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CHINESE MANAGERS GOING GLOBAL

Key Success Factors of Chinese Expatriate
Assignments in Germany

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1. EXECUTIVE SUMMARY

One can find extensive research on foreigners working and living in China, but only a few studies on Chinese managers working in Germany. This topic is becoming important for the following audience:

1. Chinese companies that invest in Germany and want Chinese managers to represent their interests.
2. German companies that regard China as a talent pool and want to attract Chinese engineers for mid-term and long-term assignments.
3. German companies in China that want to develop future local top managers by bringing Chinese high potentials to Germany for several years in order to allow them to broaden their expertise and enlarge their network.

Currently, the results of Chinese expatriate assignments in Germany are largely disappointing for expats and companies alike. Firstly, many companies find it difficult to motivate their Chinese top achievers to go to Germany. Secondly, frustrated Chinese managers who have been in Germany for training tend to leave the company when back in China, joining a Chinese competitor. This means a substantial risk for any German company to invest into its future leadership in China.

This study describes the reasons why Chinese expatriates indeed are special and need attention from HR and top management. Partly, the reasons are cultural, such as dislike of German (canteen) food and leisure activities. Partly, the host organization needs preparation in order to allow a Chinese manager to reach his/her full potential, as Germans might find it not easy to accept a Chinese manager as their boss.

2. INTRODUCTION

China's economy is continuously growing and larger than seven other G-8 members. In 2010, the country's output grew by 10.4% according to the World Bank and "over the past 25 years, the mainland economy recorded an average real growth rate of more than 9.5% per annum, making it the new world record holder among major economies" (Anderson, 2006). In 2010, China was the world's second largest economy, leapfrogging Japan and Germany.

The internationalization of Chinese companies is reflecting this economic upturn. They are gradually expanding their global reach and becoming increasingly concerned with the need to develop new markets, advance the parent company's exports, locate close to export markets, access information abroad, and build up international business experience.

German companies see the need to "sinesize", as the Chinese market is becoming increasingly important for the overall profit of German automakers, their suppliers, and other companies. German companies need top managers who understand the language and the culture as the Chinese market is growing and (local Chinese) competition is getting stronger. In order to recruit and keep the best, they also need to give career options to the top. Otherwise, Chinese high potentials will leave sooner or later and join the competition. Bringing Chinese managers to Germany for several months or years seems to be an important element to sharpen their profile and enhance their capacity as future leaders.

Regarding education, China had more than 2,300 universities and institutions of higher education in 2010, up from 1,041 in 2000. Six million young people graduated in 2010. (China Statistical Yearbook 2011). Engineering and management were the two most popular courses of study. In China, each year more engineers finish their studies than in Germany and the US combined. In 2010, China had 495,000 students enrolled in postgraduate studies as well as 350,000 students studying abroad (People Daily Online Jan.9, 2012). China's current leadership gap will definitely close in the near future as more and more young Chinese receive higher education. This trend does not only enable companies in China to send local managers abroad, it also makes China a talent pool for other countries.

However, the phenomenon of Chinese expatriation to countries other than Hong Kong is a rather new one and has not aroused the interest of many researchers to date. There are pioneer examples of Chinese global managers, such as Dr. Wan Gang, China's minister of science and technology. Dr Wan Gang studied and earned his PhD in Germany before he started working for AUDI in 1991. In 1996, he was promoted to a top management position in the technology planning department. In 1994 and 1995, he was consecutively invited as guest professor of the Technical University Clausthal and of Tongji University in China. In 2000 Dr Wan Gang returned to China by invitation of the Science and Technology Ministry, and was appointed as chief scientist and group leader of 863 key electric automobile projects. He acted as President of Tongji University before being appointed as Minister of Science and Technology in 2007.

Although there are not many Chinese global managers so far, in the face of strongly increasing Chinese Foreign Direct Investment, which amounted to 59 billion US\$ at the end of 2010, and the growing number of highly educated Chinese, the topic of expatriation is likely to increase in importance. As a matter of fact, Germany was the leading destination

for Chinese FDI in Europe and attracted 355 million Euro at the end of 2007 (cp. Germany Trade and Invest, 2009). The Bain report identified two key features that make Germany eminently attractive for Chinese companies: market access and skilled management (cp. Cooke, 2005, p.19). Furthermore, Germany is one of the most important foreign trade partners of China.

