

## Mentorship of expatriates in transnational companies - DTU Orbit (08/11/2017)

### Mentorship of expatriates in transnational companies

#### Purpose:

Due to a number of reported failures of expatriation assignments, a growing body of literature is exploring the possible roles of mentors in supporting expatriates in critical phases while working in another culture. The purpose of this paper is to expand upon the research of mentoring based on a literature review and an empirical study of mentoring expatriates in three transnational companies.

#### Design/methodology/approach:

This paper is based on findings from three case companies based in Denmark. Thirty-seven semi-structured interviews were conducted with expatriates, managers and vice presidents at the three home-organisations and their subsidiaries. Findings Several empirical studies, including the study presented in this paper, indicate that ethnocentrism in the home-company is a main constraint for cross-cultural learning mediated by the expatriates. It is suggested that the HR department in the home-company should create specialized professional training programs and recruit employees with practical knowledge about expatriation. However, personal and relational mentoring should be conducted by experienced and motivated individuals who are supported and recognized, but not controlled, by the HR department.

#### Research limitations/implications:

This research is focused on Danish companies and further research is needed to test the theories in other cultural settings.

#### Practical implications:

This research can help companies and expatriates gain a more successful expatriation period.

#### Originality/value:

The value and role of mentorship is detailed from a theoretical and practical perspective, which adds to the body of literature on expatriates and mentorship.

### General information

State: Published

Organisations: Department of Management Engineering, Management Science, Technology and Innovation Management

Authors: Herbert-Hansen, Z. N. L. (Intern), Rasmussen, L. B. (Intern)

Pages: 176-201

Publication date: 2016

Main Research Area: Technical/natural sciences

### Publication information

Journal: Journal of Global Mobility

Volume: 4

Issue number: 2

ISSN (Print): 2049-8799

Ratings:

BFI (2017): BFI-level 1

BFI (2016): BFI-level 1

Scopus rating (2016): SJR 0.525 SNIP 0.673 CiteScore 1.65

BFI (2015): BFI-level 1

Scopus rating (2015): SNIP 1.039 SJR 0.481 CiteScore 2.33

BFI (2014): BFI-level 1

Scopus rating (2014): SNIP 0.626 SJR 0.659

BFI (2013): BFI-level 1

Original language: English

Cross-cultural management, Mentoring, Career development, Communication, Organizational culture, Expatriates, Coping strategies

DOIs:

10.1108/JGM-05-2015-0018

Publication: Research - peer-review › Journal article – Annual report year: 2016