. 8). Things get done through who you know & what you have done for them. he has built up a support ntwk around the world (3-2 t. 15). He networks for career advancement and resolving organizational issues (3-3 t. 5. 6. 11; i.c., 5). He doesn't think that the most important ntwk connections to him will have forgotten who he is. He remains in contact through the phone. home visits every quarter & E-mail (3-3 t. 12). She stays in touch with her old director and the department because she realizes she will be gone for three years (3-4 t. 11). He is networking to find a job that he wants (3-5 t.6. 10; c.c., 8; c.s. 4. 8). Is maintaining contact with his old supervisor & other mgmt because they will be helpful for future career development (3-5 t.4. 6. 10; c.s., 6). Visits senior mgmt when he can (3-5 t. 5; c.c.,8). Uses his high visibility in Ireland to make contacts (3-5 t. 10). Is making the links now with the expectation that it will help him to advance his career in the future (3-6 t. 17). Because of poor repatriate career advancement opportunities. repats find they need to ntwk to advance their careers (3-6 t. 17. 18. 22). Made sure to get reassurance that when he returns his career will not stagger- he has people that will help him. he networks a lot when he goes home (4-1 t. 3. 4. 5. 7). He speaks to old acquaintances through e-mail & phone & uses his links in other industries (4-1 t. 5).
Staying in touch with loved ones and colleagues	He remains in contact with his colleagues through e-mail for business & pleasure (3-2 c.c., 5.c.s. 4). Keeps in touch with loved ones to maintain vital relationships (3-3 t. 14). She stays in touch with her old boss. co-workers. and family/friends through e-mail & visits (3-4 t. 12). Stays in touch with loved ones through visits. phone. e-mail (3-6 t. 20. 22).

Staying up to date with Canadian culture & current events	He keeps on top of Canadian happenings while away through satellite & Web (1-1 t. 5, 13, 14). He makes a concerted effort to stay in touch with loved ones and colleagues (3-1 t. 11, 12). She keeps her Reader's Digest subscription. (3-4 t. 12). He remains up to date on Canadian current events through the Web. (3-6 t. 20, 22). Because he feels so out of synch with Canada, he reads the Globe every week (4-1 t. 5).
Information seeking	Discussions with other expats to find out about HR policies (3-1 t. 3). She does not think that the company will offer her any cct for her next assmt., she will request it along with French courses (3-4 t. 10). Has familiarized himself with the literature on repat problems (4-1 t. 8).
Proactivity for the next assignment	He is unhappy so he is actively working towards sending himself back to Asia. (3-2 t. 5, 6). He has been spending time in the Mediterranean setting himself up for the next international assignment he wants (3-3 t.12). He has carefully taken steps to minimize the disruption of the move to Barbados for the kids (i.e., encouraging them to stay in touch with friends, inviting friends to Barbados, helping out with school) (4-1 t. 13).
Initiation of contact with management	He speaks to his supervisor weekly, he initiates at times the communication (1-1 t. 8; i.s. 4; i.c., 5). Because he feels that he is not in the forefront of upper mgmt's minds, he makes sure to say hello every time he is in town (3-5 t. 5). He remains in touch with them through e-mail, phone calls, and visits. He is remembered often back home (3-5 t. 5; c.c., 6,7; c.s. 7, 8, 12).
Initiatives to solve HR problems	He talks to the VP's in Asia about the problem to get their perspective on HR dilemmas (3-2 t. 13). Takes care of his own HR problems (3-2 i.c., 4). She had to be self driven with the international services department because their services were inadequate (3-4 t. 4).
Seeking social support	The target took the initiative to ask for help from colleagues (3-4 i.c., 1).

Staying current with corporate events	She tries to stay on their distribution lists (3-4 t.12).
Taking care of his own interests (in general)	Must figure things out on his own & look out for his own interests (3-5 t. 3: c.c., 5).
Proactivity for career advancement	He is very proactive in his own career planning (4-1 t. 9).
0Repatriate management	Is going to take care of his own repatriation because he does not want to trust HR (3-5 t. 11).
Developing programs to assist future expats	Developed a mentor program in Ireland (3-1 t. 13).
***Lack of proactivity to information seek	Has not tried to get written guarantee for a return position (3-6 t. 19).
***Lack of proactivity in maintaining contact with family & friends	He feels out of touch with social contacts because he makes no effort to communicate with them, except for a few (2-1 t. 16).