According to statista.de, there are currently 86.000 Chinese living in Germany, Other estimations claim 150.000 Chinese in Germany. However, only a few of them are global managers. So far, most are either students, run an import-export business, or work in restaurants.

To sum it up, the trend clearly points in one direction: Chinese expatriation to Germany will increase in importance. The amelioration of Chinese high-quality education, the growing number of university graduates with good English language skills, the growing FDI flow from China, and the preference for Germany regarding investment in Europe all show that expatriate assignments of Chinese managers in Germany are very likely to increase in the future.

What does this mean to an organization and how can companies and individuals prepare for this? Currently, there is a lack of knowledge about the needs and problems of Chinese nationals who work in Germany. There is substantial research about German expatriates who are sent to China and also about expatriates from other countries who work in Germany, but as Sheehan (1992) puts it: "...the cultural background of the expatriate sojourner may be more important than the particular country specific environment in influencing cross-cultural adaptation".

This shows the importance of looking specifically into the needs and potential problems of Chinese expatriates in Germany, as their experiences may differ greatly from those of other nationalities that work abroad. This knowledge will enable the designing of preparation programs that facilitate and support the success of expatriate assignments of Chinese managers.

2.1. APPROACH

After conducting desktop research and detecting the need for further research, a focus group with Chinese managers (two female and two male) who lived and worked in Germany for at least one year was organized. Two participants had worked for German multinational companies and the other two had worked for Chinese companies that also conducted business in Germany. After analyzing the results of the focus group, hypotheses that described interesting and relevant phenomena were formulated. In order to verify these, seven interviews with HR experts and with Chinese expatriate managers in China were carried out.

2.2. OBJECTIVE OF THIS PAPER

The objectives of this paper are to stimulate discussion and give new impetus to reacting to the accelerating trend of Chinese expatriation to Germany. Some starting points and recommendations will be given to help companies make the assignments successful.

3. KEY SUCCESS FACTORS OF EXPATRIATE ASSIGNMENTS IN GENERAL

Extensive research has been done about the key success factors of expatriation. In the following, we list relevant points that determine success or failure of these costly assignments.

3.1. SELECTION OF THE RIGHT PERSON

Technical competence and adaptability are two important attributes of a successful expatriate manager. While it is relatively easy to assess if a candidate is technically competent, it is rather difficult to judge if a candidate's adaptability is high or low. Adaptability is closely connected to the terms emotional maturity and emotional intelligence (cp. Avril, Magnini, 2007, p.54).

Furthermore, it is generally agreed that prior international experience in a foreign country indicates that a person is more likely to understand how difficult it can be to live abroad. This is likely to result in a higher grade of adaptability and higher success rates of expatriate assignments. "Expatriates explained that such experiences had made them more inclined to change their own attitudes in order to adapt. They had also taught them that certain behaviours of adjustment were transferable, as well as bringing within them a certain cultural sensitivity." (Zimmermann, Homann, Sparrow, 2003, p.59)

3.2. PRE-DEPARTURE INFORMATION

According to Wang and Hinrichs (2005, p.276) it is highly important to give a realistic picture of the assignment prior to acceptance and to deliver information on the cultural and social realities of the assignment. This will elicit the development of coping strategies of the candidate and will lead to better adjustment by expatriates.

3.3. TRAINING PROGRAMS

A large range of training courses is usually offered to expatriates as preparation for or support during their assignments abroad.

Language training: Adequate language skills allow expatriates to integrate themselves more easily into the host society and organization.

Cross cultural/cultural awareness/intercultural/cultural adjustment training: This pertains to feelings of well-being and self-confidence, development of appropriate behaviours in the context of the foreign culture, and improvement of relationships with the host country's residents. According to Waxin and Panaccio work adjustment of expatriates who received such training is significantly higher than of those who have not (2005, p.51).

