

Global Dual-Career Couple Mentoring: A Phase Model Approach

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Expatriation is a common practice among U.S.-based multinational corporations (MNCs). However, a number of investigators have demonstrated that there is a high failure rate among expatriates because neither they nor their families are prepared to deal with the level of uncertainty associated with the process. Expatriation is even more stressful for dual-career couples. One method that domestic organizations use to aid the adjustment of their employees is mentoring. Thus, we propose that MNCs incorporate a global mentoring program in order to assist in the organizational socialization of the expatriate and provide some social support to the expatriate and trailing spouse during the expatriation process. This mentoring needs to occur pre-expatriation, during expatriation, and during repatriation. The potential returns to the organization in the form of reduced explicit and implicit costs of expatriation should far outweigh the difficulty associated with establishing the system.

Researchers estimate that between 16 and 40 percent of all American expatriates fail to complete their assignments, a number that is expected to escalate in the near future due to the projected increase in female expatriates and dual-career couples.

With globalization comes expatriation. Multi-national corporations (MNCs) have visions of sending their most talented technical and administrative expertise overseas. They frequently select managers with strong track records and high expectations for their futures within the organization. Certainly, these individuals ought to be excited about an opportunity to go abroad, be successful in their mission, and return to a prosperous career within the company. Unfortunately, this is often not the case. Refusal rates are rising primarily because of dual-career issues (Crendall, Dwyer & Duncan, 1990; Reynolds & Bennett, 1991; Pascoe, 1992; Feldman & Thompson, 1993; Noe & Barber, 1993; Global, 1994; Harvey, 1995).

Researchers estimate that between 16 and 40 percent of all American expatriates fail to complete their assignments (Mendenhall, Dunbar & Oddou, 1987; Mendenhall & Oddou, 1988; Wederspahn, 1992; Dowling, Schuler & Welch, 1994), a number that is expected to escalate in the near future due to the projected increase in female expatriates and dual-career couples (Harvey, 1996, 1997a, 1997b). Of those American expatriates who do complete their assignments, 30 to 50 percent are considered ineffective or marginally effective by their companies (Copeland & Griggs, 1985; Dowling, Schuler & Welch, 1994). Unsuccessful expatriate managers and the resulting reduced effectiveness of the overseas assignments have direct costs, such as training, moving, and housing expenses, as well as indirect costs, such as declining service levels and lost customers (Wederspahn, 1992). In addition to these expenses, international human resource executives must be concerned with finding suitable replacements for expatriates who fail.

International relocations involve a number of stressors that affect various members of the family differently. This is particularly evident in non-traditional family configurations such as dual-career couples. Everyone faces the disorientation of culture shock and must go through the process of adjusting to the host country culture and general environment (Copeland & Griggs, 1985; Black, Mendenhall & Oddou, 1991). At the same time, the expatriate must also adjust to a new organizational culture (Black, Mendenhall & Oddou, 1991). This dual adjustment makes the expatriate particularly susceptible to confusion about his/her assignment within the organization. This in turn induces inordinately high stress for

the expatriate, which can be transferred to the family unit. On the other hand, the trailing spouse experiences stress related to reestablishing the family in the new country (Harvey, 1985). With the increasing number of dual-career couples, many trailing spouses must also absorb the stress associated with relocating their careers to a foreign country during their spouses' expatriation assignment (Statistical, 1992; Collidge & D'Angelo, 1994; Bradbury, 1994).

These stressful situations during foreign assignments are heightened by the lack of social support that was generally provided by family and friends in the home country. The stress associated with the trailing spouse's job search in an unfamiliar country and the potential for unemployment or underemployment may spill over into the performance of the expatriate (Greenhaus & Parasuraman, 1986; Gutelle, Repetti & Silver, 1988; Bolger, DeLongis, Kessler & Wetherington, 1989; Lambert, 1990; Jones & Fletcher, 1993; Williams & Alger, 1994). When stress is not properly addressed, the potential dysfunctional consequences to the expatriate and his/her family members may create additional stressors. The resulting increase in tension needs to be proactively addressed by professionals through a reconstructed social support system for the dual-career couple. One potential way to create this restructured social support for expatriated dual-career couples is to provide a mentoring program for the expatriate as well as for the trailing spouse.

The purpose of this article is to: 1) examine the literature on mentoring and to adapt these concepts to increase their applicability to international assignments for dual-career couples; 2) assess the psychological and social stress associated with relocation of dual-career couples prior to, during, and after expatriation; 3) develop an expatriate mentoring model; and 4) examine the cost of implementing a global mentoring program.

The Mentoring Literature

Researchers have defined mentoring as a one-to-one relationship between a mentor with advanced experience and knowledge and a protégé with less experience and knowledge (Levinson, Darrow, Klein, Levinson & McKee, 1978; Roche, 1979; Hunt & Michael, 1983; Kram, 1985; Hurley, 1988; Mullen, 1994). According to Kram (1985), this relationship typically goes through four distinct stages regardless of the type of mentoring: 1) initiation (six to 12 months), which is defined

by the development and clarification of expectations of both mentor and protégé; 2) cultivation (two to five years), during which time career development and psychosocial functions are established within the dyad; 3) separation when the protégé experiences independence and autonomy; and 4) redefinition as the relationship is severed or becomes more of a peer relationship. Mentors are expected to provide upward organizational mobility and personal growth for their protégés (mentee) through coaching, support, and guidance in developing technical, interpersonal, and political skills (Levinson, Darrow, Klein, Levinson & McKee, 1978; Roche, 1979; Hunt & Michael, 1983; Kram, 1983, 1985; Mullen, 1994). The outcome of mentoring varies depending on the needs of the mentee and the ability of the mentor to provide assistance (see Exhibit 1). The mentor may provide ongoing assistance to the mentee over an extended period of time in which the role of the mentor evolves into a complex social relationship.

