

Destination:
Indonesia(Jakarta)[C]

International Assignment Profile

Family: Demofamily

Employee: Edward Smith

Spouse: Brenna

Because your resources are human®



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About the IAP

The IAP is a new tool developed specifically to aid managers, HR execs, EAP/EAC counselors, or others in planning with a family for a successful foreign assignment. Specifically, the IAP assists in anticipating stresses, strains, or difficulties that might detract from an employee's business success on an assignment, and a supporting family's adjustment to and hopefully enrichment from the assignment.

The basic factors come from common sense and experience, but the underlying technology used to measure the factors and discover patterns is supported by the most advanced technology available in both measurement and scaling and in artificial intelligence. The IAP is designed so that all this works in the background, supporting you by supplying information, making suggestions and recognizing patterns that it has learned (yes, it learns from its and your successes and mistakes!). These patterns may be associated with strengths or may be issues that need shoring up through counseling or necessitate further planning. In addition, every report is screened and edited by a psychologist, social worker, or experienced EAP/HR professional to make sure that it is both useful and accurate.

The IAP first presents you a view of the employee and his or her spouse in terms of psychological traits that impact how people react and respond to international assignments. The similarities and differences in their responses are especially important in understanding the family as a system, since major differences can be either a source of strength (one complements the other) or a source of conflict.

Next comes data gathered from the family about their central concerns, both back home and on assignment. These are paired with actual reports and data from the anticipated location. We note which things should go well ("Pleasant surprises"), and which aspects will require some thought, planning, or compromise ("Key challenges"). This latter group represents the crucial planning items for success.

Finally, some predictions based on patterns noted in your company's or other companies' experiences are noted as they are reported and verified by research. These may be helpful in alerting you to situations or patterns that have actually occurred in the past, and have impacted the assignment.

Introduction: Employee

Basic info

The employee in the Demofamily family (Edward Smith) has been employed with the company for sixteen to twenty years and currently holds the position of Business Unit Manager. He is 40 - 44 years old, White, not of Hispanic origin (country of origin: USA). Edward is married (five to nine years). The anticipated location is Jakarta, where he will hold the position of Director E&P, a position that was NOT sought out by the employee.

He is not at all familiar with the culture of the location, and is neutral - neither pleased nor displeased with the assignment. All in all, Edward feels the family's attitude toward the move is somewhat negative. The employee is also somewhat unenthusiastic. He anticipates the move will place some stress and strain on family relationships.

Edward is an experienced ex-pat, reporting previous 6 to 12 months duration assignments. He rates overall foreign work-travel experience as moderately successful. Fluency in the language of the destination country is rated as minimal. He is generally interested in improving fluency. He feels that the additional benefits and salary are unnecessary for financial survival and feels quite possibly that the assignment is necessary for further promotional opportunities. This employee anticipates that the assignment will be only acceptably successful. The family reports there are step children or children remaining back home, i.e., not going on the assignment. (See appropriate section for details). There is only one reported child going on this assignment. (See appropriate section for details)

This employee reports no drug or alcohol problems within the past five years. He is totally unworried about abusing illegal drugs or prescription drugs during the assignment and is also totally unworried about abusing alcohol.



Introduction: Spouse

Basic Info

The spouse in the Demofamily family (Brenna) has been married to the employee for five to nine years and is 45 - 49 years old. She is White, not of Hispanic origin and originates from the US.

Brenna is familiar with the culture of the location, and is personally moderately displeased with the location. She did not encourage and support Edward in seeking out this assignment. In general, she feels the family's attitude toward the assignment is moderately positive; her feeling is also moderately enthusiastic. She anticipates the move will place some stress and strain on family relationships. Brenna reports occasional but infrequent foreign travel, but no extended assignments. She rates overall foreign work-travel experience as mostly successful. Fluency in the language of the destination country is rated as none. She is ambivalent about improving fluency.

Brenna is giving up her current job as Systems Analyst in order to accompany Edward on this assignment. She has held this job for sixteen to twenty years. Brenna has some serious reservations about how this assignment will affect her career and future work opportunities.

This spouse is uncertain as to whether the additional salary and benefits are needed for financial survival and feels quite possibly that the assignment is necessary for further promotional opportunities. Brenna anticipates that the assignment will be only acceptably successful.

Brenna reports no drug or alcohol problems within the past five years. She is totally unworried about abusing illegal drugs or prescription drugs during the assignment and is, however not very worried about abusing alcohol.



Indonesia(Jakarta)[C]

Indonesia is in Southeast Asia, between the Indian and Pacific oceans with a population of about 215 million, is largely rural in character with a few highly industrialized centers, including Jakarta. About 60% of the land is woodlands and forests which lends itself to environmental tensions surrounding deforestation. The climate is tropical, hot and humid, except in the highlands.

The government, after a period of instability, seems to be more stable, but the risk of further upheaval exists. The expatriate population is generally accepted without resentment. Government regulations make it difficult for family members to find employment. The language is difficult for westerners but signage is often in English except for local food stores, restaurants and shops.

A large number of international companies have a presence here and ABC Corp. has about 27 families living here. There are social clubs that sponsor educational, social, and athletic activities providing opportunity for socialization. It is useful to seek out the "old hands" to learn the ropes while not being overly influenced by new or recent arrivals who may still be adjusting to this location.

Medical care for minor illness is available. Serious illness requiring hospitalization or surgery is usually treated in Singapore or the United States. Company physicians are available for consultation. Save usual medical check ups and dental work for home leaves.

Telephone and mail delivery are similar to U. S. standards. Dietary preferences of Indonesians are different but many expatriates enjoy the new tastes. It is important to choose restaurants carefully and always drink bottled water. Careful supervision of food preparation by servants is important.

Travel about this highly congested area is difficult, even hazardous. Until well oriented to the territory and local driving conditions, a host national driver is recommended. Many residents hire guards for their residence over the nighttime hours. Walking in residential and shopping areas in daylight hours is normally safe.

Indonesia is 87% Muslim and 9% Christian. There has been violence between Muslim and Christian groups and between native Indonesians and Chinese immigrants. Protestant and Catholic services are available.

Singapore, Bali, and even Hong Kong are popular vacation spots when it is important to get away.



Destination Matches for the family

The following chart summarizes relevant adjustment data matched to the anticipated location for the family in four easy to use categories:

1. **PLEASANT SURPRISES** are those items for which the family (employee or spouse) indicated were critical or highly important for either the success of the assignment (or their possible acceptance of the assignment) AND for which the anticipated destination provides either equivalent or sometimes better conditions than their home country. Pleasant surprises, then, are HIGH importance, HIGH similarity or quality.
2. **KEY (Critical) ADJUSTMENTS** are issues that the employee or spouse rated as critical and highly important, but are lacking or significantly inferior in the anticipated location. Thus, key adjustments reflect the most serious changes or accommodations that the family must make, either to accept or to succeed in the assignment. Needless to say, it is this category that will demand the most planning and attention. Also note that a MAJOR adjustment (described in the charts that follow) may not necessarily be a KEY or Critical adjustment, in that it could be different or poor at the location, and rated as important but not critical by the employee or spouse.
3. **SLEEPERS** are a very interesting category, composed of those things the family (employee or spouse) indicated were NOT critical or especially important, but are either quite lacking, inferior, or negatively different in the anticipated location. They represent things that the family may not really appreciate until they are not available.
4. **NEVER MINDS** are the remainder of the items that are ranked as not especially important to the family, and not neither lacking or deficient in the host location.