3.4. INVOLVEMENT OF THE FAMILY

"Many authors emphasise the importance of involving spouse and family in pre-departure training because the inability of the manager's partner to adapt to a different physical or cultural environment is a major cause of failure of international assignments." (Shen, Darby, 2005, p.349) Some companies already offer support for the whole family, e.g. job search for the spouse, arrangements for children's schooling.

3.5. JOB SATISFACTION

Lee showed that there is a significant correlation between job satisfaction and cross-cultural adjustment, and therefore, job satisfaction has a major impact on failure or success of expatriate assignments (2005, p.277).

3.6. INVOLVEMENT

According to Lee "expatriates who are better socialized in the host country are likely to adjust more effectively (...) Socialization in the host country is also an important predictor of cross cultural adjustment." (2005, p.273) Coaches and mentors of the company in the host country are recommended means to improve the success of expatriate assignments.

3.7. ASSISTANCE AND ADEQUATE REMUNERATION PACKAGE

Settling in and relocation services as well as a remuneration package that is attractive enough to offset the negative aspects of assignments abroad are necessary compensators for an expatriate. Examples are cash and employee benefit components, assignment premiums, cost differential allowances, home leave once a year, and medical coverage.

3.8. FREEDOM OF CHOICE

"The perception of freedom of choice will increase an individual's satisfaction level. Fulfilment of the need for freedom of choice will foster satisfaction among expatriates, which will increase their commitment to their assignments and reduce their early return intention." (Wang, Hinrichs, 2005, p.276)

4. KEY SUCCESS FACTORS OF CHINESE EXPATRIATE ASSIGNMENTS IN GERMANY

4.1. INVOLVEMENT OF THE FAMILY

In general, most international expatriate managers take their family with them and the discussed question is whether or not to involve spouse and family in training and other preparatory or supportive activities. "Many authors emphasize the importance of involving (...) the family in pre-departure training because the inability of the manager's partner to adapt to a different (...) environment is a major cause of failure of international assignments." (Shen, Darby, 2005, p.349)

The importance of family in China

The case is different for Chinese expatriates. There is the widespread opinion among our Chinese discussion partners that involvement of the family is not a critical success factor for Chinese managers when they are sent abroad. Many Chinese managers do not take their family with them for expatriate assignments. The welfare of the family is of utmost importance for the Chinese, but more important than being happy together is to do the best for the family. This can mean earning a substantial salary that supports spouse and children or preventing major changes in the daily life of their family members.

In addition, it is a significant problem for Chinese couples to remove the grandchild from the grandparents, as one HR expert explained. Many companies do not offer to support the spouses. One HR expert stated that many Chinese spouses do not want to go to German-speaking countries as they do not speak the language. Furthermore, female managers and top managers are more common in China than in Germany. Wives with a good career have no interest in abandoning this and becoming a housewife in Germany.

Most importantly, there are no comparable schools in Germany that allow Chinese children to enter a regular Chinese school when back in China. Unfortunately, international schools in China are no solution since they are restricted to non-Chinese citizens.

Our focus group members described the typical Chinese manager as being disciplined and hard-working, being able to live without his/her family for several years and still give 200% at work. However, most of our interview partners told us that the Chinese suffer when separated from their family. This is particularly the case during leisure time, weekends, and holidays. Leisure activities differ strongly between China and Germany. Germans place high value on individual tourism whereas the Chinese prefer group activities/holidays together with their families and do not opt for individual leisure activities.

OPINIONS ARE SPLIT

However, opinions on whether the family should or should not be sent abroad together with the expat are split. Some HR experts stated that it is crucial to send the family abroad, even for short assignments. Others think Chinese managers will still perform even when they are separated from their family.

4.2. IMAGE OF CHINESE MANAGERS IN GERMANY NEGATIVE IMAGE OF CHINA

The image that German employees have about Chinese managers is affected by the prejudices Germans have about China. Some focus group members stated that there is a negative connotation connected with China, and German employees tend to negatively stereotype Chinese managers, presuming them to have a highly authoritative and top-down leadership style that clearly does not harmonize with the need of German employees for participation, responsibility, and self-dependency.