APPENDIX B

PARTICIPANT CONSENT FORM

STUDY ON COACHING AND DEVELOPMENT OF CANADIAN EXPATRIATES

CONSENT FORM

I, the undersigned, agree to participate in the interview being conducted by Professor Sharon Leiba-O'Sullivan of Concordia University (Montreal, Canada). I understand that the nature of the questions being asked of me will pertain to the following: (a) the circumstances leading to the expatriate assignment; (b) how the details of the expatriate assignment were worked out; (c) the nature of the work being conducted on the expatriate assignment (i.e., job description); (d) the unique challenges and difficulties involved in working on an international assignment (or managing/working with/working for/being married to someone who is an expatriate); (e) the costs and benefits associated with expatriate assignments, from a long-term professional, personal, and organizational perspective. Additional information will be collected about my prior international experience, to place each respondent's current situation in context.

I understand that each participant, and each participating company, will receive a report summarizing the general findings of the study. However, it is also my understanding that all of the information gathered from participants in this study will be confidential. Organizations will not have access to specific data from individual employees, as the focus of this study is to observe patterns across various expatriate individuals, rather than to report on the experiences of any single individual or organization per se. Therefore, while individual expatriate's quotes may be used to illustrate key findings, these quotes will be presented in a context-free, disguised manner, so as to conceal the identity of the individual speaker. Moreover, the tapes and transcripts of these interviews will be kept in a locked filing cabinet in Professor Leiba-O'Sullivan's office at the university.

Finally, I understand that this study is funded through the Faculty Research Development Program of Concordia University (Montreal, Canada). Accordingly, in conjunction with the ethical regulations of the university, I understand that I may choose to withold answers for any question that I deem uncomfortable, and that I may withdraw from this interview at no cost to either myself or my company.

NAME of Respondent (Print): _____

Signature: _____

Company: _____

Date: _____

NAME of Researcher: Sharon Leiba-O'Sullivan

Signature: _____

University: Concordia (Montreal, Canada)

Date: _____

APPENDIX C

SUMMARY QUESTIONNAIRE

STUDY ON THE COACHING & DEVELOPMENT OF CANADIAN EXPATRIATES

Researcher:

Sharon Leiba-O'Sullivan, Ph.D.
Assistant Professor, Human Resource Management

Postal Address: **Concordia University, Department of Management**
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Phone Numbers: **(514) 848-2902 (office); or, 274-0645 (home voice mail picks up after 4 rings)**
Fax Numbers: **While in Ireland:** 01 497 4852
In Montreal, at Concordia University: (514) 848-4292
Email ID: **SHARONLO@vax2.concordia.ca**

Factual Questions for Expatriate

Date of Interview: _____
Job Title _____
Years with company _____
Years in this type of position/function

_____
Years/Months on this international assignment so far

_____
Time lag between notice for international asmt and departure (months):

_____
Number of staff reporting to you in host country:

_____
Number of staff you had reporting to you in home country:

_____

Current Compensation _____
How current compensation compares to pre-asmt compensation?
(home country equivalent; higher than home country; less)

_____

Age _____
Gender _____
Marital Status _____
Is Spouse here too? (Y/N) _____
Number of Kids here (and their ages)

_____
Number of Languages spoken (& which)

_____
Prior International Work Experiences (places, & durations in years in each)

_____

_____
_____

Number Work colleagues/friends who had "gone international" before: _____

The pattern in their experiences (+/-) _____

International Business/Cross-cultural courses taken during education (outside company):

_____

Your nationality (country of birth)

_____

Parents' Birth Nationalities

_____

Postal Address information (names, addresses) for Home & Host Country Direct Reports:

_____
_____
_____
_____
_____
_____

Kind of MNC Operations in Ireland:

(a-sales subsidiary; b-mftg plant for int'l division; c-area or product division;
d-overall mixed relationship to HQ? (e.g., sometimes subsidiary role, sometimes leader)

_____

Think about the last 3 months at work. To determine *the behaviours and attitudes that your firm values and expects*, how frequently, in general, have you done each of the following? (Write beside each number one of the following frequency indicators:(a) never, (b) once a month, (c) a few times a month, (d) once a week, (e) a few times a week, (f) once a day, (g) a few times a day.)

1. ask your direct supervisor ____
2. ask a more experienced staff member ____
3. ask another new staff member ____
4. pay attention to how others behave ____
5. Socialize with people in the firm in order to learn how they behave and what they value ____
6. Observe what behaviours are rewarded and use this as a clue to what is desirable or expected ____
7. Consult memos, annual reports, or other written material ____

Think about the last 3 months at work. To determine *how to perform specific aspects of your job*, how frequently, in general, have you done each of the following? (Write beside each number one of the following frequency indicators:(a) never, (b) once a month, (c) a few times a month, (d) once a week, (e) a few times a week, (f) once a day, (g) a few times a day.)

