

GRH à l'international

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M2 GEMRH, 2024-2025

Plan de la séance

1. La GRH dans un environnement global
2. La mobilité internationale et l'expatriation
3. Illustrations

Un environnement globalisé

De nouveaux marchés

- Asie, Amérique du Sud, Afrique...
- Réduction des risques grâce à la diversification géographique

Objectifs stratégiques

- Réduction des coûts de production et de distribution
- Conquête de nouveaux marchés
- Maintien d'un avantage compétitif

Accords commerciaux

- Réduction des droits de douanes / protectionnisme
- Intégration européenne : ouverture des marchés et fin des monopoles



Comprendre les pratiques de GRH à l'international

GRH à l'international : différentes variables à considérer

- **Stratégie internationale de l'entreprise**
- Culture
- Soutien familial pour les expatriés
- Salaire & autres avantages
- Gestion de carrière et des potentiels
- Fiscalité
- Style de management...

UPPSALA "STAGE MODEL"

INTERNATIONALIZATION MODEL



Quelle stratégie internationale ?

VS

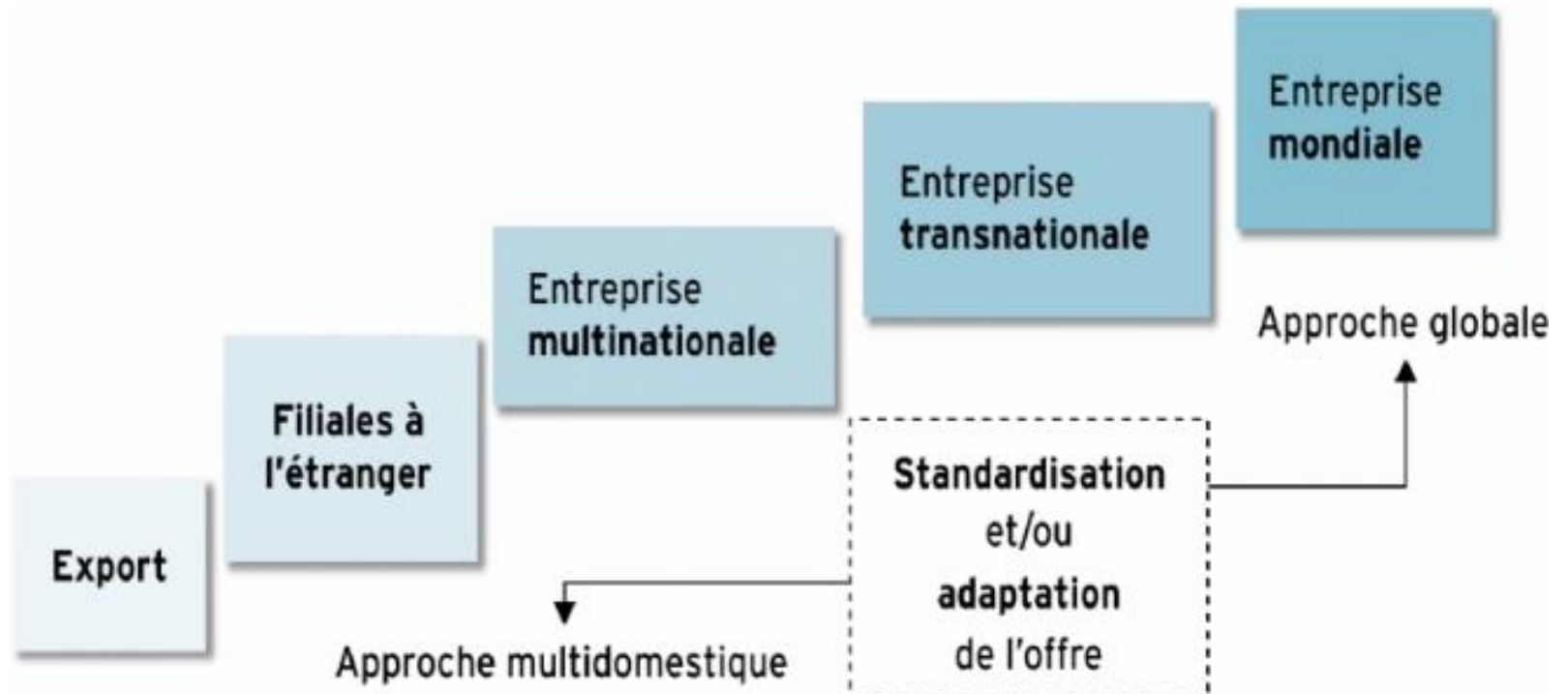
BORN GLOBAL



ONE WORLD
ONE MARKET!

