

ASSIGNMENT READINESS

Your Candidate Has Been Selected for Assignment; What's Next?

Once an employee has been selected for international assignment, standard thinking might have the assessment process stop at this point. But assignment success depends on a multitude of factors, and the selection process is only the first step to ensuring that assignees are fully prepared. Even companies that use assessment tools to select their assignees may still risk assignment failure if they do not provide the correct foundation to ensure that the assignee is ready for the move.

THE ISSUE: Identifying and Addressing the Needs and Requirements of Assignee and Family

Employees selected for assignments are typically high performers who have demonstrated success in their current positions. But it's important to keep in mind that an assignee's high performance in their home work environment is not always predictive of their performance in the host destination. Cultural gaps, expectations, and habits that conflict with the host culture can impact their ability to succeed on assignment and should be identified pre-move. Indeed, without a full understanding of their own cultural values, as well as those of the host location, an assignee will not be able to pinpoint areas for adjustment or identify the potential challenges that may arise while on assignment. Beyond the cultural values, the needs and requirements of assignees and their families need to be identified and fully understood:

THE SOLUTION: A Means to Build Self-Awareness

Our Assignee Readiness solution is a **post-selection, pre-move** support program designed to assess the level of readiness and advise on areas for development. The program identifies the assignee's transferable skills and values and the potential challenges that they may face in the host destination. It reduces the stress of relocation by offering information, advice, and resources with regard to the possible impact of working in a new cultural environment.

KEY FEATURES: Tailored For You

Our Assignee Readiness program uses a combination of tested diagnostic tools and a facilitated session with a certified Cartus assessor and trainer.

The typical program can consist of a combination of virtual and face-to-face sessions. As every assignee's needs and

schedules are different, delivery is flexible.

By taking into account the destination location and assignment-type as well as the assignee's international experience, overall awareness of what to expect, and motivation, the programs are designed to help your assignees and families achieve success in the host location—in both their business and day-to-day environments!

PROGRAM BENEFITS

For the Assignee:

- Assesses and identifies expectations and motivations for going on assignment
- Provides a clearer picture of strengths and limitations to better achieve goals
- Results in better preparation and increased awareness of the possible cultural gaps between home and host location
- Delivers realistic expectations of what to expect while on assignment
- Provides practical approaches, tips, and behavioral guidance to support ease of settling-in, effectiveness on the job, and maximized assignment satisfaction

For the Client:

- Helps to eliminate the risk of assignment failure and the cost of early returns.
- Ensures a more prepared assignee, able to make a quicker adaptation to their new role in the host location.
- Supports productivity through assignee's improved interactions with colleagues in the host location



ASSIGNEE READINESS TRAINING PROGRAMS

Helping assignees and their families achieve success in international assignments depends on good preparation. Understanding one's own skills and behaviors, and then identifying and addressing gaps that may exist in relation to the host culture, will result in assignees better able to build solid relationships with local nationals and achieve assignment objectives.

PROGRAM STRUCTURE

Cartus' Assignee Readiness program offers flexible options involving both virtual and face-to-face training.

Step 1: Diagnostics and Gap Analysis

The assignee and family work through a diagnostic tool that helps identify assignment expectations, the assignee's skills and talents, and his or her cultural mindset as well as the predominant cultural characteristics of the host location. The exercise results in a deeper understanding of the realities of the new experience through discussion of questions such as:

- What makes me successful at home?
- What are my values?
- What are my strengths and weaknesses in building or maintaining social and professional relationships?

This step also includes familiarization with the primary cultural characteristics of the host location so that gaps between the assignee's existing behavior and assumptions can be identified.

Step 2: Customized Training

The diagnostic exercise is followed by an in-person intensive session with a trainer. During the training, the assignee and family members gain a deeper perspective on the possible cultural gaps between the home and host locations that might challenge the ability to settle in and function effectively on the job. For example:

- How do management skill sets differ between the home and host location?
- What are the possible personal and professional challenges that may occur while on assignment?

The trainer then helps the assignee and partner develop effective approaches to bridge these gaps, exploring the ways in which they can adapt to their new cultural environment to ensure a successful move. Participants develop the appropriate problem-solving strategies and identify effective ways to deal with the transition between the home and host cultures.

THE RESULT

An informed and neutral decision making process is critical to any assignment. Employee readiness is the fundamental process through which the organization, employee and family make that informed decision, manage expectations and address areas of development before issues arise and cost is incurred.

For more information on how Cartus' Intercultural & Language Solutions can help you, please contact intercultural&language@cartus.com
