

Appendix C:

Expatriate Paradoxes			
Paradox	Awareness	Rank	Examples of Quotations
<p>Cultural Intelligence:</p> <ol style="list-style-type: none"> 1. Seeing as valid the general stereotype about the culture you lived but also realizing that many host-country nationals do not fit that stereotype 2. Possessing a great deal of power but downplaying it in order to gain necessary input and cooperation 	<p>77.1%</p> <p>68.6%</p>	<p>6</p> <p>4</p>	<p>“You’ve kind of graduated from regarding your experience as being an experience with a foreign people in a foreign culture to being an experience involving a very specific job with a very specific group of people in a neighborhood, in a community... The cultural aspects of it, the foreign aspects of it, begin to break down and it becomes more personal.” (Banker in Japan)</p> <p>“If you go and force something a little bit here, you have a better feel that it is going to work with the people all the way down to the bottom of the pyramid. But in Europe, you are not sure. You know a couple of levels of how it might work, but you are never sure of how it might touch the bottom... or how it might be perceived... so you really give them a chance to participate in decisions.” (VP, European Operations)</p>
<p>Mediation:</p> <ol style="list-style-type: none"> 3. Being freed from many of your own cultural rules and even from some of the host culture’s norms but not being free at all from certain host-country customs that you must observe in order to be effective 4. Trying to represent your company as best you can in order to succeed but also realizing that the “ideal” values you act out abroad may not exist back at headquarters 5. Feeling caught between contradictory demands of headquarters on the one hand and the host country nationals and the local situation on the other 	<p>62.9%</p> <p>54.3%</p> <p>51.4%</p>	<p>8</p> <p>9</p> <p>5</p>	<p>“You don’t have to be a conformist, whereas at home you do have to play more by those rules, whether you like them or not... I can’t find the word for it to save my life, but there is an anonymity that really appeals to me... maybe it’s a big city thing, but there is something very appealing to me not to have a label on.” (Accountant in London)</p> <p>“I think that you like every customer to feel as though he or she is number one on your list... but certainly there are customers who are higher in the pecking order. We are part-owned by American companies... and they are paying to be that number one priority. Therefore, all of the European customers that I had abroad come somewhere in the second order.” (Geologist, European sales)</p> <p>“I proceeded according to the boss (at corporate HQ) and did what he said. Although that was perhaps not the best way to go about it. I would have been more tactful and worked with the local people. When you’re there you begin to appreciate the local problems and you see it’s not just black and white. When your boss wants to react in a particular way, it’s not necessarily the</p>

			best way. You have to walk that fine line between what the boss and the local people think.” (European tax director)
Self-identity:			
6. Giving up some of your own values in order to be accepted or successful in the other culture, while at the same time finding some of your core values becoming even stronger as a result of exposure in another country	60.0%	3	“It is maybe outspokenness. You tend to be more reserved in what you say. Probably give up some informality. Americans tend to be very informal at home. Everybody is dressed a lot better than they are (in the States). And you tend to say after a while, ‘I don’t want to stand out that much’... Giving up some of your American values, you find that you change in subtle ways. But at the same time reinforcing a lot of the values that we have here-the freedom of action, the creativity, the aggressiveness in a good sense that you don’t have in many European nationalities.” (General Manager in Holland)
7. Becoming more and more “world minded” as a result of exposure to different values and conflicting loyalties, but becoming more idiosyncratic as to how you put together your own value system and view on life	48.6%	1	“I have changed as a result of the experience in that I am more understanding of a wide range of people. (I am) Definitely more interested in experiencing different situations and cultures than I was when I went, although that is what drove me to want to do it... And of course, I am much more independent than I was before. I have sort of created somebody. Not intentionally, I don’t think, but I think that is what happened.” (Accountant in Venezuela)
Cautious Optimism:			
8. Generally thinking well of the host-country nationals while at the same time being very savvy about being taken advantage by them	54.3%	7	“This is especially the case in China. I generally liked the people, but I know they’re out to move ahead faster and they will step on people to get their way. The turnover rate, for instance, in Hong Kong- people skipping from job to job- is incredible... because you were going to pay them a little bit more, but they were only going to stay around long enough until they find the next job to pay them a little bit more.” (Banker in Hong Kong)
9. As a result of being abroad a long time, feeling at ease anywhere, but belonging nowhere	45.7%	2	“I remember experiencing this paradox when we came back home the first time and realized that we were not really in the mainstream of what people were thinking about and doing... We were natives and we lived there and worked there and talked like them but weren’t necessarily feeling like them, part of the community. We spent a weekend with a couple that were among our best friends... and felt out of it, I guess, because we had evolved in different ways.” (Accountant in Paris)

Source: Osland, 2006