- * GLOBALIZATION FROM BIRTH
- * TYPICALLY LIMITED ADAPTATION OF THE MARKETING MIX

Modèle « Uppsala » : internationalisation progressive



<https://www.e-marketing.fr/Thematique/academie-1078/fiche-outils-10154/internationalisation-307668.htm>

INTERVIEW - Les entreprises « Born global » : spécificités, émergence et facteurs de succès



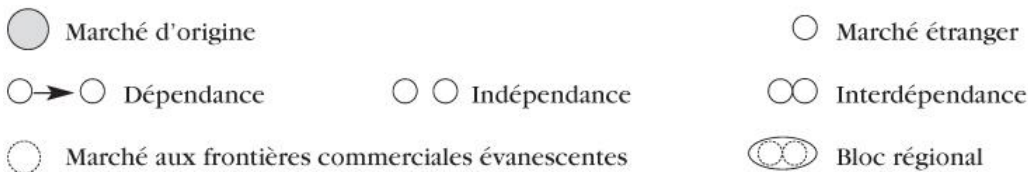
“

Il s'agit d'entreprises dont l'origine et l'orientation sont fortement internationales. Leurs fondateurs ont tendance à minimiser les risques d'internationalisation et à considérer le monde comme leur marché.

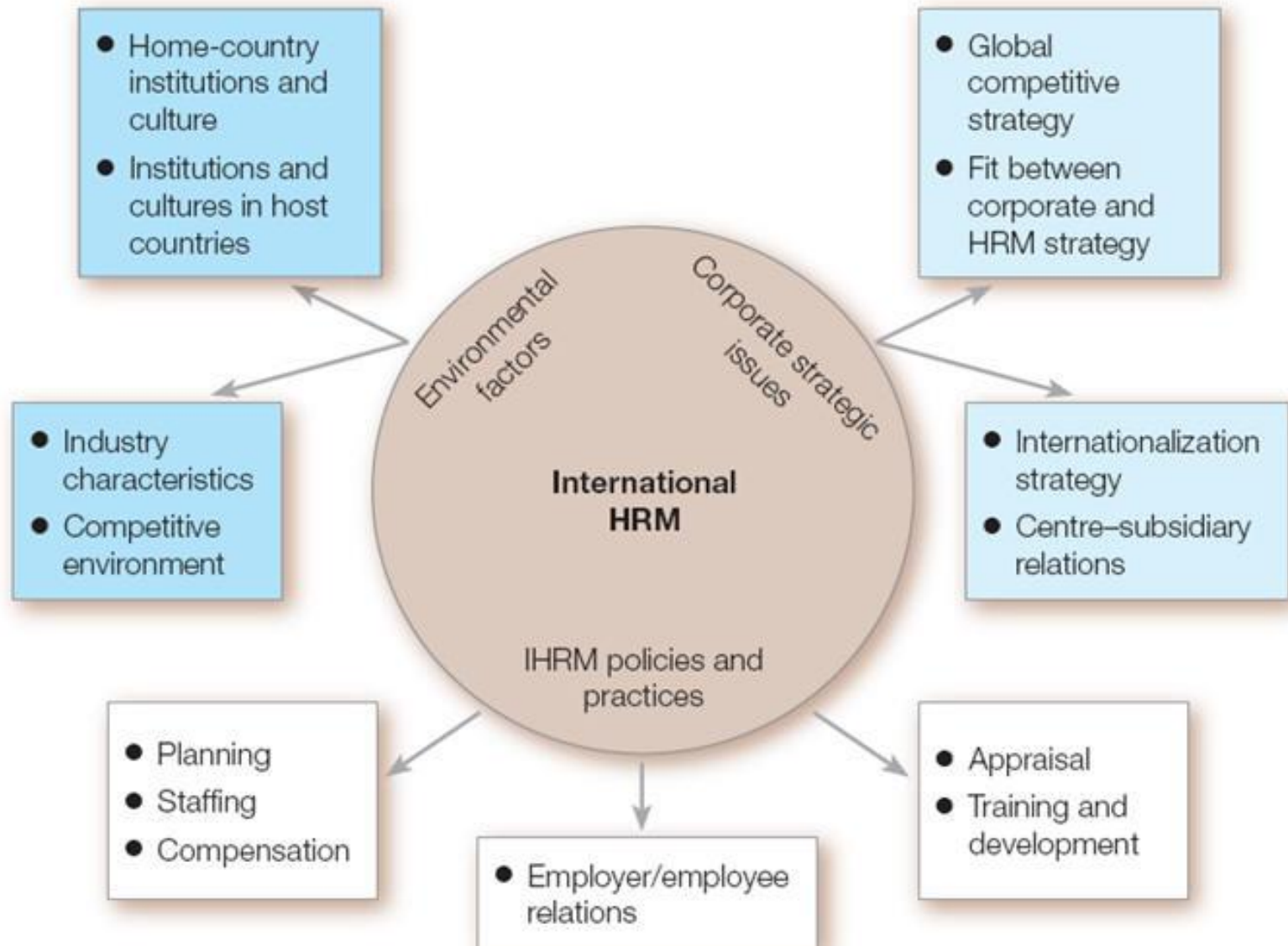
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<https://www.fabrique-exportation.fr/les-entreprises-born-global-specificites-emergence-et-facteurs-de-succes/>

