

# **CASE STUDY**

## **Culture General and Culture Specific Analysis**

Alejandro, an Hispanic-American man in his 40's, has been given an international assignment in Mexico. The assignment is on short notice (30 days) and is scheduled to last six-months. He and his American wife have three children between ages ten and six. His company will support him and his family with the move. This would be Alejandro's first time living and working back in Mexico since his departure as a teenager. He is excited about this opportunity, excited to return to Mexico, and confident he will do well.

Alejandro will assume the position of interim chief legal officer (CLO) in a region where his U.S. American company has important manufacturing and growing retail operations. He will be working with local legal and human resources leaders and staff in several countries. Because there is no CLO in place yet, there have been difficulties coordinating the legal staff in the region. Up until his appointment, the company has been borrowing a "virtual" CLO from another region. Alejandro is expected to hold things together while the search process for a regional CLO takes place. He is also expected to use this as a developmental opportunity.

One month after arrival in Mexico, Alejandro reports that things are not going well. The stress is too great for him. He has not received the support he needs and is considering moving back to the U.S. before his assignment is over.

### **DIRECTIONS:**

Let's rewind the clock back three months. You have been brought in to help prepare Alejandro for his new assignment. Begin by individually reviewing Alejandro's IES report and GlobeSmart Profile. Then, in your group consider how you could use these results to foresee some of the challenges that he has faced. Please use the following questions to guide your discussion and prepare to report out your responses.

1. What are some potential strengths and some potential areas for development based on his IES results?
2. What are some potential strengths and some potential areas for development based on his GlobeSmart Profile?
3. What are some specific questions you would ask Alejandro, to gain further insight into his survey results?
4. Flip chart a list of best practices or preparatory steps he should take in order to ensure assignment success.

## IES:

	LOW	MODERATE	HIGH
CONTINUOUS LEARNING		X	
EXPLORATION			X
SELF-AWARENESS	X		
INTERPERSONAL ENGAGEMENT		X	
GLOBAL MINDSET			X
RELATIONSHIP INTEREST	X		
HARDINESS	X		
POSITIVE REGARD		X	
EMOTIONAL RESILIENCE	X		
OVERALL IES RESULT		X	

## GlobeSmart Profile:

