



Using Cultural Intelligence (CQ®) to Create Better Solutions

Expatriate Learning Curve
Drops from 9 Months
to 3 Months



**CULTURAL
INTELLIGENCE
CENTER**

CHALLENGE

One of the largest banks in world sends thousands of individuals on short- and long-term global assignments each year. The individuals selected for these roles are among the top performers in the company, but many of them take a long time to learn their new roles.

The learning curve is particularly steep for those assigned to the Middle East and parts of Asia. The expats felt like the training they received beforehand did little to equip them to work effectively in the new environment, and many reported that their families struggled to adjust to the move.

SOLUTIONS

This bank worked with the CQ Center to design a program that would **equip and support** those going on global assignments.

They began with employees relocating for at least two years, followed by those doing short-term (3-6 month) assignments. The program included **coaching and assessment** for the expat and their family:



PRE-DEPARTURE

- Expat and Partner completed the *CQ Assessment* and *Behavioral Preferences Profile*.
- Each couple met with a coach to debrief assessment results and anticipate potential challenges and growth opportunities.
- Each person created a personal CQ Development Plan.



MONTH 1 ON ASSIGNMENT

- Each couple met with a coach (usually virtually) to describe initial impressions and learnings.
- Expat received online and written resources for learning more about work practices in the specific location.



MONTH 2 ON ASSIGNMENT

- Expat met with a coach to discuss specific challenges and insights based on the first six weeks in the country.
- Expat identified three goals to improve and apply CQ over the next 4-6 weeks.



MONTH 3 ON ASSIGNMENT

- Each couple met with a coach to review their *Behavioral Preferences Profiles* and talk about challenges and learnings.
- Expat reviewed progress on goals set in Month 2.



MONTH 6 ON ASSIGNMENT

- Expat completed the *CQ Assessment* again and compared post-assessment results with pre-assessment results.
- Expat met with a coach to develop a six-month plan for additional development and to discuss whether additional coaching and training would be useful.



RE-ENTRY

- Expat met with a coach and new supervisor to discuss ways to use overseas experiences in the new role.

RESULTS

This bank reported that the program significantly increased the confidence and effectiveness of their expats and reduced the learning curve. Specifically:



Early **attrition dropped** by 15%.



Those on global assignments were fully **functional in their roles three months** after relocating rather than the previous average of 8-9 months.



Upon re-entry, employees **implemented leading practices** they had learned abroad (e.g., applying a practice learned in Shanghai in London).



Given success of this program, the bank **designed a smaller scale program** for their frequent travelers (e.g., those traveling 1-2 weeks at a time around the world).

ABOUT THE CULTURAL INTELLIGENCE CENTER

The Cultural Intelligence Center is an innovative, research-based training and consulting firm that draws upon empirical findings to help organizations and individuals around the world assess and improve Cultural Intelligence (CQ®)—the ability to work effectively with people with different nationalities, ethnicities, age groups, and more. We provide you with innovative solutions that improve multicultural performance based on rigorous academic research. Visit culturalQ.com to learn more.

CONTACT US

With experts around the world, we have teams of professionals ready to help you develop creative solutions and/or deliver training and consulting services wherever you need them.



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