1. ask your direct supervisor ____
2. ask a more experienced staff member ____
3. ask another new staff member ____
4. pay attention to how others behave ____
5. Socialize with people in the firm in order to learn how they behave and what they value ____
6. Observe what behaviours are rewarded and use this as a clue to what is desirable or expected ____
7. Consult memos, annual reports, or other written material ____

Think about the last 3 months at work. To determine *what is expected of you in your job*, how frequently, in general, have you done each of the following? (Write beside each number one of the following frequency indicators:(a) never, (b) once a month, (c) a few times a month, (d) once a week, (e) a few times a week, (f) once a day, (g) a few times a day.)

1. ask your direct supervisor ____
2. ask a more experienced staff member ____
3. ask another new staff member ____
4. pay attention to how others behave ____
5. Socialize with people in the firm in order to learn how they behave and what they value ____
6. Observe what behaviours are rewarded and use this as a clue to what is desirable or expected ____
7. Consult memos, annual reports, or other written material ____

Think about the last 3 months at work. To determine *how well you are performing in your job*, how frequently, in general, have you done each of the following? (Write beside each number one of the following frequency indicators:(a) never, (b) once a month, (c) a few times a month, (d) once a week, (e) a few times a week, (f) once a day, (g) a few times a day.)

1. ask your direct supervisor ____
2. ask a more experienced staff member ____
3. ask another new staff member ____
4. pay attention to how others behave ____
5. Socialize with people in the firm in order to learn how they behave and what they value ____
6. Observe what behaviours are rewarded and use this as a clue to what is desirable or expected ____
7. Consult memos, annual reports, or other written material ____

Think about the last 3 months at work. To determine *the appropriateness of your social behaviour at work*, how frequently, in general, have you done each of the following? (Write beside each number one of the following frequency indicators:(a) never, (b) once a month, (c) a few times a month, (d) once a week, (e) a few times a week, (f) once a day, (g) a few times a day.)

1. ask your direct supervisor ____
2. ask a more experienced staff member ____
3. ask another new staff member ____
4. pay attention to how others behave ____
5. Socialize with people in the firm in order to learn how they behave and what they value ____
6. Observe what behaviours are rewarded and use this as a clue to what is desirable or expected ____
7. Consult memos, annual reports, or other written material ____

Finally, on a scale from 1=low to 7=high, what number would you assign to each of the following?:

_____ a. your satisfaction with your supervisor?
_____ b. your satisfaction with the firm's HR department?
_____ c. your satisfaction with the equitable manner in which your performance appraisals are done?
_____ d. your satisfaction with your present international assignment?
_____ e. your own estimate of your performance on this international assignment?
_____ f. your intention to leave this particular international assignment as soon as possible?
_____ g. your intention to leave the company upon your return home?

_____ h. your intention to recommend an international assignment to others in this firm?

_____ i. your confidence that you can find a suitable position, post-return, that incorporates all your new international competencies?
_____ j. your level of negotiation skills?
_____ k. your level of communication skills?
_____ l. your estimate of the importance of keeping in regular touch with work and social contacts at home?
_____ m. your estimate of the importance of keeping up to date with political/social developments at home
_____ n. how risky did you perceive this assignment to be prior to taking it up?
_____ o. extent to which you would classify yourself as a risk-taker?
_____ p. extent to which host country nationals have been supportive and responsive to your requests for info and/or assistance?
_____ q. extent to which you would describe yourself as a self-starter?
_____ r. satisfaction with your career development so far?
_____ s. satisfaction with how firm is helping your future (post-return) career development?
_____ t. extent to which this international assignment has taught you a lot about yourself personally?
_____ u. extent to which this international assignment has taught you a lot about your spouse?
_____ v. extent to which this international assignment has taught you a lot about another culture?

THANK YOU FOR YOUR ASSISTANCE !!!!

APPENDIX D

GUIDELINE QUESTIONNAIRE FOR INTERVIEWS

II. CIRCUMSTANCES LEADING TO INT'L ASMT & HOW THE DETAILS WERE ARRANGED

-How did this int'l assignment arise? (how much lead time; for what business purpose?)
-How were you selected for this assignment? Any int'l exposure/interest before? level of performance before?
-Why wasn't an Irish person selected for this assignment?
-Why did you take the assignment? What would have happened if you'd said no to this asmt?
-How much room for negotiation do you feel there was in terms of either the nature, duration, performance objectives, or compensation for this int'l assignment? (inc. guarantee of reinstatement upon return?) How did firm address your concerns?
-Were you provided with any pre-departure training (cross-cultural or technical) for this assignment? If so, what was it like, and how effective was it?
-Did the firm raise any concerns about your bringing your family along? How addressed?
-Did your spouse raise any concerns about coming along? How addressed?