A classical or primary mentoring relationship is an intense developmental one-on-one relationship of relatively long duration (Levinson, Darrow, Klein, Levinson & McKee, 1978; Clawson, 1980; Kram, 1985), whereas a secondary mentoring relationship is a shorter, less intense, less inclusive developmental process involving multiple mentors, each offering specialized developmental functions to the individual receiving the mentoring (Phillips-Jones, 1982; Zey, 1984; Whitely, Dougherty & Dreher, 1991). Secondary mentorships are more likely to focus on career development functions. In primary mentorships, the mentor/protégé dyad is vertical or a fixed-time format hierarchical relationship between senior mentor and junior protégé. This relationship has fixed organizational boundaries, such as the same technical specialty or a complementary area within the organization. Secondary mentorships may contain vertical and horizontal relationships, such as peer-to-peer, individual-level professional (friend/colleague/spouse), and professional association (networking) relationships (Kram & Isabella, 1985; Lankau, 1996; Von Glinow & Scandura, 1997). These protégés may use a "board of mentors" (group) which may be internal as well as external to the organization and at different levels in the organization (McDonald, 1995), where mentors are viewed as trusted confidantes and coaches.

The issues associated with mentoring in an international context have not received much

attention (Scandura & Von Glinow, 1997). But, what has been established by domestic studies is that newcomers to an organization are less likely to receive a mentor or acceptance to the extent that they are dissimilar (i.e., diversity) to those in the organization (Jackson, Stone & Alvarez, 1993). This situation is typical of an expatriate entering a host country organization. The trailing spouse of the expatriate also will exhibit diversity when compared to the local culture and when searching for professional opportunities in the host country. The role of a mentor, therefore, becomes paramount in reducing stress and accelerating adjustment for expatriated dual-career couples.

Expatriated Dual-Career Couples and the Compounding of Stress

Members of an expatriate family experience stress caused by work and family issues that are accentuated in dual-career families. Expatriates generally have a high level of work involvement, meaning that their self-image is strongly tied to their work (Lodahl & Kehner, 1965; Yogev & Brett, 1985). Additionally, a great deal of pressure is placed on expatriates in that the MNC selected them as opposed to host country nationals,

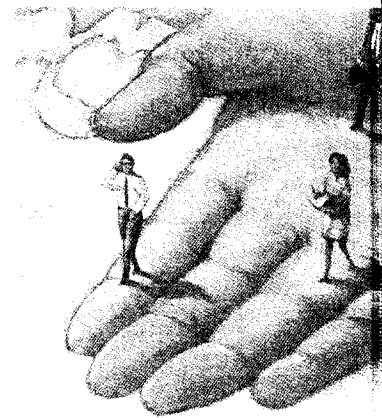


EXHIBIT I

Impact of Mentoring on Mentee

MENTORING IS ASSOCIATED WITH THE MENTEE:	SUPPORTING LITERATURE
Receiving more promotions	Dreher & Ash, 1990 Scandura, 1992 Bachman & Gregory, 1993
Having higher incomes	Dreher & Ash, 1990 Whitely, Dougherty & Dreher, 1991 Chao, Walz & Gardner, 1992
Reporting more career satisfaction	Fagenson, 1988 Chao, et al. 1992 Kobert, et al. 1994
Having more career mobility	Scandura, 1992
Alleviating some job/role stress and "burnout"	Ford & Wells, 1985
Alleviating work alienation	Koberg, Boss, Chappel & Ringer, 1994
Alleviating turnover intentions	Scandura & Viator, 1994
Accelerating organizational socialization	Chao, Walz & Gardner, 1992 Otroff & Kozlowski, 1992
Increasing career commitment	Bachman & Gregory, 1993
Providing positional power, access to important people, and influence over organizational policy	Fagenson, 1988
Providing "reflected power"	Kanter, 1977

causing expectations among those in the organization to frequently be higher than for local managers. Expatriation to a foreign corporate environment is likely to lead to profound role ambiguity, role conflict, and role overload. All of these factors combine to form work conflict, to the extent that an individual experiences incompatible pressures within the work domain (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964; Billings & Moos, 1982; Burke, 1988). In addition, these expatriates also experience family conflict, derived from family expectations that may not be met because of time conflicts, role conflicts, and role ambiguity. This situation is most acute in dual-career couples that are expatriated (Harvey, 1995; 1996; 1997a; 1997b and forthcoming a and b). Individuals in dual-career relationships must balance the conflicting pressures of their own career, their spouse's career, and their family responsibilities. Additionally, they must manage the stress "spillover" from their new expatriate position into the family domain.

This inter-role conflict, in which the role pressures from the work and family domains are incompatible and in which the role pressures from the work domain spill over into the family domain and vice versa, is called work-family conflict (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964; Frankenhaeser, Lundberg, Frederikson, Belin, Tuomisto & Myrsten, 1989; Lambert, 1990). For an expatriate, fulfillment of expectations in the work role is made more difficult by virtue of participation in the family role and vice versa. This is related to the "spillover" model, which suggests that work and non-work experiences are positively related (Evans & Bartolome, 1984). This model posits that satisfaction and stimulation at work translates into high levels of energy and satisfaction at home, while problems and conflict at work drain and preoccupy the individual, making it difficult to participate adequately in family life. The impact of work conflict on family conflict is well documented (Piotrkowski, 1979; Pleck, 1979; Greenhaus & Kopelman, 1981; Kelly & Voydanoff, 1985; Burke & McKeen, 1988; Gutek, Repetti & Silver, 1988; Nieva, 1988; Bolger, DeLongis, Kessler & Wetherington, 1989; Crouter, Perry-Jenkins, Huston & Crawford, 1989; Frankenhaeser, Lundberg, Frederikson, Belin, Tuomisto & Myrsten, 1989; Lambert, 1990; Higgins, Duxbury & Irving, 1992).

Work-family conflict has been linked to increased health risks for employed parents,

poorer performance in the parenting role, decreased productivity at work, marital dissatisfaction between partners, and reduced life expectancy and life satisfaction (Near, Rice & Hunt, 1978; Pleck, Staines & Long, 1980; Greenhaus & Beutell, 1985; Kelly & Voydanoff, 1985; Pleck, 1985; Voydanoff, 1987; Fletcher, 1988). To facilitate better understanding of the stress associated with the expatriation of dual-career couples (Fletcher, 1991; Harvey, 1995), stress may be depicted in the following manner:

$$\text{Stress Level} = (\text{Demands} + \text{Constraints}) - \text{Support}$$

where:

Demands = the degree to which the environment contains stimuli that peremptorily require the individual's attention.

Constraints = the degree to which the environment prevents or deters the individual from surviving or coping.

Support = the degree to which the environment has intellectual, technical, social, and financial resources.