PREVAILING ROLE-SCHEMES

The interviewed HR experts were all sceptical about a positive reception of Chinese expatriate managers in Germany. They stated that the image of China is influenced by critical media and stereotypes such as the Chinese who works in a sweat-shop, who is suppressed by his government, who does not care about the environment, etc. Since China still is an emerging market, German employees might think that they have superior knowledge about business topics.

RECEPTION IN THE COMPANY

Nevertheless, the reception of Chinese expatriate managers is likely to be positive in corporations with professional HR support. If the organization already hosts Chinese employees and had made positive experiences regarding these assignments, it is more likely that the expat gets a warm welcome, and the positioning of the expat as a professional executive is easier. One HR expert especially underlined the importance of bridge builders – Chinese people who have studied/worked in Germany for many years and are familiar with the culture and life. They make it much easier for other expatriates to follow and integrate into the organization. It also makes a difference if the Chinese market is perceived as a dangerous threat or a great opportunity due to its sales volume. This perspective will also influence whether or not Chinese colleagues and their competence will be regarded positively.

The interviewees named many examples to illustrate that a German manager who is sent to China has an easier start than a Chinese manager in Germany: In general, the Chinese respect their superior and therefore are relatively easy to lead. Chinese co-workers regard close co-operation with a German boss as a learning opportunity. Chinese hospitality dictates to care for each other in a thoughtful way, from which the German manager benefits. On the other hand, German hospitality is very different, and business relations normally do not enjoy the same attention as private relationships. In general, German employees are likely to put a new Chinese manager under scrutiny at once and definitely dare to challenge him/her.

PREPARATION OF THE HOST ORGANIZATION

As a consequence, the host organization needs to be prepared before the Chinese expatriate manager arrives. The image that German employees have of Chinese managers needs to be positively influenced, especially in companies where Chinese expatriation is not common practice and where no positive connotations regarding the Chinese market exist. It is very important how the company presents and introduces the new manager/colleague. It could project a positive or negative image, or even turn around prejudices – or create them. This also shows the necessity to send mentally strong people to Germany who can stand stiff criticism at the beginning of their assignment. However, our focus group members as well as the interviewees stated that at the end of the day, a good manager will be able to convince his/her staff and get the deserved respect.

4.3. IMAGE OF A PROFESSIONAL MANAGER IN GERMANY

Germans have certain expectations of a professional manager's behaviour and appearance. If an expatriate manager does not fit in, he/she will have problems being accepted. For example, managers who work in Germany are accustomed to a certain format for taking meeting notes, conducting appraisals, etc. Other examples are the use of standard forms, fixed procedures, workshop techniques, workplace and job descriptions, or the importance of agreements in written form.

When delving deeper, two different philosophies face each other. The Chinese manager stays flexible until the end, whereas the German manager is more constrained by the plan he/she has defined at the beginning, which he/she then follows rigidly. Both can be explained by the different market conditions that dictate behaviour or make it logical to act in particular ways.

Our focus group especially emphasized that the use of standard management tools and techniques can trigger trust and acceptance of Chinese managers who work in Germany. The Chinese manager can ease the process of becoming part of the team, of being a real member of the organization by "speaking the same language".

INFLUENCE OF THE COMPANY

However, some interviewees argued that the necessity to know and use classic management tools for a Chinese manager depends on the company he or she is working for. In MNCs or German companies in China it goes without saying that such tools are common practice and employees need to know and use them. Some Chinese companies that expand internationally might not use these tools yet. As they are also embedded into an international business context they will sooner or later be forced to adapt requirements in at least some aspects.

When Chinese companies invest in German companies and send expatriate managers to the acquired organization those managers should in any case be familiar with the tools and able to use them accordingly. The new generation of Chinese managers who very often has studied abroad mostly does not have this knowledge gap.

4.4. CAN A CHINESE MANAGER TAKE HIS SUCCESS WITH HIM WHEN GOING TO GERMANY?

The question was raised if the factors that make Chinese managers successful in China are transferable to Germany and therefore determine their success in Europe. The participants of our focus group stated that these factors greatly differ depending on the company type. The corporate culture in international corporations, private Chinese companies and state owned companies are not the same.