The ADJUSTMENT CHARTS that follow show in greater detail the adjustments facing the family. They are useful in elaborating or discussing specific issues. The bars representing the **employee** and **spouse** indicate the degree of adjustment that will likely be required to adapt to the new location. Bars to the LEFT (called major adjustments) reflect larger degrees of differences in what the couple indicated as important or necessary to them, and the actual or reported conditions in the location. Bars to the right indicate that conditions in the location are actually better than what the employee or spouse indicated was necessary or important for them to adapt. The KEY or CRITICAL adjustments are MAJOR adjustments that were rated as CRITICAL in importance by the couple.

Thus, an adjustment can be MAJOR, but it is not always CRITICAL for the assignment.



Destination Matching Chart: Employee

😊Pleasant Surprises😊

(Count: 1 Typical: 0.00)

Family Environment: Housing

Key (critical) Adjustments!

(Count: 4 Typical: 2.0)

Medical-Health: Mental health services

Family Environment: Sanitation

Political Environment: Stability of HN

government And Political unrest, travel advisories

Never Minds...

Sleepers

(Count: 0 Typical: 3.00)



Destination Matching Chart: Spouse

😊Pleasant Surprises😊

(Count: 1 Typical: 0.00)

Social Environment: Availability of expats

Key (critical) Adjustments!

(Count: 1 Typical: 3.0)

Medical-Health: Physicians-care providers

Never Minds...

Sleepers

(Count: 4 Typical: 3.00)

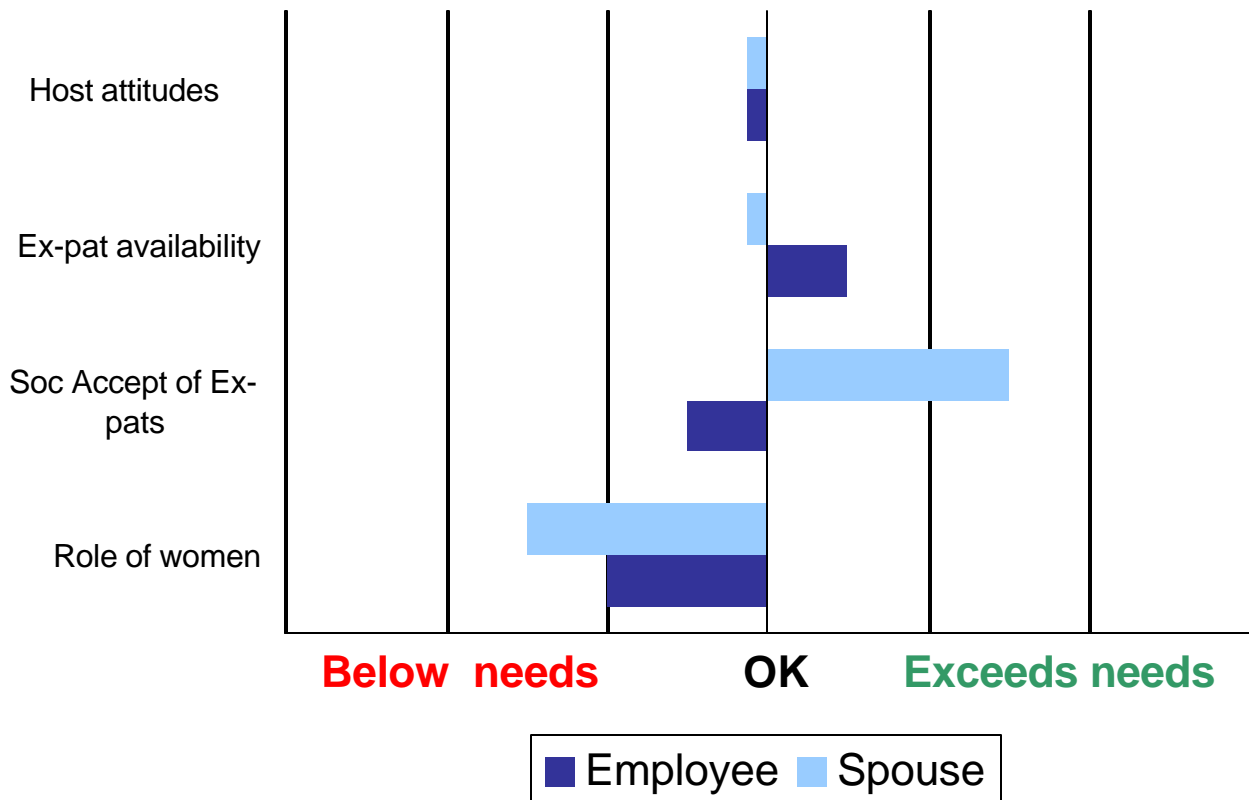
Family Environment: Racial minority

Political Environment: Stability of HN government And Political unrest, travel advisories

Religious: Dominant religion of HNC



Social Environment



SOCIAL ENVIRONMENT

This category covers the factors that would generally confront a family on a day to day basis in this location such as manners, customs, values, and beliefs.

Host attitudes describes the level of acceptance of expatriate individuals and families in the host national social system

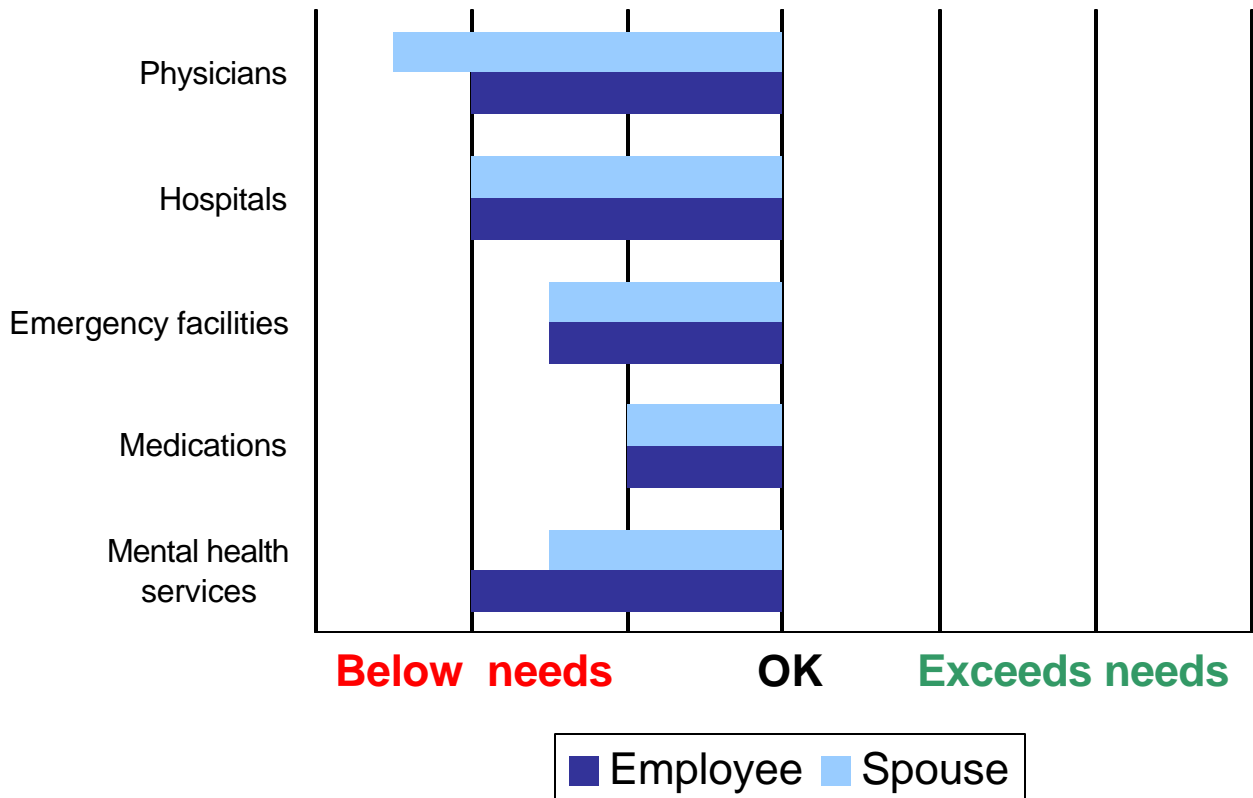
Expatriates refers to the presence of an expatriate population available to new expatriates for social contact and a sense of community

Social acceptance rates the ease or eagerness with which host national company employees welcome and accept new expatriate employees in the work and social environment

Role of Women highlights the degree to which the culture of the destination is restrictive to women in the social context, such as dress codes, ability to travel alone, and freedom to take normal social initiatives



Medical and Health Care



MEDICAL AND HEALTH CARE

The standard of comparison for this category is the extent to which the medical care facilities and the training of medical professionals are similar to or equal to those of the United States.

Physicians refers to the availability and quality of doctors.

Hospitals refers to the availability and quality of hospitals and hospital care.

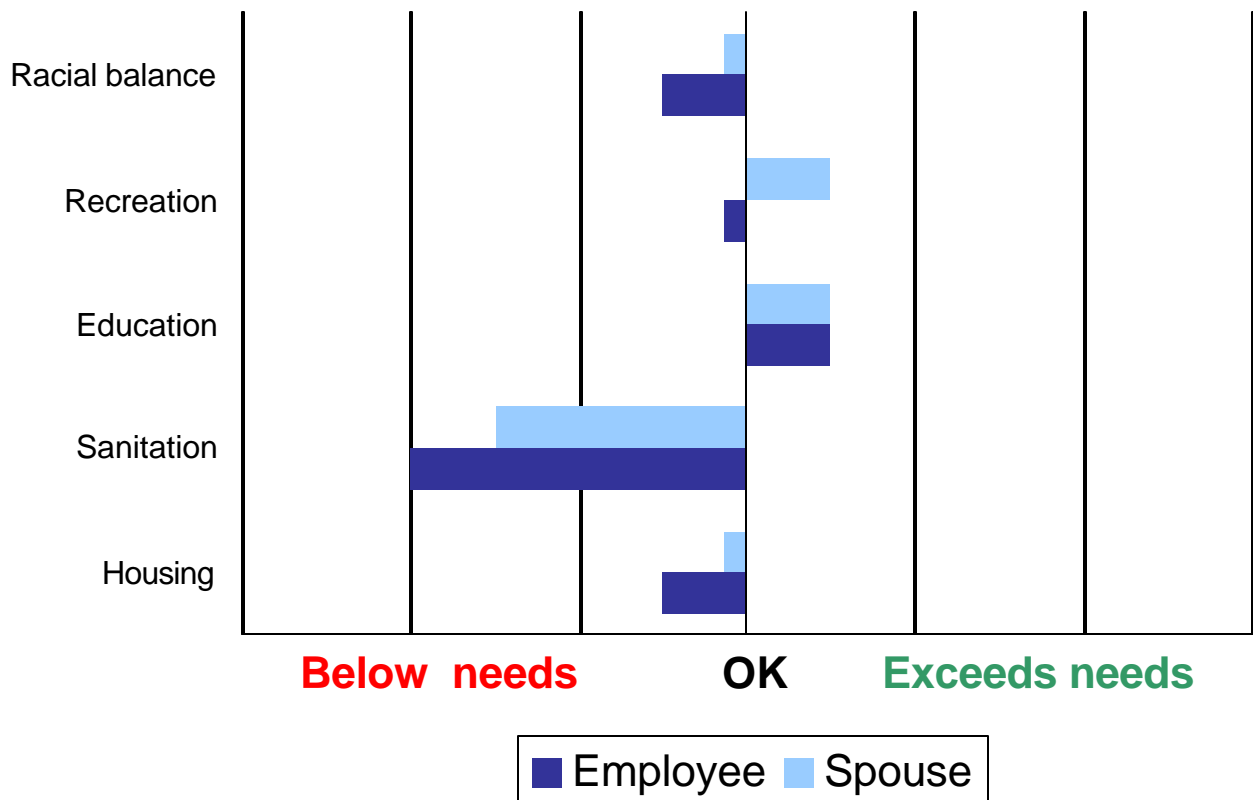
Emergency facilities refers to emergency rooms and ambulance availability and quality.

Medications references the availability of prescription and over-the-counter medications.

Mental health services refers to the availability and quality of mental health professionals.



Family Environment



Family Environment

Aspects of the new culture which dramatically affect family life and activities.

Racial balance refers to differences in the racial balance compared the US distributions (some US families may experience being a racial minority for the first time).

Recreation rates the availability of recreational and travel opportunities afforded by the destination location

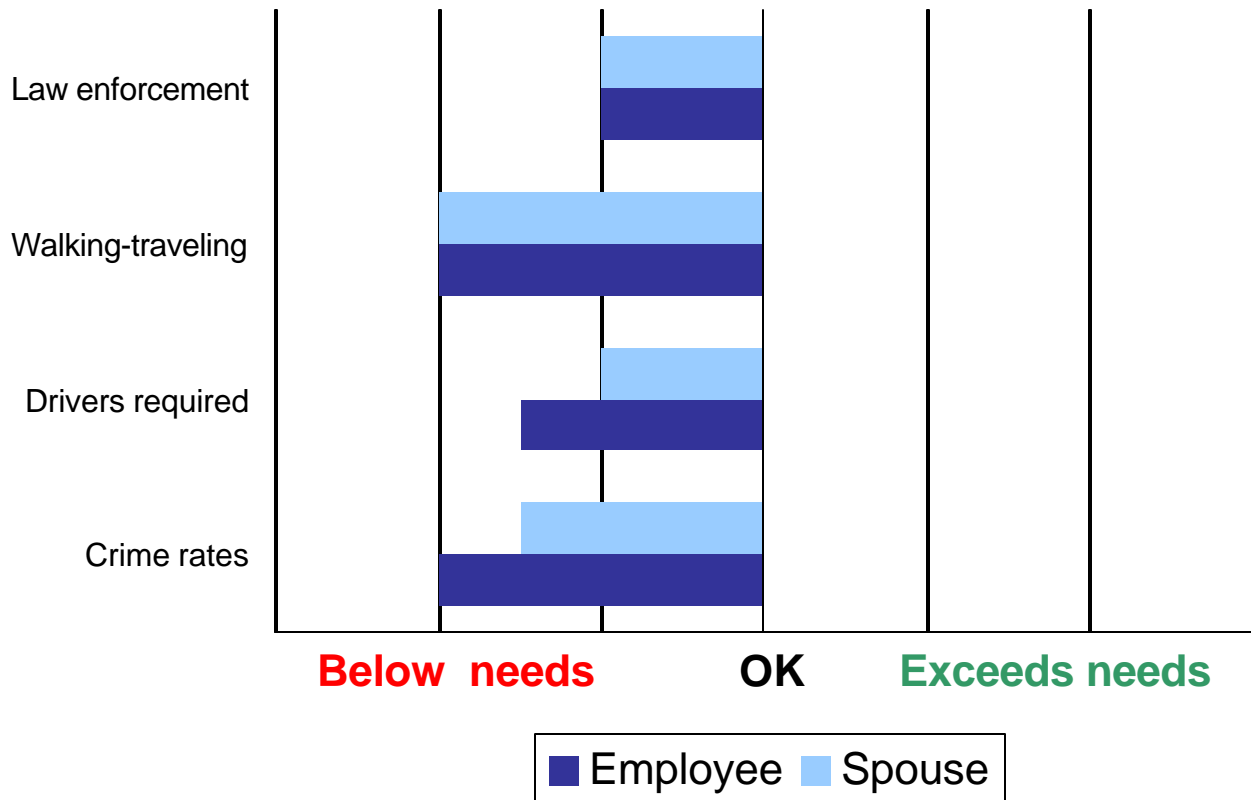
Education refers to the availability of reasonable quality educational resources for elementary and secondary education