To gain insight into the complexities associated with dual-career expatriation, both work and family stress levels must be calculated for each spouse. These two elements affect life satisfaction, which in turn affects absenteeism, turnover, marital discord, family breakdowns, productivity, and morale (Greenhaus & Beutell, 1985; Voydanoff, 1988; Fletcher, 1988; Higgins, Duxbury & Irving, 1992). Providing mentors for both the expatriate and the trailing spouse would appear to be one method of reducing stress by increasing the level of professional support in both the family and work domains, and thereby increasing the likelihood of successful expatriation for the dual-career couple (Harvey, forthcoming a).

If stress was placed solely on the expatriate, the MNC could be more proactive in reducing some of the sources of stress. However, each member of the family must cope with numerous stressors in the new environment. This creates conflict, tension, and negative consequences for everyone in the family. When the expatriate experiences stress at work, "spillover" into the family domain causes the spouse to feel that stress as well in what is called stress crossover. Bolger, DeLongis, Kessler, and Wetherington (1989) found that individuals' feelings of overload at work increased their spouses' feelings of

overload at home the following day. Other researchers have found that individuals' reports of negative marital and family relations have been associated with their spouses' stress, role overload, and poor social climate at work (Billings & Moos, 1982; Repetti, 1987). With the dissatisfaction of trailing spouses as the number one reason for expatriate attrition (*The Wall Street Journal*, Jan. 7, 1997; Harvey, 1997a, 1997b), it would appear to be appropriate for international human resource management in MNCs to develop means such as mentoring to alleviate some of the stress of an international relocation for both the expatriate and the trailing spouse.

Dual-Career Couple Adjustment to Expatriation

In adjusting to expatriation, dual-career couples progress through an anticipatory stage, an encounter stage, and finally, role management (Fisher, 1986). During the anticipatory stage, the dual-career couple forms expectations about the job, the organizational culture, the host country nationals, the general culture, and daily life in the host country (Brislin, 1981; Bochner, 1982; Black, 1988). The more complete and accurate the anticipatory stage, the greater the ease and speed of adjustment to the new organization and culture (Black, Mendenhall & Oddou, 1991). Therefore, as part of the pre-departure cross-cultural training (Black & Mendenhall, 1990), the expatriates, as well as their families, should be introduced to repatriated managers and their families, who can provide information that reduces uncertainty and facilitates the formation of accurate expectations of the host country.

Once the dual-career couple has relocated, the key to adjustment is reducing uncertainty. Expatriates will adjust faster to the organization if they have accurate expectations, role clarity (Nicholson, 1984; Pinder & Schroeder, 1987; Black, 1988), role discretion (Brett, 1980; Dawis & Lofquist, 1984; Nicholson, 1984), and low role conflict (Black, Mendenhall & Oddou, 1991). Additionally, the trailing spouse will accelerate adjustment if logistical support—regarding such things as housing, schools, and grocery stores—as well as social support are provided for the family (Copeland & Griggs, 1985; Tung, 1988). Therefore, new expatriates and their trailing spouses could benefit from being mentored by expatriates who have preceded the newly relocated dual-career couple and their families. Host country

nationals may also provide insight and information about the host culture and feedback concerning others' expectations of the expatriates, thereby helping the dual-career couple to culturally adjust to the host country.

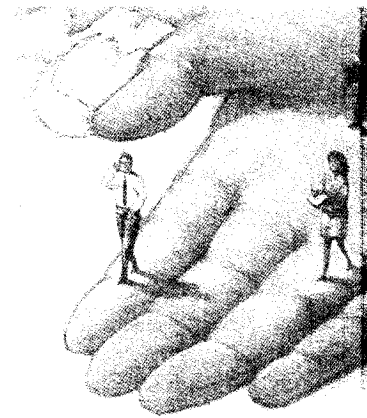
Both organizational socialization and social support are necessary for healthy adjustment to the host country by dual-career couples.

Organizational socialization

Organizational socialization is the process by which an expatriate is inculcated with the values, expected behaviors, social knowledge, and other important features of the host country organizational setting (Louis, 1980; Ashford & Taylor, 1990). Generally, newcomers progress through four stages of adjustment: 1) group processes (social integration) – sensitivity to group norms and values, understanding of formal and informal work relationships, awareness of which people are more knowledgeable and powerful than others, and knowing how to relate and fit in; 2) task mastery (performance proficiency) – learning the tasks involved in the job (knowledge, skills, abilities); important duties, assignments, and priorities; how to handle routine problems; and how to obtain necessary information; 3) work roles (role clarification) – understanding of boundaries of authority and responsibility and appropriate behaviors; 4) organizational attributes (acculturation) – appreciation of politics, power, goals, and value premises of the organization; knowledge of the organization's mission, special languages, key legends, myths, stories, and management's leadership and motivational style (Feldman, 1981; Ostroff & Kozlowski, 1993; Chao, O'Leary-Kelly, Wolf, Klein & Gardner, 1994).

Organizational socialization may occur through formal organizational programs as well as individual efforts that indoctrinate expatriates to the processes and procedures in the host country organization. Researchers have shown that institutionalized socialization tactics, especially investiture, tend to engender higher levels of organizational commitment for newcomers as well as reduced turnover (Jones, 1986; Allen & Meyer, 1993).

The purpose of organizational socialization is to make sense of the new environment, thereby reducing the level of uncertainty and providing the expatriate with guidance about what to do and how to behave in an acceptable manner, given the cultural context of the foreign organization.



On a person-to-person basis, interaction with old-timers (mentor programs) facilitates sense-making, situational identification, and acculturation among newcomers (Louis, 1980, 1990). Thus, mentors may hasten socialization by providing protégés with information about the inner workings of the organization and feedback as to appropriate behavior (Ostroff & Kozlowski, 1993). By providing expatriates with access to mentors, the MNC is demonstrating a willingness to support the expatriate during the overseas assignment.