	Pouvoir de décision concentré	Pouvoir de décision dispersé
Fort inter-dependance des activités	<p>Stratégie globale</p>	<p>Stratégie transnationale</p>
Faible inter-dependance des activités	<p>Stratégie internationale</p>	<p>Stratégie multinationale</p>



Milliot, 2005
<https://www.cairn.info/revue-management-et-avenir-2005-1-page-43.htm>



Que signifie la “culture” pour vous ?

Différents niveaux d'analyse de la culture

- Nationale
- Régionale / Locale
- Institutionnelle / d'entreprise ou *corporate*
- Industrielle
- Professionnelle
-

6 dimensions de la culture organisationnelle

D1 Orientée vers les moyens ou vers les objectifs

D2 Orientée vers l'interne ou vers l'externe

D3 Discipline de travail souple ou stricte

D4 Locale ou professionnelle

D5 Système ouvert ou fermé

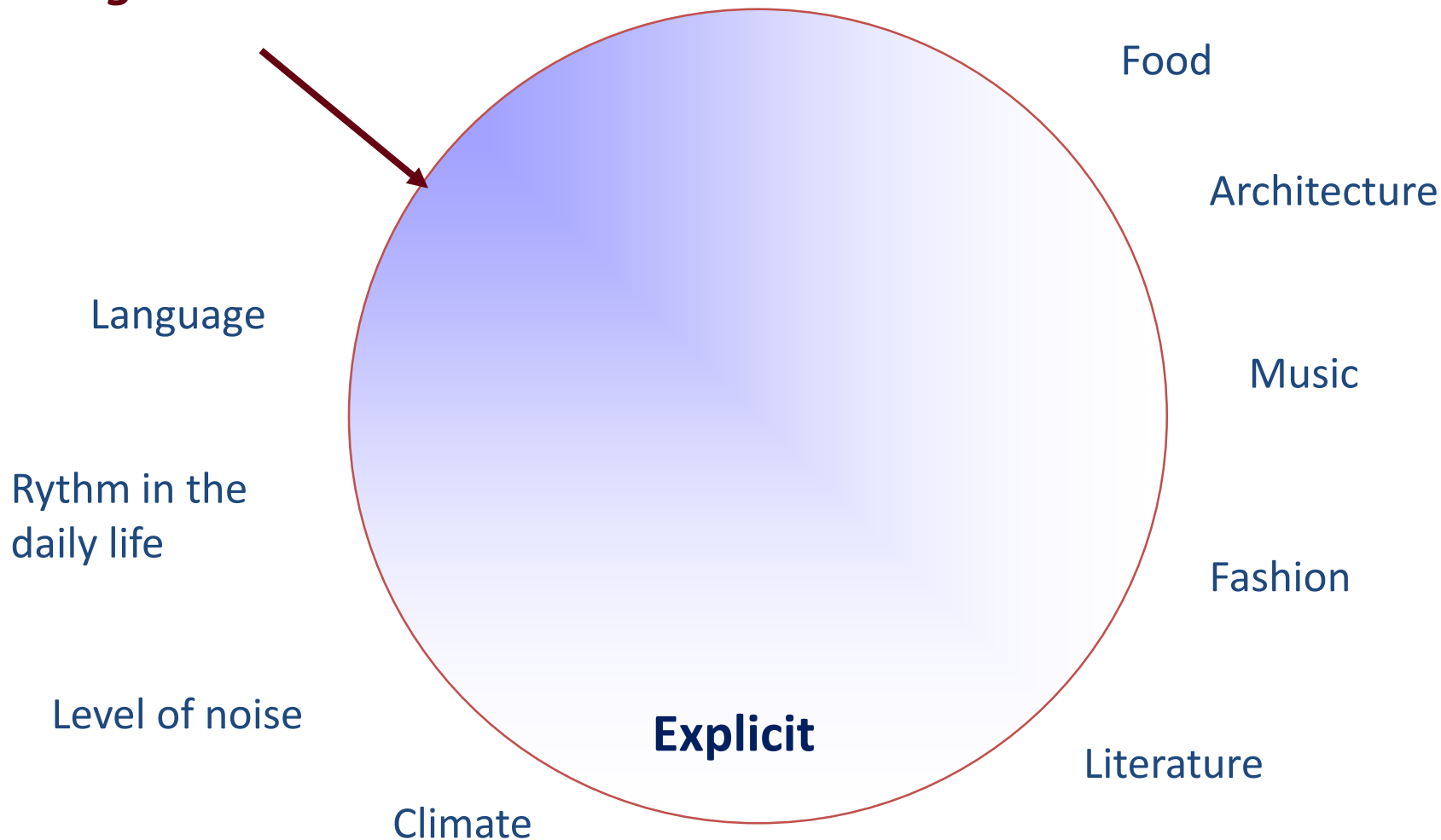
D6 Orientée vers le travail ou vers les employés