For example, in some international companies it might be perceived positively if one tells his/her boss directly what he thinks about certain activities, whereas in other companies this approach might not be positive for one's career.

THE RIGHT GUANXI

The right guanxi (network of contacts) is highly important for the success of a Chinese manager but obviously will not help much when working in Germany. However, our interviewees told us that if a manager is good at networking, he/she will be able to build his/her guanxi in any country. Of course, cultural sensitivity and awareness are prerequisites.

"JUST DO IT" VERSUS STRATEGIC APPROACH

Furthermore, in China, dynamic reaction and flexibility are very important cornerstones for conducting business. The "just do it" approach means that managers get things started. They might not know every detail and if they have to change the strategy or the approach after a day, a month, or a year, it is not a problem. Being flexible is highly important and perceived as the willingness to reach goals. This approach can easily be seen when looking at the fast growth of the Chinese economy, which forces businesses to act fast and dynamically even when the outcome is unclear at the beginning.

However, in Germany things work differently. Planning and preparation take a long time. The overall strategy is crucial and has been carefully considered before the first step is taken. After deciding how to proceed, it is unlikely that the plan will be changed again. Germany's fierce competition and small margins make deliberate planning and action a must.

In any case, these different approaches may result in difficulties when encountering each other. A "just do it" approach might be regarded highly unprofessional in Germany, whereas it is a progressive and effective working style in China, and leaves room for innovation.

TRANSFERABLE, AT LEAST IN PART

The focus group members and interviewees stated that the key success factors at least partly seem to be transferable between China and Germany, though adaptation is necessary. The interviewees stated that key success factors are transferable, even though it is more difficult for Chinese managers who go to Germany than German managers who go to China.

As written above (see “Image of Chinese managers in Germany”), the Chinese usually approach a German manager with more respect, positive expectations and heartfelt hospitality. However, three of our interviewees put it in a nutshell when highlighting that performance is the crucial determinant for a manager’s success: “At the end of the day, a good manager needs to deliver, regardless of the country”.

THE ROLE OF THE COMPANY

Moreover, the key success factors strongly depend on the company the manager works for. They will stay more or less the same within one company, even if the organization operates in different countries. Of course, national culture influences an organization, but the organizational culture will take a long time to change.

It may be difficult if a Chinese manager who was successful in a traditional Chinese company is sent to a MNC. However, in this case the problem is not the location of the company but the corporate culture of the specific types of enterprise.

4.5. ADAPTATION TO GERMAN LIFESTYLE

The international Chinese manager has a mental readiness to adapt to new environments, but like most international managers he/she is not fully prepared for dramatic changes in his or her lifestyle. Chinese managers abroad often face the problem that adapting to local conditions is much harder than expected. They do not feel really integrated. This results in efforts to stay in a Chinese environment being surrounded by Chinese friends, Chinese food, a Chinese way of life, Chinese medicine, Chinese leisure activities, and so on. However, they are not narrow-minded and very often have plenty of international experience.

This point brings up two possible problems:

On the one hand, Chinese expatriates who are longing for a Chinese lifestyle might not succeed in finding adequate restaurants, food, medicine, etc if he/she does not live in a large city. Our interviewees and focus group also stated that even there the quality of Chinese restaurants does not meet up to real Chinese standards. This problem results in situations like “a 50 year old Chinese manager who starts cooking for the first time since studying” as an HR expert told us. The manager might even have to clean his own apartment, while in China, he/she is accustomed to having a maid who takes care of all household chores. Of course such situations will consequently lead to unsatisfied managers who prefer going back to their home country.

On the other hand, German employees could interpret such behaviour as ignorance and conclude that the expatriate is not flexible. This will result in less acceptance and a lack of respect for the Chinese manager.

Raise awareness

This problem can be overcome by raising awareness in the host organization about this phenomenon. The preference for a Chinese way of life does not mean he/she is not flexible in general or not willing to adapt. Such behaviour can be observed with expatriates around the globe.