Social Support

Adjustment to an international relocation is frequently dependent on the type and amount of social support received. Social support has been positively linked with the physical and mental health of individuals, making them less vulnerable to stressors (Wallston, Alagna, DeVellis & DeVellis, 1983; Schumaker & Brownell, 1984; Ladewig & McGee, 1986; Suchet & Barling, 1986; Rudd & McKenry, 1986). Providing social support to expatriates assists them in mitigating the negative effects of a relocation, such as loneliness, isolation, culture shock, and frustration, by meeting affiliative needs and providing feedback regarding appropriate behavior in ambiguous or stressful situations in the host

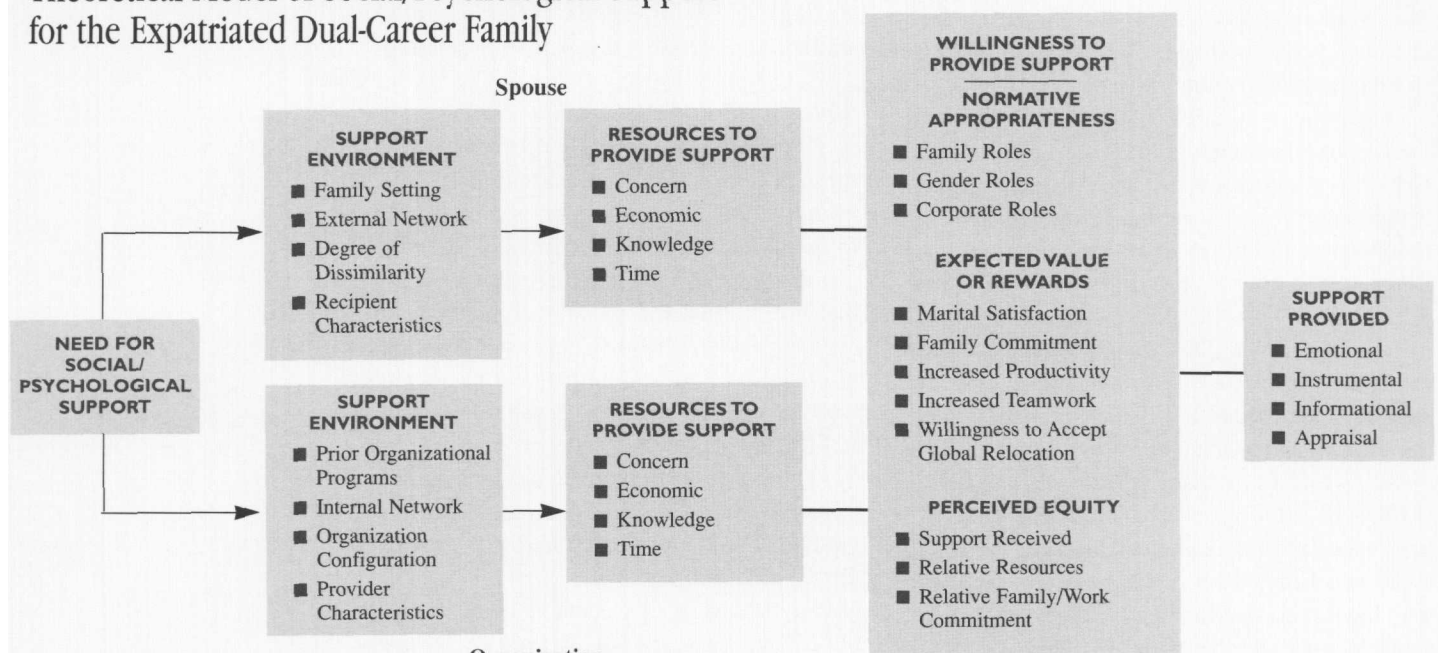
country (Mitchell, Billings & Moos, 1982; Wallston, Alagna, DeVellis & DeVellis, 1983; Schumaker & Brownell, 1984).

Before expatriates relocate, social support may be used to 1) ease adjustment by providing verbal information about expatriation, 2) model emotional and behavioral coping strategies, 3) refer appropriate professional services agencies, 4) offer encouragement to seek assistance, and 5) provide problem-solving techniques (Lazarus & Launier, 1978). During the encounter stage of adjustment, social support may be used to provide information about unfamiliar situations and methods for regaining control over the expatriate's life (Taylor, 1983). In order for the expatriation to be successful, the organization must provide adequate social support for the expatriate to reduce stress and the possible spillover of dysfunctional tension to the trailing spouse and other family members (Harvey, forthcoming a).

Social support may be affected by the environment, the resources exchanged, and the perceptions of the exchange (Schumaker & Brownell, 1984). Four types of social support must be provided: 1) emotional – providing trust, empathy, attention, and affection; 2) instrumental – providing time, resources, or skills; 3) informational – providing facts, opinions, and advice; and

EXHIBIT 2

Theoretical Model of Social/Psychological Support for the Expatriated Dual-Career Family



Adapted from Schumaker & Brownell, 1984; Pearlman, 1985; Granrose, Parasuraman & Greenhaus, 1992.

4) appraisal – providing evaluation and feedback on performance (Schuler, Fulkerson & Dowling, 1991; Gomez-Mejia & Wilbourne, 1991; Black, Gregersen & Mendenhall, 1992; Dowling, Schuler & Welch, 1994). This support should be provided by both the spouse and the organization for which the expatriate works (see Exhibit 2).

An external support network may consist of a varying number and quality of relationships beyond family that provide social support to family members (i.e., neighbors, friends, and social institutions). Smaller, more dense external social support networks enhance the quality and level of reinforcement during relocation (Tausig & Michello, 1988).

In order to replicate the domestic social support system, expatriate managers and their trailing spouses will attempt to assemble a local social support network. But dual-career couples' characteristics will affect the social support received in the host country. Some of the characteristics that influence the development of social support are the type of coping strategies selected, the ability to communicate the need for social support, and the amount of support he/she is willing to accept (Granrose, Parasuraman & Greenhaus, 1992). Additionally, in order for the support to be provided, the support provider must believe in the legitimacy and reasonableness of the request (Perlin, 1985). In a host country, each of these elements are culture-bound, and therefore willingness to support an expatriate is contingent on the cultural compatibility of the expatriate and the local national.

The resource categories of economic, knowledge, and time support are mainly material or tangible assistance. This includes behavioral assistance, feedback, guidance, information, comfort, intimacy, money, services, and lay referrals (Granrose, Parasuraman & Greenhaus, 1992). The fourth resource, concern, is the emotional sustenance one spouse provides the other or the organization provides the expatriate. Highly concerned spouses (organizations) will provide more support, while spouses (organizations) who are not concerned with the well-being of the family members will provide little support. The amount or level of concern determines the amount of support deemed appropriate to give based on the degree of stress and dissatisfaction of the spouse.

The expected values received by the MNC include increased productivity, reduced turnover, and willingness to accept the global relocation.