Sanitation rates housing with reference to availability of clean water, modern plumbing, showers, and toilets

Housing rates the availability of acceptable housing in reasonable proximity to work on factors such as location, spaciousness, privacy, and comfort.



Safety



Safety

Safety assesses the daily risks that may be encountered in moving about and conducting daily activities.

Law enforcement refers to the availability and responsiveness of local law enforcement to expatriates.

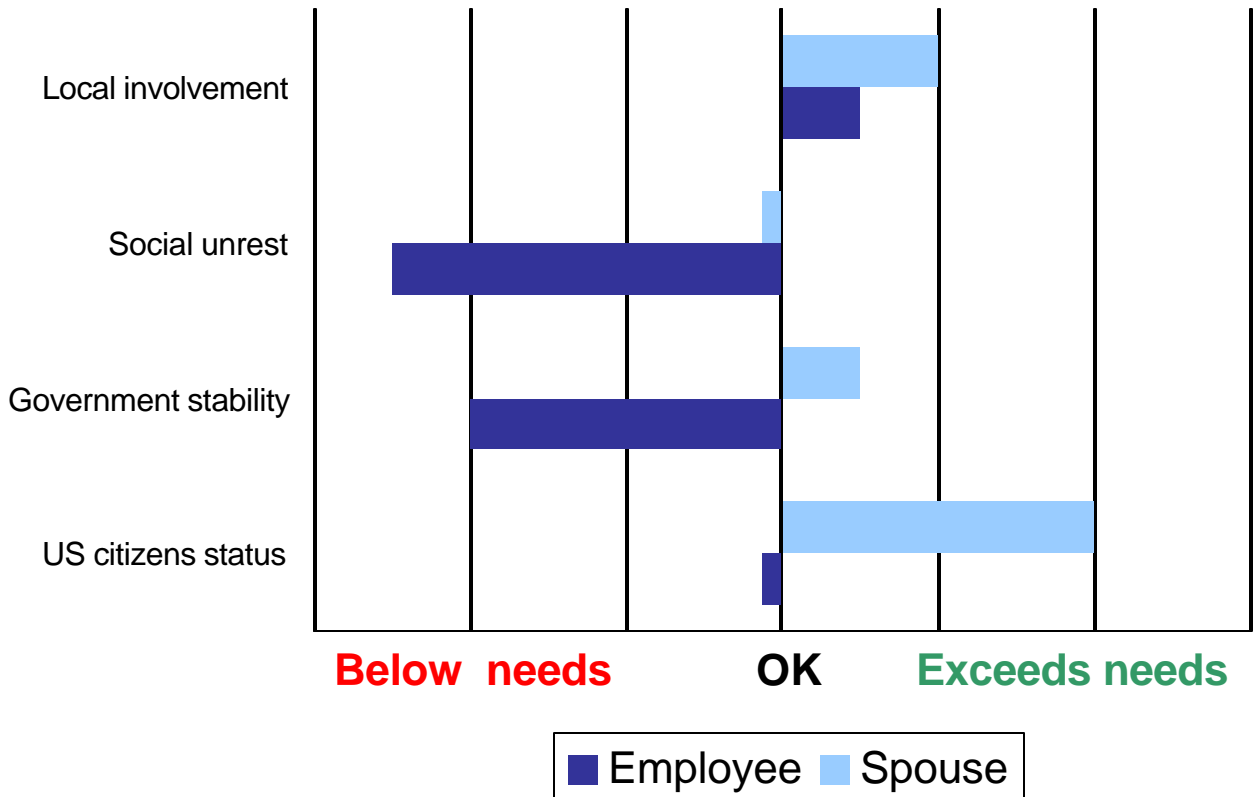
Walking-traveling rates the freedom to walk and drive safely at this destination.

Drivers required refers to the necessity of having host national drivers to insure safe, reliable transportation for the family.

Crime rates indicate the overall crime rate and potential for this destination.



Political Environment



Political Environment

This category gathers the current sense of the stability of the government, and its vulnerability to political unrest as well as any restrictions that may be placed on foreign residents.

Local involvement is the ease with which foreigners can become involved in local work as well as volunteer activities such as zoos, parks, schools.

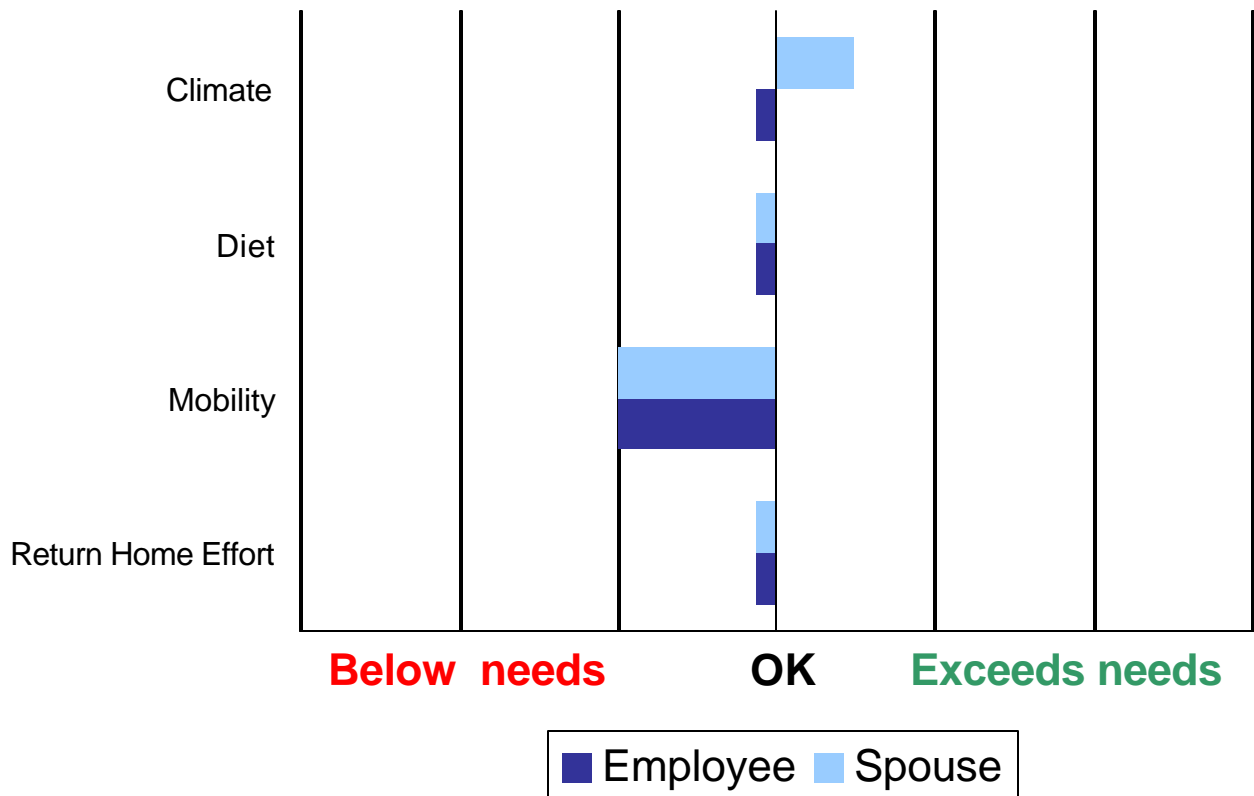
Social unrest estimates the level of social and political disturbances at this destination through travel advisories and local reports

