

Review of: "Beyond culture shock: entering the complex world of Global South expatriates' adaptation"

Kevin Delany¹

¹ University of East Anglia

Potential competing interests: No potential competing interests to declare.

I find this article difficult to follow. There are a number of challengeable 'assumptions'. For example:

- There is no mention of the importance of selecting candidates who will make a positive contribution, and learn, as expatriates. Is it the authors' view that anyone could be successful in an expatriate role as long as they receive the suggested guidance and support? All of the organisations I have worked with/for would argue that successful expatriation starts with selection of the right person with the right experience, values, and attitude.
- The model appears to emphasise 'intellectual capital transfer' as the main thrust for expatriate projects, but there are other valid reasons for an expatriate role, for example helping to embed and develop organisational values and culture.
- Racism (or other potential discrimination) is not confined to expatriates from the Global South. Expatriates should be prepared for a degree of challenge - quite often this can result from the perception that the expatriate is better rewarded than 'locals' and/or that there are 'locals' who could do that job. This may come back to a question of selection.
- The model appears to propose that it is for the host country to show respect to the expatriate. This may be a valid objective in a perfect world but the harsher reality is that expatriates must be prepared to earn respect.

There is also a continuing confusion around expatriation, for example the quoted figures for expatriate workers may be accurate but the numbers in the definition of expatriate used by the authors (which I can accept) will relate to a significantly smaller community.

The whole article appears to be slanted to an argument that expatriates from the Global South suffer different and greater challenges than colleagues from other territories, and the authors draw evidence to support this argument without offering an objective view.