Types of Mentors Before Expatriation

Expatriate's Mentors

- Repatriated company managers

Trailing Spouse's Mentors

- Trailing spouses of repatriated company managers, of suppliers, of channel-of-distribution members, etc.

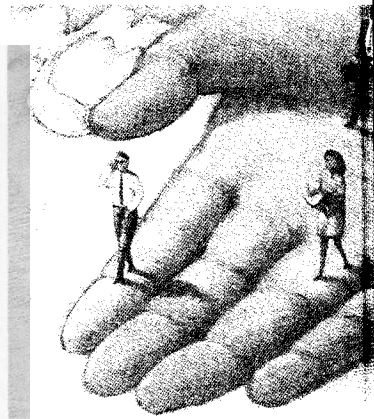
Mentor's Activities Before Expatriation

Expatriate's Mentors

- Establish a bond by providing information
- Establish a mechanism for communication
- Define role of mentor
- Discuss repatriation

Trailing Spouse's Mentors

- Identify career orientation
- Assess career "sabbatical" options
- Review realistic relocation options
- Establish informal communication links



Our model of social support for expatriate families detailed below provides an infrastructure to develop specific programs that address the unique aspects of international relocation.

Before expatriation, mentors may be used to help individuals manage expectations by providing information and possible coping strategies. Mentors may also be used to provide familial support during the expatriation, reducing the strain on the expatriate, who will not have to provide all of the support, and on the spouse, who will still receive the necessary social support. Additionally, mentors may help dual-career couples manage their expectations and provide spouses with expert information on how to take control of their lives during the relocation.

Global Expatriation Mentoring Model to Provide Social Support to Dual-Career Couples

One issue that needs to be addressed is, "How could an expatriation mentoring program facilitate the adjustment, acceptance, and power position of expatriated managers?" To more effectively address the organizational and social support needed by both members of dual-career couples, a three-phase model is being proposed (see Exhibit 3). This approach entails providing realistic relocation reviews to both the expatriate and the trailing spouse before, during, and after expatriation.

Phase One: Before Expatriation

For both members of the expatriate dual-career couple, predeparture mentoring should provide a realistic relocation review underscoring any potential problems relative to their international relocation. In this initial phase, the mentors should come from a pool of managers who have already had an expatriation experience, and who should provide specific information about the difficulties of adjusting to the host country organization. The mentors for the trailing spouse should consist of the trailing spouses of repatriated company managers, of suppliers, of channel-of-distribution members, and the like. These mentors should assist with apprehensions associated with the family's adjustment to the new culture.

Primary Support: Primary support is directed toward the expatriate manager. The mentors basically have four ways to prepare the manager.

1) Reaffirm the Organization's Commitment – The mentors should discuss organization, personnel, and strategic situations in the domestic operation and in the host country organization. By establishing this bond with the manager, the mentors provide an “anchor” to the organization. This discussion takes place in all three phases: before, during, and after expatriation. By high-

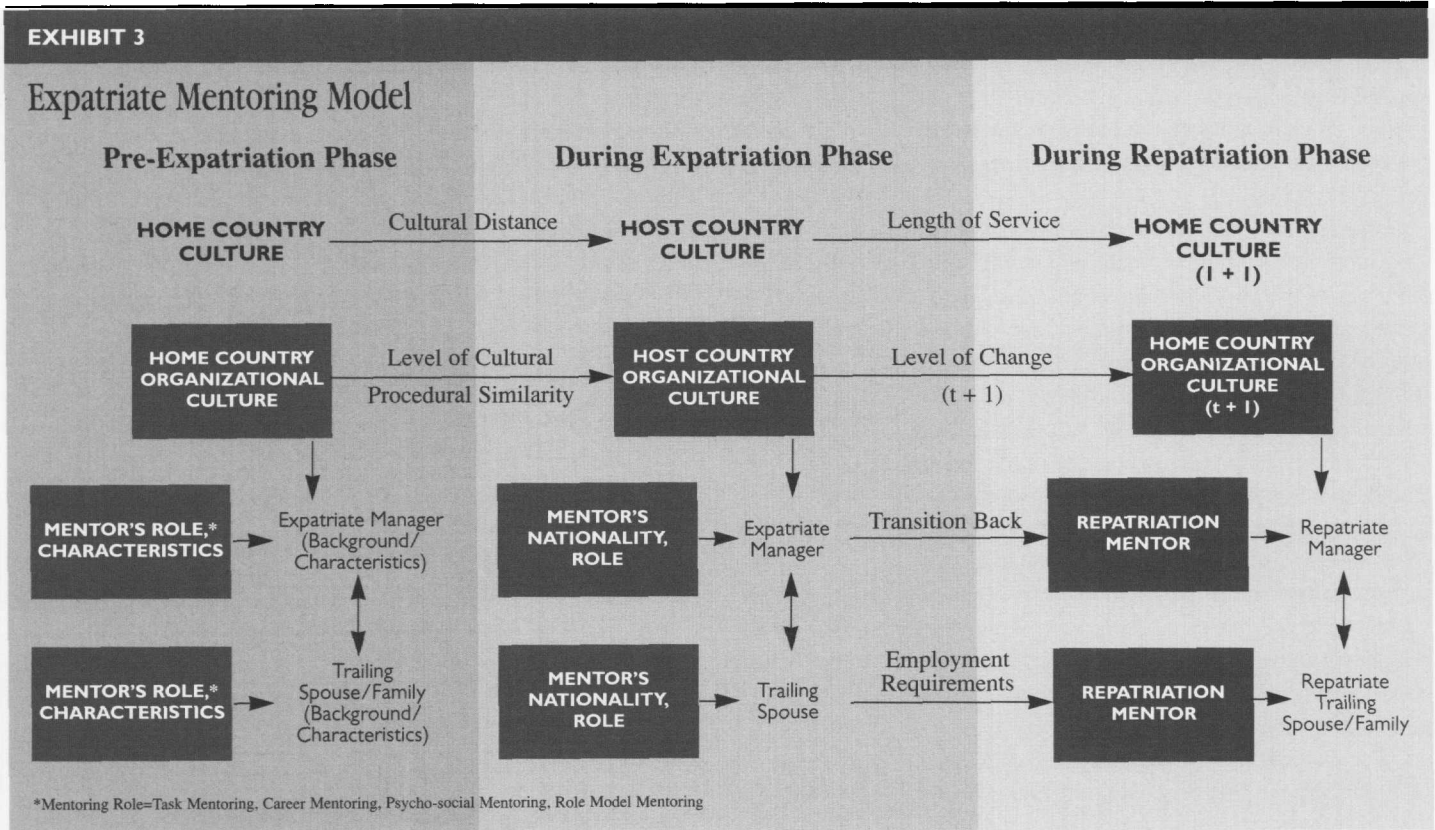
lighting the internal similarities and differences in the organization, the mentors also provide a realistic position preview prior to departure. The mentors should also heighten the mentee's awareness of and preparation for culture shock.