Government stability judged by resident expatriates

US citizen status rates the degree of political acceptance or respect shown to US citizens by the host national culture.



Physical Environment



Physical Environment

The non-social, psychological, or political aspects of living and getting around in the new culture.

Climate refers to various weather conditions: wet or dry, tropical, temperate, or arctic

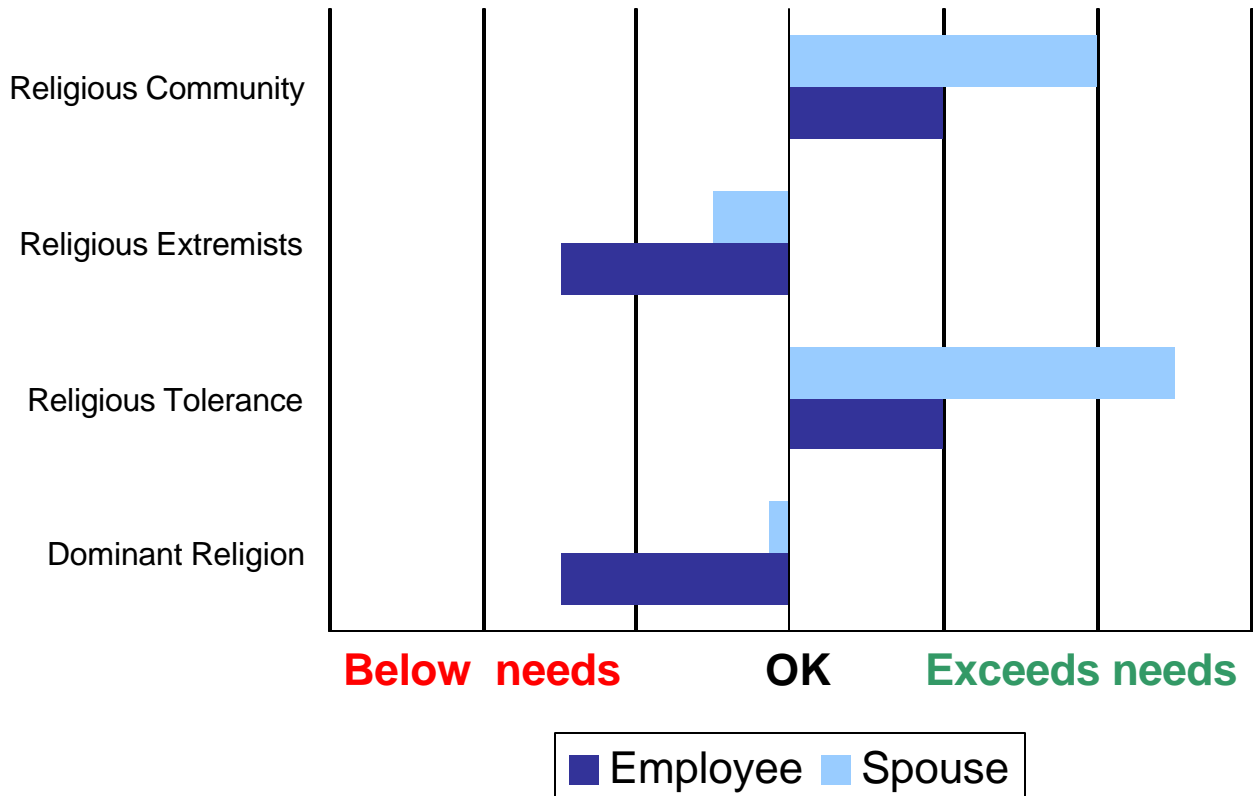
Diet refers to the difference in food preferences and the availability of familiar food items

Mobility refers to the ease of families to move about the neighborhood and community for shopping and socializing, including the need to live in a restricted compound.

Return home effort refers to the effort required to execute a return home, taking into consideration not only the distance involved but the adequacy and existence of hubs or travel facilities.



Religion



Religious Environment

The presence or absence of a familiar religious community as well as the nature and degree of acceptance of a differing religious belief system.

Religious community indicates the presence of a familiar worshiping community

Religious extremists refers to the presence of religious extremists who can create social unrest and may be hostile toward other religions

Religious tolerance rates the freedom of expatriates to exercise their religious faith at this destination.

Dominant religion identifies whether the destination country has a religious distribution similar to the employee's home location.



Psychological, traits and value factors

The psychological, traits, and values section allow you to size up any specific attributes that may facilitate, inhibit, or otherwise color a family's adjustment to the new assignment. They are grouped into four major clusters, all of which have been shown by research to materially affect adjustment to foreign assignments or new locations.

GENERAL OUTLOOK describes how an employee or spouse looks at the world (and certainly the new location!) in terms of their **TOLERANCE**, breadth of **INTERESTS**, **EMPATHY** with other human beings, and **INNOVATION** (the ability to seek out or discover new solutions or compromises). We have deliberately centered our constructs on easy to understand, simple constructs, that generally mean what they appear to mean. Thus, an innovative person describes him or herself as looking for new methods, and enjoying trying novel ideas. Likewise, empathetic people are easily touched by suffering and misery.

SOCIAL AND INTERPERSONAL FACTORS address how the employee or spouse relate to the social world. **SOCIABILITY** resembles introversion-extroversion, in that highly sociable people like contact and interaction. **SOCIAL CONFIDENCE** is really self confidence as shown in social situations. **CONFORMITY** (to social norms) describes how an individual bends with or opposes norms. Strongly non-conforming people often enjoy being different for its own sake. **SOCIAL POISE** describes characteristics that relate to changing, influencing, or leading others. High scorers like to change people, and are often charismatic and influential.

