

## Case Study Analysis

### Part1. Environment and Context

- List of main actors

Frank Waterhouse : CEO of Argos Diesel, Europe

Bert Donaldson : Company's European managers, executives of the parts suppliers

Bill Loun : Argos International's CEO and chairman

Ursula Lindt : Frank Waterhouse's assistant

Bettina Schweri : Ursula Lindt's childhood friend, responsible for organizing Donaldson's programs, speak five different languages

- Situation

In order to improve their competitiveness, Argos International plan to purchase and integrate their parts supplier. Whereas, two years later, the progress of this program is not very satisfactory. Bert Donaldson has been expatriated to here and support this process. However, after one year, this program from his team illustrate the ineffective performance. Thus, a lot of people are very dissatisfied with him including the manager from purchased company, his colleagues and subordinates. Frank Waterhouse face a high risk because if this program success in the future, he will get an opportunity to back to US and be the top manager. Right now, he is reconsidering the plan of repatriating Bert Donaldson. He can train Bert Donaldson get feedback from him, and continue to work with him, or he have to put the latter's career and US management into dangerous.

- Strategic issues

There are some of the strategic issue that appear during the entire process. Their expatriate selection based on the experience in Cairo. It is not enough to demonstrate Bert Donaldson has ability to handle the international task. Also, before he starts to do, he lacks the cross-cultural training. The consequence is he doesn't have the conscious, awareness and possible solution to deal with new issues in new environment. Moreover, Bert Donaldson need more adaptability. He can't concentrate on his learning due to the ethnocentrism. He insists that the US way must be work with European employee. Besides, from the view that the management hopes Bert Donaldson and Frank Waterhouse achieve the full-integration no more than two years, we can see that they have a higher but unrealistic goal. They need a reasonable plan and be more patient.

### Part 2. Analysis

- Intercultural communication and interactions

Bert Donaldson doesn't have the cultural awareness, when Bert Donaldson have a conversation with Frank Waterhouse, they can't directly discuss the real problems and

what they should do to improve the current situation. Besides, they didn't talk about the expectation of Bert Donaldson. They have no ideas about how Bert Donaldson can adapt the culture and corporate with the team in a better way. When Bert Donaldson communicates with Bettina Schweri, they didn't establish an appropriate way to communicate. Actually, Bettina Schweri could help to arrange meetings and get familiar with Bert Donaldson. Moreover, Bert Donaldson is the only one who cannot speak fluently Swiss German. Lacking language skills is one of the negative point of him within the team. A good leader should have the fundamental knowledge and concept for the language because it is the prerequisite condition to communication and lead the team.

- **Cultural differences**

There are some cultural differences demonstrate on perception of the time such as the duration of the meeting, working styles such as work from lunch until the mid-night, and management styles such as Bert Donaldson try to involve the whole department in order to get ideas and plans. Besides, the degree of the tolerance is different between different culture. The Zurich team and European manager will become depressed and complaint if the plan did not meet the expectation. They should find the solution and tell Bert Donaldson what is their expectation at the first time rather than see his mistake and frustration about this.

- **Main actor's profile, experience, expertise and preparation**

Bert Donaldson: has an excellent resume. He worked as a professor in Egypt about five years, and then move to United States. He helps to reduce a lot of cost by implementing the cross-functional team. He is the type of charismatic leader with hard-working and sharp.

### **Part 3. Recommendations**

- **Decisions to be made in short / long term**

In the short-term, Mr. Frank Waterhouse need have a conversation with Mr. Bert Donaldson, to explain Bert's weakness and current situation in the company. Mr. Frank Waterhouse also need to set up a training program for Mr. Bert Donaldson (and his family) and ask him to reset the plan of team-building. In the long-term, Mr. Bert Donaldson need to be replaced with another appropriate candidate from the Europe. Or, the company can continue to employ Mr. Bert Donaldson as an advisor of the process. It is possible to ask Mr. Bill Loun to extend the time period longer to implement.

- **Solution to solve the problem**

Bert Donaldson need to plan to motivate and inspire the employee's morale. Those employees who have strong morale are usually alert, positive, willing to stop issues and quick involved in the process. Besides, Bert Donaldson need to respect the culture differences, this is a prerequisite for coordinating work in the company, and it will influence his decision- making. Thus, he need to consider culture aspect when make a decision. Also, he need to enhance the cross-cultural communication within the

company. He need to be trained and be more sensitive for cultural awareness. Cross-cultural communication skills will help him to express his intention, interest and goal more appropriate and clear. It can help him to build trust a positive environment. Last but not least, he could use his free time to learn more local culture staff, or try to do more informal interaction. This will help him to create a healthy working environment.