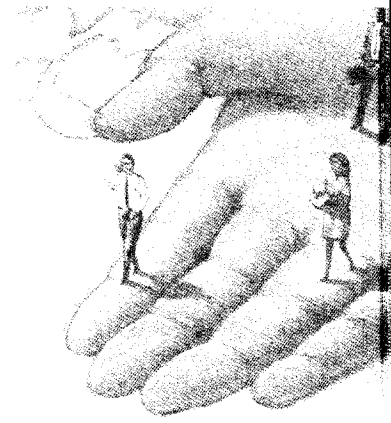
2) Formalize a Communication Channel – Mentors should develop a mechanism for updating the mentee on shifts in organization, personnel, and strategic operations in the home country. This mechanism should provide both formal and informal communication on a regular and routine basis. The mentors as well as other key individuals should be included in this mechanism.

3) Define Expectations/Role of Mentor During Expatriation – The expatriate manager should be assured that the mentors will act as informal arbitrators and spokespersons relative to compensation, appraisal, allowances, and other issues that could create hardships for the expatriate.

4) Discuss Advanced Planning for Repatriation – The mentors should make the manager aware of repatriation plans that need to be taken care of in the home country even before the expatriation occurs.

Secondary Support: Secondary support is directed toward the trailing spouse. The career goals of the trailing spouse during the expatria-





Types of Mentors During Expatriation

Expatriate's Mentors

- Continued communication with original mentors or their replacements
- Host country mentors either host country nationals or experienced expatriates

Trailing Spouse's Mentors

- Continued communication with original mentors or their replacements
- If sanctioned by the host country, spouses of host country nationals
- Members of profession or industry association relocation options

Mentors' Activities During Expatriation

Expatriate's Mentors

- Inculcate expatriate in new culture
- Inculcate expatriate in new organization

Trailing Spouse's Mentors

- Facilitate reestablishment of the household
- Assist in reestablishing career or alternate activities

tion of the spouse should provide insights into the nature of the mentoring relationship. It should not be construed that the needs of the trailing spouse are any less important than those of the expatriate. The mentors for the trailing spouse need not be employees but should be people with international experience. The trailing spouse's mentors should undertake the following activities.

1) Identify Trailing Spouse's Career Orientation – The mentors should assess career aspirations and options given the trailing spouse's career life cycle and the location of the expatriate's assignment. The mentors should make a realistic assessment of the impediments to continued employment during the foreign assignment well in advance of the couple's departure. Frequently, there are permits and other legal formalities to comply with in order to allow the trailing spouse to be employed once they are in the host country.

2) Assess Career "Sabbatical" Options – Mentors should explore alternatives to the trailing spouse's continued career. This analysis should present logical options to the spouse's career. For example, the mentors could point out educational opportunities as an alternative to career placement. The mentors could be an objective third party to give the needed insights into the advantages of gaining an advanced degree during the expatriation assignment of the spouse.

The trailing spouse could have improved employment opportunities with an advanced degree upon repatriation.

3) Review Realistic Relocation Options

The mentors should offer insights into the role ambiguity and stress created when altering the family unit roles. Because the dual-career couple's extended family is now so far away, the family situation could become more stressful for the trailing spouse due to modification of the support systems that are frequently well-developed in the home country. If the trailing spouse is not aware of the modification, the international relocation can produce an inordinate amount of stress. Family-related stress is compounded by the stress associated with the "unplanned" change in the trailing spouse's career.

4) Establish Informal Communication

Links – A support communication link between the trailing spouse and his/her mentors is very important. This communication "hot line" could provide a support safety net when the trailing spouse is confronted with unanticipated problems. The mentors should serve as resources to resolve the problems encountered in the domestic environment as well as for sending needed materials and supplies to the expatriates in their new international environment.

Phase Two: During Expatriation

Once the couple has relocated overseas, there should be more than one set of mentors. The original mentors at "headquarters" should continue to provide information on the activities taking place in the home country and organization. At the same time, a new set of mentors for the couple should be provided to facilitate in-country adjustment. If the host country supports the concept of mentoring, host country nationals might accelerate the couple's adjustment by providing the appropriate cultural context. If host country mentors are not available, more experienced expatriates could serve as mentors. While the mentoring provided by host country nationals and expatriates may not be the same, there are a number of services and supports that are essential regardless of which type of mentor is selected.

In addition to the original mentors and the newly assigned mentors, the trailing spouse would benefit from the experience of mentors from the trailing spouse's profession or industry. For example, if the trailing spouse is a CPA, the host organization should make every attempt to link

the trailing spouse with individuals in local CPA associations. It is important to note that the connections to the association must be with an individual or group of individuals who are willing to participate in a mentoring relationship. Simply identifying an association or trade group is not enough. The mentors must undertake extensive development of contacts within the group to insure commitment to a mentoring program. While mentors might not directly participate in the reward(s), they recognize the benefits to their group. To obtain such commitment, the individuals in the association or trade group must perceive a tangible benefit to their organization.

Primary Support: The original, domestic mentors should continue to keep the expatriate informed and follow through with the functions described in the first phase.

The mentors in the new country should provide the following support.

1) Inculcate Expatriate in Host Country's Culture – A host country national would be best suited to perform this mentoring function. Expatriates assigned to a boundary-spanning position, such as marketing or sales, require a high level of cultural awareness and sophistication. A host

country national mentor could provide these cultural insights. If the mentor is a more experienced expatriate, however, he/she can still provide information in an attempt to accelerate the new manager's understanding of the host country. Ragins (1989) found that the ultimate benefit of an expatriate mentor is the power conferred on the mentee and the resulting resources that are made available for adjustment to the host country organizational culture.