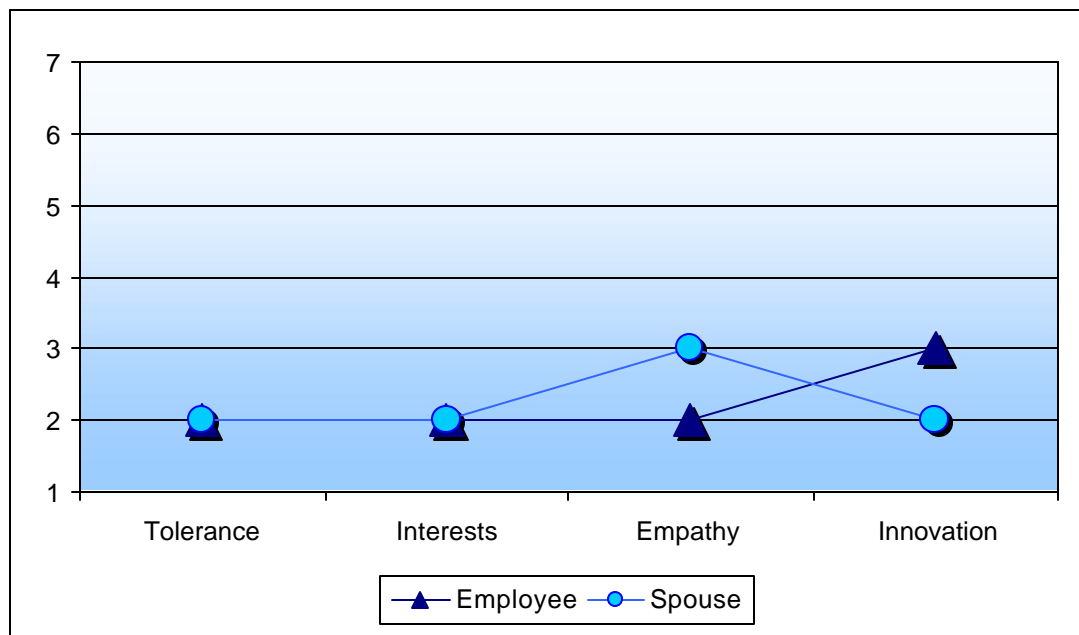
ADJUSTMENT FACTORS tap into basic mental health issues (anxiety, stress, chronic sadness, dire pessimism). While the IAP cannot be an in-depth diagnostic tools, individuals who score low in any of these categories should be thoughtfully and tactfully questioned about their attitudes.

VALUE FACTORS characterize an individual as regards **TRADITIONAL** (North American) **VALUES**. Extremely high scorers often see different cultures as inferior or in a negative light. **RESPONSIBILITY** suggests that an individual will follow through, and will try to do the correct or responsible things. Low scores on this trait should be a serious warning sign! **RISK TAKING** is great in small doses, but too high scores suggest more of an adventurous attitude than may be wise for a corporate assignment.

In all cases, the IAP gives you a capsule description, and compares the employee with the spouse to allow discussions of similarities or differences.



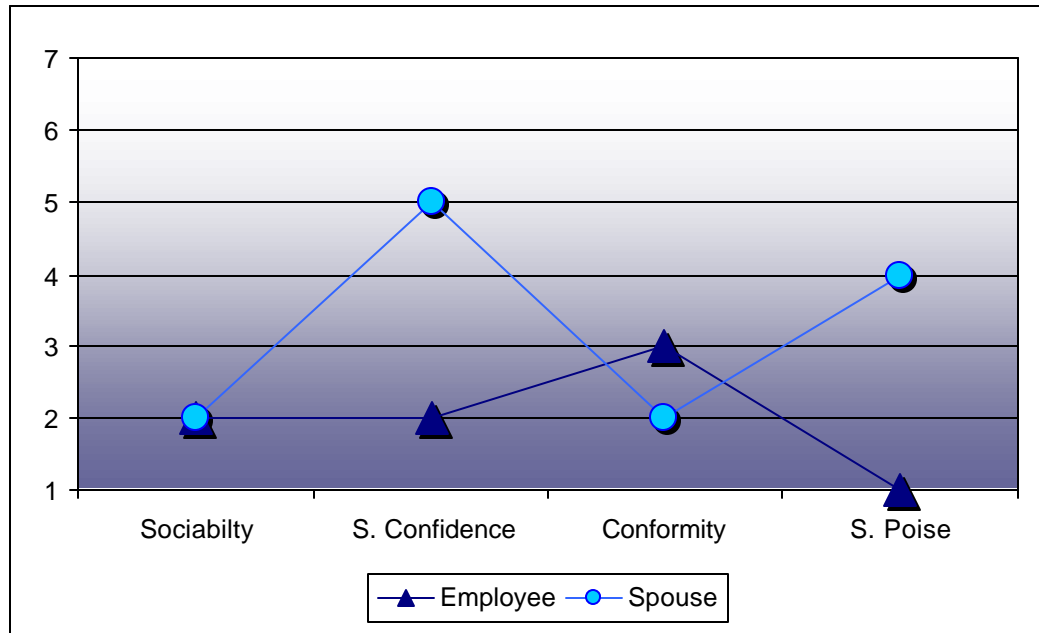
General Outlook



<i>Outlook Traits</i>	<i>Level</i>	<i>Description</i>
Tolerance (Employee)	<i>Low</i>	Tends to be rather narrow minded, and sees differences as nuisances rather than interesting. May tend to focus on job and set high standards, but may not appreciate other cultures and their differences. Not a positive sign. Be sure to discuss!
(Spouse)	<i>Low</i>	May be rather restricted, intolerant of differences, and may see cultural differences as negative or sub-standard. Makes quick negative judgments, and may feel uncomfortable with others who are radically different. Not a positive sign for adjustment.
Interests (Employee)	<i>Low</i>	This employee has a rather low and restricted range of interests, and may not find the cultural or stylistic differences interesting or intriguing. Stays focused on a few key areas. Candidates with higher breadths of interest usually enjoy assignments, and tend to see differences as interesting rather than impediments.
(Spouse)	<i>Low</i>	Is very narrow in interests, and has a limited, local outlook on things. May not enjoy the novelty of the new culture.
Empathy (Employee)	<i>Low</i>	Empathy is low in employee. Is unreceptive or unsympathetic to the problems of others, and can often be insensitive to feelings and distress. Is relatively un-affected by severe problems in others, and may be seen as un-caring.
(Spouse)	<i>Low-Avg</i>	Just a bit less empathetic than the average person. Can appreciate joy and distress in others, and is seen as reasonably caring and compassionate.
Innovation (Employee)	<i>Low-Avg</i>	This employee is only slightly less innovative than the average. Will generally seek out new and interesting ways of doing things, and can see opportunities in problems.
(Spouse)	<i>Low</i>	This spouse is low in seeking out innovative and creative ways of doing things. Likes to use proven methods, and is slow to try new ideas. May have difficulty improvising on a difficult assignment.