The importance of previous experience abroad

Regarding the selection process, previous experience abroad (study or work) increases the “internationality” of managers and should be regarded as an ex-ante success factor. The interviewees all underlined that previous (working) experience in Germany will substantially facilitate the process of adapting and will increase the likelihood of a successful assignment abroad.

Regarding problems with adaptation to the German lifestyle, we received diverse answers. Some people completely enjoy living in Europe. Others struggle with some aspects like food or leisure activities. To state one example: They do not greatly enjoy going out for a drink with colleagues after work. Instead, they would rather go shopping in the evening.

5. IMPLICATIONS/RECOMMENDATIONS FOR IHRM

HR can substantially contribute to the success of the expatriate assignment. A sensible HR program will assist the expatriate in finding his/her place in the professional and private sphere. According to our study, the ideal HR program contains the following support:

5.1. SELECTION OF THE CANDIDATE

A good candidate for an assignment abroad fulfils certain prerequisites:

FLEXIBILITY

The manager should be flexible regarding two aspects: mental flexibility and mobility. A global mindset cannot be developed from one day to the next or by taking part in a single training session. However, it is definitely a relevant prerequisite. Open-mindedness will allow the manager to integrate more easily into the organization and quickly adapt to the new environment.

CULTURAL SENSITIVITY

Cultural sensitivity and the ability to adapt are crucial. To name an example, Chinese politeness is of utmost importance when doing business in China. This is likely to be perceived as a weakness in Germany. Managers need to realize the cultural differences and be able to adapt accordingly.

WILLINGNESS

The manager should be eager to go abroad and see the positive implications for his future career. One interviewee stated that a proactive attitude is of utmost importance. A manager who is not willing to learn and adapt will not be able to achieve adequate results while being abroad.

STRONG PERSONALITY

He or she should be a mentally strong person who can stand criticism and being under scrutiny. Moreover, the person's mindset should be assertive and self-confident.

STANDARD MANAGEMENT TOOLS

The expatriate manager needs to be familiar with standard management tools and also has to use them in order to be accepted by German staff.

PREVIOUS EXPERIENCE ABROAD

Previous experience abroad is a big advantage as it eases the adaptation process, reduces the culture shock and increases the likelihood of success of the assignment.

LANGUAGE SKILLS

Perfect English skills are a must for the expatriate manager. Regarding German language, it depends on the sector and size of the company the expatriate works for. In traditional German SMEs, English is not widely spoken yet.

5.2. THE FAMILY – BEING ABROAD TOGETHER VS. ONE FAMILY BUT TWO LOCATIONS

It is crucial to bear in mind that for Chinese, their family is of extreme importance. There are different reasonable models regarding expatriation:

THE FAMILY IS SENT ABROAD TOGETHER WITH THE EXPATRIATE

In this case, the company also has to assist spouse and children in the host country. Language and cultural courses are as important as educational or job search support. Moreover, an adequate remuneration package is a prerequisite.

In addition, the company needs to be aware that the family will struggle regarding adaptation to the foreign lifestyle. Therefore, information about Chinese-style shops, restaurants, and leisure activities is useful.

It will be difficult to offer meaningful career options to the spouse, who most likely has to leave a good career in China to follow his/her partner. Schooling for children is an even more difficult challenge since international schools do not cover the curriculum required by Chinese schools. To resume education at an international school after repatriation is difficult since Chinese citizens are only allowed to visit regular Chinese schools in China. International schools are restricted to foreigners.

THE FAMILY STAYS IN CHINA

This is a common model for the reasons mentioned above: It is not easy to find solutions for children's education that allow them to follow up with the curriculum at home after the end of the assignment. Additionally, career advancement of the spouse will be at risk when moving to Germany. Moreover, many Chinese couples want their children to grow up in a Chinese environment and with a Chinese spirit.

In this case, the company should provide an HR package for the family to motivate the expatriate manager. Educational benefits, advanced training, free flights home, and extra holidays for spending time together are sensible modes of assistance.