2) Inculcate Expatriate in Host Country's Organization – A host country national mentor is at a slight disadvantage in performing this function. While the host country national can only explain the policies, procedures, and power structures of the foreign organization, an expatriate mentor can point out differences between the host country organization and the domestic organization. Both types of mentors should help the expatriate develop a sensemaking framework that will elevate the individual's self-efficacy as rapidly as possible (Bandura, 1972, 1995; Wieck, 1979, 1995).

Secondary Support: The mentors' main concern should be to facilitate the adjustment cycle for the trailing spouse and the family, the goal being to encourage intercultural learning and to establish intercultural competence to allow the dual-career couple to effectively relate to those in the host country (Hammer, Gudykunst & Wiseman, 1978; Dinges, 1983; Ruben, 1989; Taylor, 1994). It has been well documented that difficulties in the adjustment of the family unit have a direct impact on the expatriate's performance and the consequent likelihood of premature departure from the international assignment (Lambert, 1990; Jones & Fletcher, 1993; *The Wall Street Journal*, Jan. 7, 1997). The trailing spouse's mentors should undertake the following activities.

1) Facilitate in Reestablishment of the Household – The trailing spouse's mentors should provide the cultural context for adjusting to the new environment. This encompasses household activities as well as professional services such as doctors, dentists, and lawyers.

2) Assist in Reestablishing Career or Alternative Activities – Frequently, the dual-career trailing spouse will need assistance in establishing his/her career or professional activities in the host country. The host country mentor (either a host country national or an experienced expatriate) can facilitate these activities. Frequently,

Types of Mentors After Expatriation	
<p>Expatriate's Mentors</p> <ul style="list-style-type: none"> ■ Original mentors or their replacements ■ Mentors familiar with the community 	<p>Trailing Spouse's Mentors</p> <ul style="list-style-type: none"> ■ Original mentors or their replacements ■ Mentors familiar with the community ■ Mentors familiar with the spouse's career

Mentors' Activities After Expatriation	
<p>Expatriate's Mentors</p> <ul style="list-style-type: none"> ■ Facilitate finding a new position in the organization ■ Provide updates on organizational changes ■ Provide updates on changes in the work/home communities ■ Encourage participation in mentoring program 	<p>Trailing Spouse's Mentors</p> <ul style="list-style-type: none"> ■ Assist in reestablishing career ■ Consult on resettlement of household ■ Encourage participation in mentoring program

work permits, certification, and personal interviews are required in order to gain employment in many host countries. A host country national mentor could provide invaluable insight on how to effectively interface with the governmental bureaucracy found in many countries. However, even an experienced expatriate mentor could offer some suggestions. Employment problems are more acute in developing nations where employment opportunities are limited (Czarniawska & Jorvges, 1992; Stening & Hammer, 1992; Bandura, 1993, 1995; Harrison, Chadwick & Scales, 1996).

In the event that the trailing spouse is not able to continue in his/her profession, the mentors could introduce some alternatives, such as employment at cultural, geographic, and historic sites. Also, the mentors should suggest education, training, and volunteer activities to enhance the trailing spouse's skill set. All of these would help to advance his/her career.

Phase Three: After Expatriation

It has been well documented that expatriates, and one would assume their trailing spouses, will encounter difficulties upon repatriating to their home country (Kendall, 1981; Harvey, 1982, 1989; Black & Gregersen, 1991; Napier & Peterson, 1991). The home country organization can greatly facilitate the reentry process through increased communication with the expatriates. In some cases, the original mentors who participated in the first phase, before expatriation, will still be in a position to fulfill this need in phase three. In the event the original mentors are unavailable, new mentors should be identified.

Primary Support: Primary support should revolve around preparation for the expatriate's return to professional as well as personal and family activities. Therefore, it may be necessary to have both organizational and community mentors. The following activities should accelerate the reentry process.

1) Facilitate Finding a New Position in the Organization – The main concern of the expatriate frequently centers on whether or not the company has a position open that fits his/her logical career progression (Harvey, 1989). The mentors should provide insights into possible positions and their relative merits and serve as an informal advo-

cate among various managers who are not personally familiar with the expatriate. This becomes a concern at least six months prior to the return (Kendall, 1981; Harvey, 1982; Napier & Peterson, 1991). Consequently, the frequency, strength, and depth of communication need to increase six to nine months in advance of repatriation.

2) Provide Updates on Organizational Changes – Returning managers perceive the political consequences of not knowing the present power base and relationships among key managers to be inordinately important (Harvey, 1989). One of the most stressful parts of repatriation is dealing with the dynamic nature of the organization's cultural setting. Mentors should provide a "political" update beginning six to nine months before the expatriate's return.

3) Provide Updates on Changes in the Community – If the local community has undergone significant change, the mentors should provide assistance and information regarding such issues as where to purchase a home, schooling opportunities, and medical facilities. Without this assistance and information, there is a heightened potential for a "spillover" from the manager's personal life that could impact his/her professional repatriation (Greenhaus & Parasuraman, 1986; Lambert, 1990; Jones & Fletcher, 1993).

4) Encourage Participation in Mentoring Program – By entering the mentoring program during any one of the three phases, the repatriated dual-career couple can most effectively update the database of expatriate experience.

Secondary Support: The trailing spouse's mentors have two equally important activities: reestablishing the trailing spouse's career and accommodating the reentry of the family.

1) Assist in Reestablishing Career – The stress from the expatriate manager's professional reentry can compound problems for the trailing spouse in establishing his/her own career (Zedeck, Maslach, Moseir & Skitka, 1989; Blair, 1989; Blair, 1993). The mentors should provide professional career insights and act as a surrogate for the trailing spouse during the preliminary stages of the search process. To be most effective, six to nine months prior to reentry, the mentors should develop an understanding of the trailing spouse's career aspirations and how the expatriate experience

By entering the mentoring program during any one of the three phases, the repatriated dual-career couple can most effectively update the database of expatriate experience.



can be positioned as a positive and enriching career activity.

2) Consult on Resettlement of Household in Home Country – Because of the reinitiation of the professional dimension of the dual-career couple's lives, family resettlement is more complicated. Due to the limited time the trailing spouse may have for these more traditional aspects of his/her role, the mentor's information on the relative merits of locations within a city becomes more important.

3) Encourage Participation in Mentoring Program – By entering the mentoring program during any one of the three phases, the repatriated dual-career couple can most effectively update the database of expatriate experience.