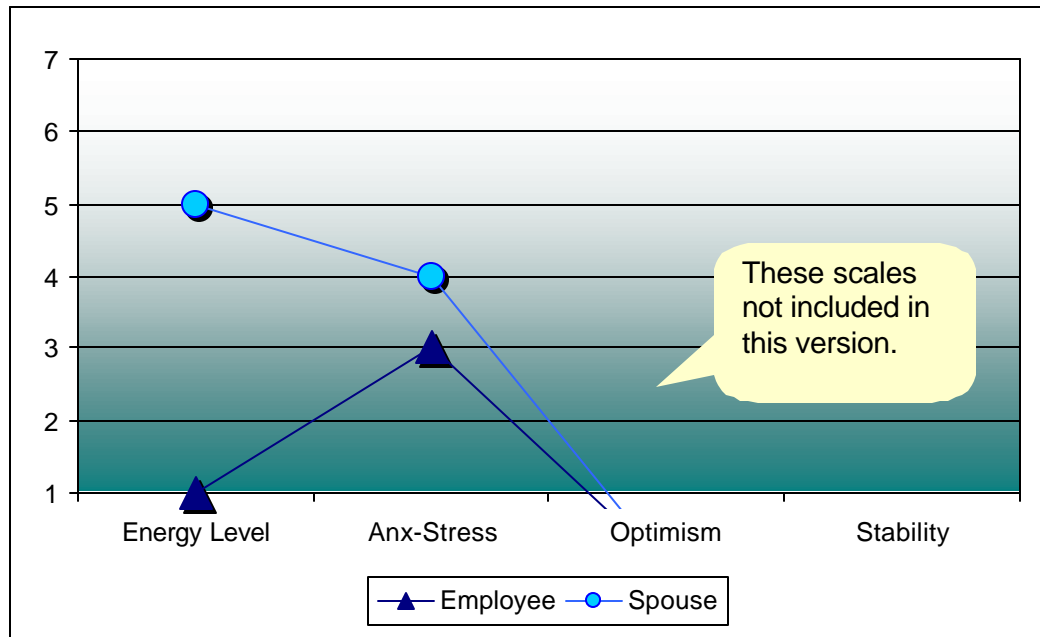
Social and interpersonal



Social Traits	Level	Description
Sociability (Employee)	<i>Low</i>	This employee is rather low in sociability, and neither needs nor seeks out social contacts. Can handle isolated assignments well, but may not like strong social requirements in a job.
(Spouse)	<i>Low</i>	Is low in sociability, and does not need lots of contact and social encounters. Can handle isolation well.
S. Confidence (Employee)	<i>Low</i>	Tends to lack self confidence which shows up as a lack of social confidence. Is likely to be retiring or almost invisible in social situations, and may see them as painful.
(Spouse)	<i>Hi-Avg</i>	Social confidence in spouse is slightly higher than average; is reasonably secure, self confident, and not easily intimidated by differences or others. Shows social aplomb, and can handle the occasional embarrassing episode well.
Conformity (Employee)	<i>Low-Avg</i>	Social conformity is low-average. May not always like to conform to expected social customs, but will generally fit in. If conformity is crucial in new location, check this out in interviews.
(Spouse)	<i>Low</i>	Social conformity is low in this spouse. Likes being a bit different, and may like to stand out a bit against the host culture. Rather independent, does not go along with the crowd and can be somewhat non-conformist.
S. Poise (Employee)	<i>VLow</i>	This employee is extremely low in social persuasiveness and the ability to persuade others into changing or going along with his or her ideas.
(Spouse)	<i>Average</i>	Likes to persuade and influence others about as much as the average person. Does not try to change people to suit his/her wishes.



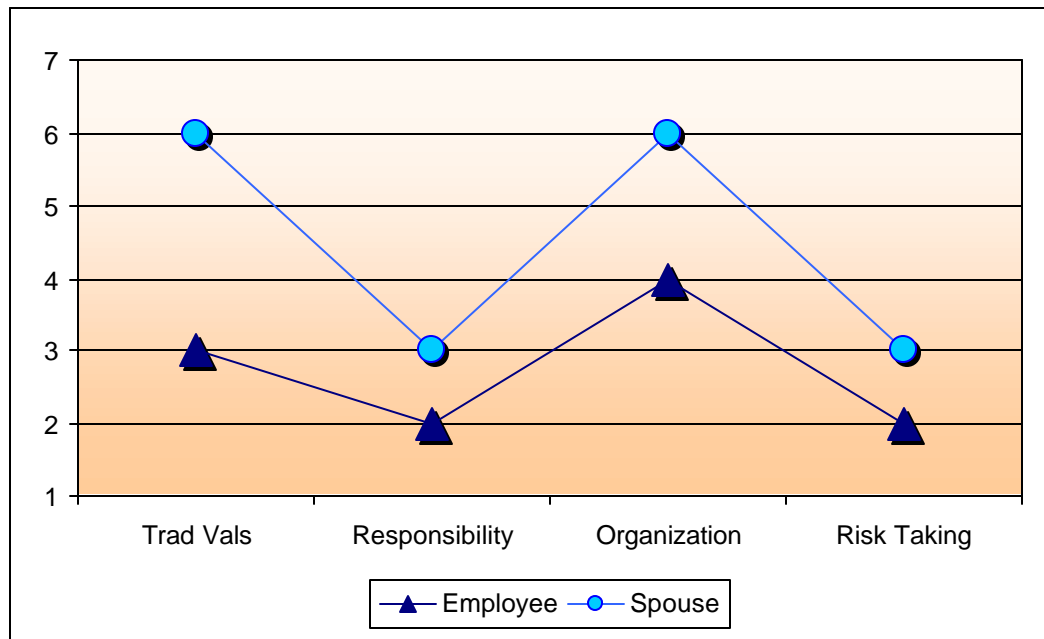
Adjustment Factors



<i>Adjustment Factors</i>	<i>Level</i>	<i>Description</i>
Energy (Employee)	<i>VLow</i>	Has low energy reserves, and may become highly fatigued if confronted with excessive work. Often, does not have enough energy to finish the day. May need lots of rest relaxation time. Not a positive sign, check in interviews.
(Spouse)	<i>Hi-Avg</i>	Has adequate energy for completing work and the daily activities. Should not have trouble coping with the often exhausting demands of a foreign assignment.
Anxiety-Stress (Employee)	<i>Low-Avg</i>	Less than average anxiety is a positive sign in this employee. Tends to have a low stress level, and is calm and free from experienced anxiety.
(Spouse)	<i>Average</i>	Average in anxiety and stress, and shows no signs of unusually distress or discomfort. Seems normally and realistically apprehensive of changes, and can use this moderate anxiety to motivate planning and adjustment.
Optimism (Employee)		
(Spouse)		
Stability (Employee)		
(Spouse)		