Many expatriate managers who are abroad without their family feel lonely during their free time. Therefore, HR should support leisure activities that keep Chinese managers entertained.

5.3. PREPARATION FOR THE MANAGER AND ACCOMPANYING MEASURES DURING THE ASSIGNMENT

Language courses: Either English, or English and German are a necessary prerequisite. With a substantial knowledge of German language it is much easier to integrate.

Management tools: If the manager does not have sufficient command of standard management tools and methods, he or she should be trained accordingly.

Mentor: HR should assign a mentor in the host organization who assists the expatriate with broadening his/her network within the organization quickly and effectively.

5.4. PREPARATION OF THE HOST ORGANIZATION

The line manager of the particular department should communicate a positive, interesting image of the expatriate manager, emphasizing his/her successes and achievements for the company so far. It is important to make other employees curious and aware that they can learn from the new colleague.

This task must to be fulfilled by the department head or line manager and cannot be handled by HR. Of course, the person in charge needs strong communications skills and clear commitment in order to successfully take care of such sensitive issues.

The whole organization needs to develop a global mindset, which might only be achieved through long-term training efforts, and a general orientation towards more diversity.

5.5. BASIC CONDITIONS

Administrative issues:

The manager should not have to be concerned about how to find an apartment, where to extend the visa, and other relocation issues.

Adequate remuneration package:

An internationally balanced HR program is the desirable starting point in order to prevent discrimination. Chinese managers who go to Germany should be provided with a remuneration package that allows them to sustain their usual life style. Moreover, the hardship of an assignment to Germany should be outweighed by financial means.

Hospitality: Chinese managers in Germany do not always receive the hospitality common in China. While Chinese find it normal that a new arrival gets picked up personally at the airport, this is not standard in Germany. It is a poor start if the Chinese colleague only receives information on how to reach the hotel by public transport.

6. CONCLUSION

The increase of China's FDI, its preference for Germany as a leading destination for its investment in Europe, the future role of China as a talent pool for other countries and multinational companies, as well as its exceptional position regarding its culture and economy all brings motivating dynamics to an intensified and close cooperation between China and Germany.

This paper is aimed at starting a dialogue and giving new impetus to the subject "Chinese Managers Going Global", which will increase in importance due to the above described trend. In the future, more and more Chinese, German, and multinational companies will be confronted with Chinese global managers. This development offers potential challenges which need meticulous planning and management.

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8. ABOUT THE AUTHORS

Brigitte Neumann was born in 1970 and always had a strong interest in taking the road less travelled. She did Southeast Asian Studies in Passau/Germany and also had the opportunity to live, work, and study in Indonesia, Singapore, and the Netherlands during that time. Her career included several years as a management consultant mainly for the automotive industry.

From 2005 to 2010, she lived in China, initially as an expat spouse following her partner who was working for BMW China at that time. Soon, she joined the German Chamber of Commerce in Beijing as department head with a team of ten dedicated Chinese co-workers. Together they developed a series of HR services for German companies in China such as a training program for young Chinese managers, recruiting services, the premier online job market for the German-Chinese business community, a job fair, and regular seminars for HR managers. More than 200 German companies utilized these services. During her last year in China, she stayed in Guangzhou and operated as a free-lance management consultant.

Today she is based in Munich and works as a specialist for HR and management in China. Brigitte also is author of the German language publication "You are a boss in China – and now what?" and an accomplished speaker.

Susanne Völkl studied international business administration and Chinese in Vienna/Austria and Beijing. After her studies, she joined the German Chamber of Commerce in Beijing for several projects. During that time, she did extended research on Chinese in-patriates in German companies. She now works for a major German automobile manufacturer in Beijing.

9. ABOUT BRIGITTE NEUMANN CONSULTING

Brigitte Neumann Consulting supports companies, with special expertise in HR and management in China. Services cover recruiting service, HR health check in China, workshops to streamline HR processes and strategies. Brigitte Neumann Consulting helps to prepare companies for a more globalized approach regarding personnel and leadership. Training courses and seminars for international managers complement the portfolio and enable participants to fulfil their target faster and smoother.

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