III. NATURE OF INT'L ASSIGNMENT

-What is it that you do here? (job description and title). Are you a structure reproducer/ troubleshooter/ professional operating element?
-What are the objectives of this asmt? (How will the firm know if it's been a success?)
-Were these objectives documented for you before you came here?
-How much autonomy do you have in this assignment?
-What are your working hours like here?
-How similar/different is this job from your previous one?
-Do you have direct reports here? Did you at home? (how many).
-Have the expected duration or objectives of your assignment changed since your arrival, and if so, what caused the change?

IV. UNIQUE CHALLENGES/DIFFICULTIES OF INT'L ASMT

Cultural Expectations
-Any expectations for c/c adjustment to Ireland? Did you feel any CCT was needed?
-How enthusiastic were you about coming, re:cultural experience?
-How did these expectations develop? (CCT, prior visits, osmosis thru media?)

Cultural Experiences
-To what extent were these expectations met?
-Describe any cultural surprises/incidents you encountered?
-List your top 3 likes & dislikes about this country (inc. politics, housing, entertainment options & costs, weather, sports, dealing with govt institutions, telecommunications, media, speed of getting to know people personally; things you would miss/not miss when you went back home)
-How much of your time do you spend socially with Cdn vs Irish here? How has it helped/hindered you?
-Any particular c/c lessons for Cdns, in particular, who are visiting here?
-How has your spouse been handling the cross-cultural adjustment? Why?
-How have local employees facilitated/hindered your C/C adjustment here? When you have culturally-related

Protean Coping Strategies for Eliciting Help

- When others gave performance help/advice/feedback, did you approach them or vice versa? If you approached them, how receptive were they?
- To what extent did you take the initiative for your own c/c training? (for (a) the work interaction environment, (b) for broader living environment, © work itself?
- How often do you speak to supervisor/colleagues at home? Who and about what? Through what mediums does communication occur? Are these discussions satisfactory?

V. CAREER PLANNING\ DEVELOPMENT

Expectations (including role of firm vs. your own role)

- What did you understand as the firm's ST vs. LT business objectives for sending you on this assignment? How did you come to understand this? Is an international assignment part of an essential plan for advancement in this company? Does it appear to be so in your case?
- What were your own ST vs. LT career objectives for taking this assignment? Why? Have you communicated this to others? And?
- Reintegration into functional network (speed, novelty, expected, clarity- e.g., that internationals KSAO's will be used)? What steps have you taken/org taken? Variety of contacts sought? Ex's?
- Reintegration into hierarchical network (speed, novelty, expected, clarity- e.g., that promotion waiting?) What steps have you taken/org taken? Variety of contacts sought? Ex's?
- Reintegration into community network (speed, novelty, expected, clarity- e.g., nature of how friends/family's lives have changed, what the place will be like?) What steps have you taken/org / spouse taken? Variety of contacts sought? Ex's?
- Nature of the relocation to home process (formal orientation necessary?) Will it be provided? For your family too? What steps have you taken/ org/ spouse taken to extract help from org?
- Cultural familiarity (vs. cultural distance) for you and your family? What steps have you taken/ org/ spouse taken to learn on your own?
- Change in socio-economic status? What steps have you taken/ org/ spouse taken to disconfirm/ help meet expectations?
- Disruptiveness of move home (school, home, kids)? What steps have you taken/ org/ spouse taken to disconfirm/help meet expectations and prepare to cope?

Protean Coping Strategies

- How have you networked with folks at home? (frequency, org level of contact persons, subject matter, mode of communication).
- How have you networked with social/friends, etc folks at home? (frequency, direction, mode of communication)
- How frequently have you visited home? Had home friends/family visit you?
- How has the online career opps info system helped you? In this company, can you call people up blind?
- What will be your strategies for dealing with above if expectations are not met? Had you given any prior thought to the need for such strategies?

VI. Overall Costs and Benefits Associated with Being on this International Assignment

- What would you advise other potential expats to do?
- What would you advise the company to do?
- Anything I have not asked that you think would be useful to note regarding: your experience in Ireland; your family's experience; and your career development expectations and experiences?