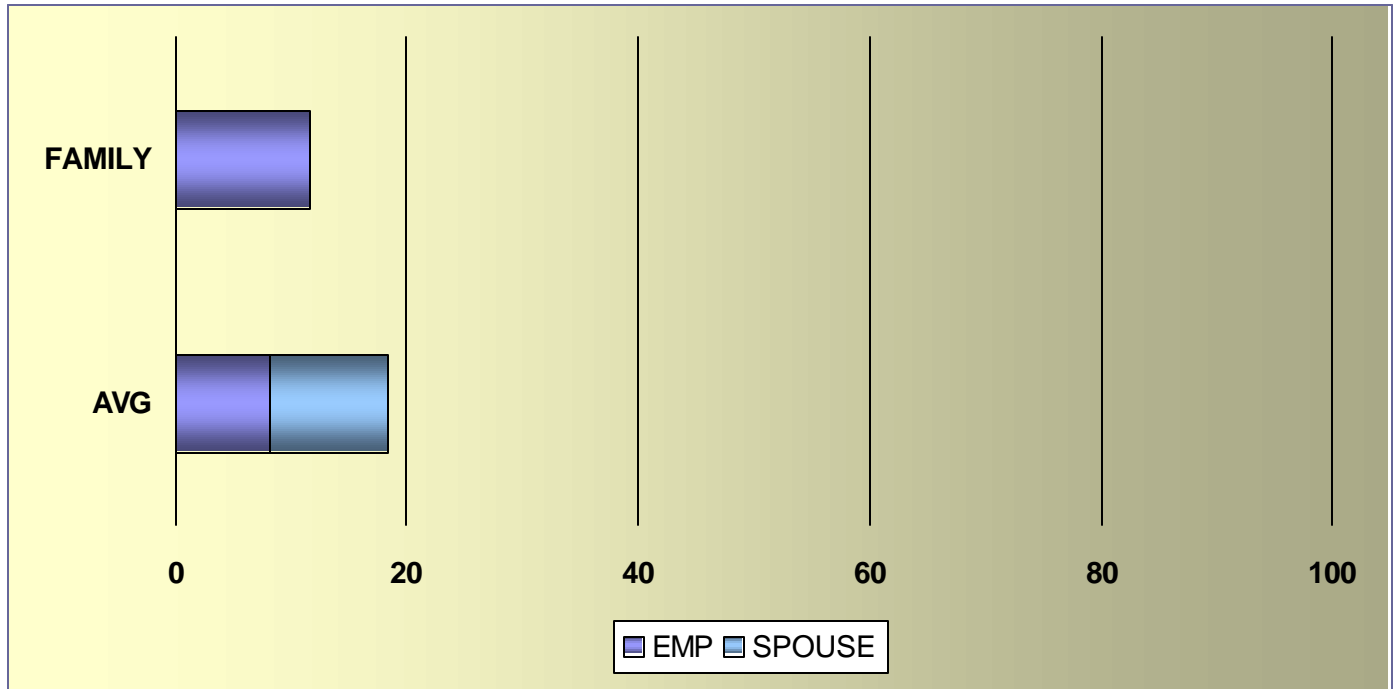
Value Factors



<i>Value Factors</i>	<i>Level</i>	<i>Description</i>
Trad Vals (Employee)	<i>Low-Avg</i>	Values traditional customs and beliefs a bit less than the average. Not critical or rebellious, this is a positive range for successful foreign assignment.
(Spouse)	<i>High</i>	Strongly supports traditional values, and may not like strange or exotic cultures; sometimes seen as moralistic, prudish, rigid, and puritanical. * Discuss this in interviews.
Responsibility (Employee)	<i>Low</i>	Tends to be rather apathetic about helping others, and may tend to break promises or commitments easily. May tend to be careless, lax about obligations, and blames others for mistakes or failures. This is not a positive sign and should be investigated in interviews.
(Spouse)	<i>Low-Avg</i>	While not irresponsible, this spouse is slightly less than the average in taking responsibility and being dependable. Should not pose a problem, but check balance with spouse.
Organization (Employee)	<i>Average</i>	Average in planning, and use of time. Is reasonably orderly, and values consistency and precision about as much as the average person.
(Spouse)	<i>High</i>	Is very organized, disciplined, and values planning in advance. Likes to anticipate difficulties before they occur, and have solutions in place. Uses time well, and is seen as consistent, tidy, meticulous, and methodical. Likes to make and stick to a schedule. This trait is certainly useful in the planning stages of an international assignment.
Risk Taking (Employee)	<i>Low</i>	This employee does not like to take risks. Likes security, and is seen as cautious, hesitant, and rather conservative.
(Spouse)	<i>Low-Avg</i>	Does not mind taking occasional risks, but does not seek out or enjoy risk taking. Generally plays it safe. May not like risky environments in assignments.



Back home parental stress factor comparison chart



This chart reflects the magnitude of back home stress from parents compared to other families in company and IAP database. The colors show amounts of stress attributable to employee or spouse's parental and back home situations. No data for the family indicates zero or minimal stress from this source.



Back home parental factors: Employee

Mother	
Status/Age	<i>Living/ 75 to 79 years old</i>
Living arrangements	<i>Living alone</i>
Functional ind	<i>Complete independent living</i>
Health status	<i>Poor but stable</i>
Physical assistance required	<i>Almost never</i>
Major changes anticipated	<i>Yes</i>
Impact on assignment	<i>Mild negative impact</i>

Notes:

<i>Back home concerns</i>	
Father	
Status/Age	<i>Deceased /</i>
Living arrangements	
Functional ind.	
Health status	
Physical assistance required	
Major changes anticipated	
Impact on assignment	

Notes:



Back home parental factors: Spouse

Back home concerns

Mother

Status/Age	<i>Deceased /</i>
Living arrangements	
Functional ind.	
Health status	
Physical assistance required	
Major changes anticipated	
Impact on assignment	

Notes:

Back home concerns

Father

Status/Age	<i>Deceased /</i>
Living arrangements	
Functional ind.	
Health status	
Physical assistance required	
Major changes anticipated	
Impact on assignment	

Notes:



Other back home stresses and issues

These are typically brothers or sisters, but can include significant non-family members.

Brothers: Employee

Sisters: Employee

Other important people impacted: Employee

Brothers: Spouse

Sisters: Spouse

Other important people impacted: Spouse



Children/stepchildren not going on assignment: Employee

Children and/or who are not going on the assignment are listed in this section. Which section they appear in depends on who (employee or spouse) provided the information. Some children (or step children) may be listed twice if both provided information. The differences often make for interesting discussions! This section lists the children-stepchildren as described by the employee. Any important issues that impact foreign assignments are listed below the name.

Edward

Reason: attending boarding school *schooling needs

- ✓ Employee is somewhat concerned about effect of separation on Edward



Children/stepchildren not going on assignment: Spouse

Children and/or who are not going on the assignment are listed in this section. Which section they appear in depends on who (employee or spouse) provided the information. Some children (or step children) may be listed twice if both provided information. The differences often make for interesting discussions! This section lists the children-stepchildren as described by the spouse. Any important issues that impact foreign assignments are listed below the name.

Edward

Reason: attending boarding school

- ✓ Spouse is somewhat concerned about effect of separation on Edward
- ✓ Spouse is very concerned about lack of adequate supervision for Edward



Children and stepchildren going on the assignment

These are the children and/or stepchildren who are accompanying the family on the assignment. Important medical, psychological, physical or adjustment issues (if any) are listed for each child. When appropriate, important location specific information will be shown (for example, a child with prescription medicine needs going to a country with poor pharmacy supplies would trigger a planning issue-alert).

James

James (6 to 10 years old, male,) is in kindergarten to second grade. He adapts to new situations normally; he is giving up some important back home activities to go on this assignment. James is described as neutral about the move. Any special issues identified as important for James's positive adaptation to the new environment are listed below.

- ✓ James definitely challenges and tests limits and authority
- ✓ No minor medical conditions indicated
- ✓ MAJOR medical condition was reported by parents, but no details were given. Be sure to discuss this in preparation meetings.



Others going on assignment with the family

These are the people not identified as children or stepchildren who will be accompanying the family on the assignment. Pertinent information about each is noted.



Review and recommendations

There is much to discuss and plan with this family going to a location rated as moderately difficult in terms of overall adjustment.

Note that there are a number of key adjustments, more so than the typical family. Medical needs and safety needs seem to predominate, and it is clear that these are tied to possible serious conditions in the child. These are crucial to investigate and provide support. Also note that this family did not eagerly seek out this assignment, and the spouse is making some career sacrifices.

Back home parental factors do not seem to be a major source of distress, although there is some concern about the effect of the assignment on Edward.

Psych factors are, overall, less than optimal, particularly in terms of flexibility, tolerance, and ability to adjust rapidly to new circumstances. There are several patterns that match with serious difficulties adjusting, and call for a great deal of support and preparation.

Overall EAP index (need for support and close follow-up) is VERY HIGH, and the probability of unexpected return visit home is HIGH.