Justifying the Global Dual-Career Couple Mentoring Program

It would not be coming to a rash conclusion to ask, "How can such a complex mentoring system be justified?" The process of expatriating managers has been studied for several decades and there are still those experts who contend that a significant percentage of expatriates fail (Mendenhall, Dunbar & Oddou, 1987; Wederspahn, 1992; Dowling, Schuler & Welch, 1994). These authors would underline the explicit cost of those failures by determining the sunk costs associated with: (1) recruiting; (2) assessment; (3) training and development; (4) compensation and benefits; and (5) relocation of expatriate and family. The individual manager's cost associated with a failed expatriate assignment is estimated between \$100,000 and \$300,000, with a total cost per year for U.S.-based MNCs at approximately \$2 billion (Wederspahn, 1992).

While the cost of expatriate failures warrants attention, the more significant impact of a large percentage of expatriates failing may be harder to measure. The implicit or hidden cost of expatriates performing below expectations when compared to their counterparts from other countries may have the greatest impact. The following implicit costs have been identified with expatriates not fulfilling performance expectations: 1) "wasting" the best talent in the organization – the managers who are selected to serve overseas are typically the "best" and the "brightest" executives

that the company has. If the failure rate remains high, executives are lost due to not properly preparing managers for overseas assignments; 2) increased refusal rates – when other high-potential managers learn of the failures of their fellow managers during expatriation, they will be reluctant to accept an overseas assignment (Noe & Barber, 1993; Global, 1994, Harvey, 1995); 3) loss of mission control – expatriates are used to represent the home country organization in the host country. The dissemination of the corporate culture through expatriate emissaries or the "carrying-the-flag mission" has been identified as a primary reason for using expatriates. If expatriates are not successful in transposing corporate culture, the ability to maintain control is reduced; 4) disruption in key contacts – the constant "shuffling" of expatriate managers reduces the confidence of customers, channel-of-distribution

members, government officials, and the like in the host country; and 5) lower quality of relations with host country nationals – the host country nationals employed by the MNC may lose confidence in expatriate managers if they are constantly being replaced and not meeting performance standards. The failure of expatriate managers can have extensive repercussions inside the host country organization as well as with outside constituents.

The proposed global mentoring program is complex and may be difficult to implement, but the explicit costs are minimal. The primary cost of mentoring is the recognition or building of the social capital of the mentors in the organization (Burt, 1997). Social capital is a quasi indicator of the returns (rewards) to the mentors. It helps to elevate the mentors' location in the social structure of the organization (Friedman & Krackhardt, 1997). This would appear to be an insignificant cost relative to the explicit/implicit costs associated with expatriate failures. The system could be difficult to initiate and to effectively implement in the home and host countries. But, if the system were operationalized, the new expatriates who were mentored could help to sustain the program in the future by becoming mentors themselves.

Other than the operational aspects of the expatriate mentoring program, the most troublesome aspect might be in identifying qualified

The proposed global mentoring program is complex and may be difficult to implement, but the explicit costs are minimal.

mentors to participate in the program. A mentoring training program might be needed to highlight the critical dimensions of the mentoring process. This developmental aspect of expatriation management would have to be programmed into the training of managers who interface with potential expatriates. In addition, these individuals must be willing volunteers to participate in the expatriate mentoring program or the goals of the mentoring will not be accomplished (Clawson, 1980; Kram & Isabella, 1985; Kram, 1985; Ostroff & Kozlowski, 1993). To reduce the operational issues associated with the expatriate mentoring program, the process could be phased in over an extended period of time. Initially, the expatriates could receive pre-expatriation mentoring, and once that aspect of the program was implemented, the second phase in the host country could be undertaken. Repatriation could be managed by the same mentor who participated in the pre-expatriation phase, and once the number of mentors had increased, a new manager could undertake the responsibilities of mentoring reentry.

Summary & Conclusions

The success of expatriate managers is contingent on adjusting to their new corporate and country cultures as rapidly as possible. Frequently, this adjustment process is strongly influenced by his/her spouse and family members. Their lack of social support and preparation for the international relocation creates stress in the family unit, which spills over into the expatriate's professional life. While this family/professional interaction has been well documented, what has not been factored into the assessment of expatriate relocations is the potential impact of dual-career couples relocating overseas.

What is envisioned to facilitate the expatriation dual-career couple's adjustment is a three-stage mentoring program that addresses critical issues of expatriation before, during, and after the relocation. While the mentoring process is complex and would be difficult to implement, the direct cost of such a program would be negligible compared to the cost of expatriate failures. Mentoring by experienced international executives could accelerate the adjustment cycle for both expatriate and the trailing spouse. Developing self-efficacy for an expatriate is the basis of the adjustment process. Mentoring could help to stimulate this process. In addition, the current expatriates could provide the

replacements and additions to the mentoring co-ops in the future.

The dual-career couple presents a unique challenge to international human resource managers. Without creative insights into the process of relocating these couples overseas, the frequency of refusal to relocate, failure, and low performance during the assignment will continue to grow. The future competitiveness of MNCs based in the United States may hinge on finding a solution to the dual-career couple's relocation problem. The three-phase global mentoring model is one means for addressing this vexing social issue.

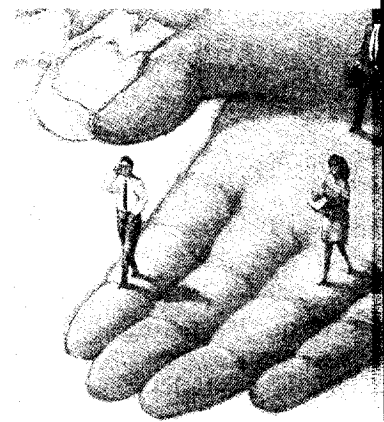
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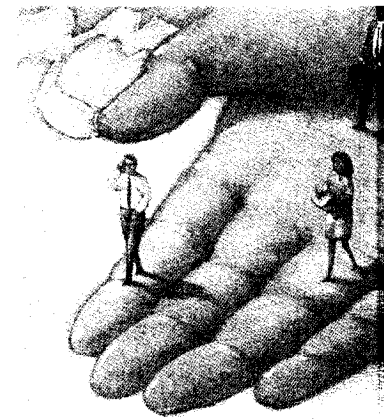
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