Une définition de la culture

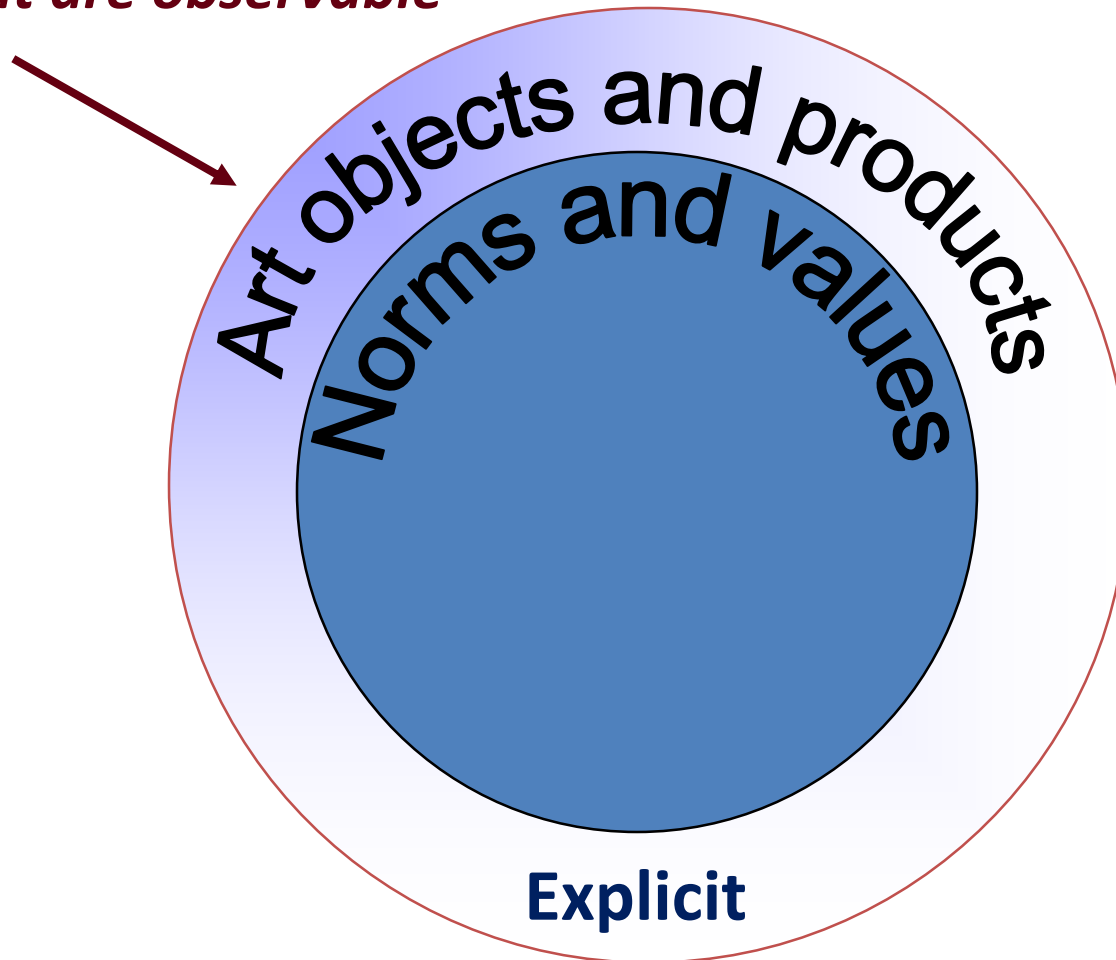
« La culture fournit le contexte dans lequel les individus dans les organisations interagissent entre-eux et avec le monde qui les entoure »

(c) Trompenaars Hampden-Turner

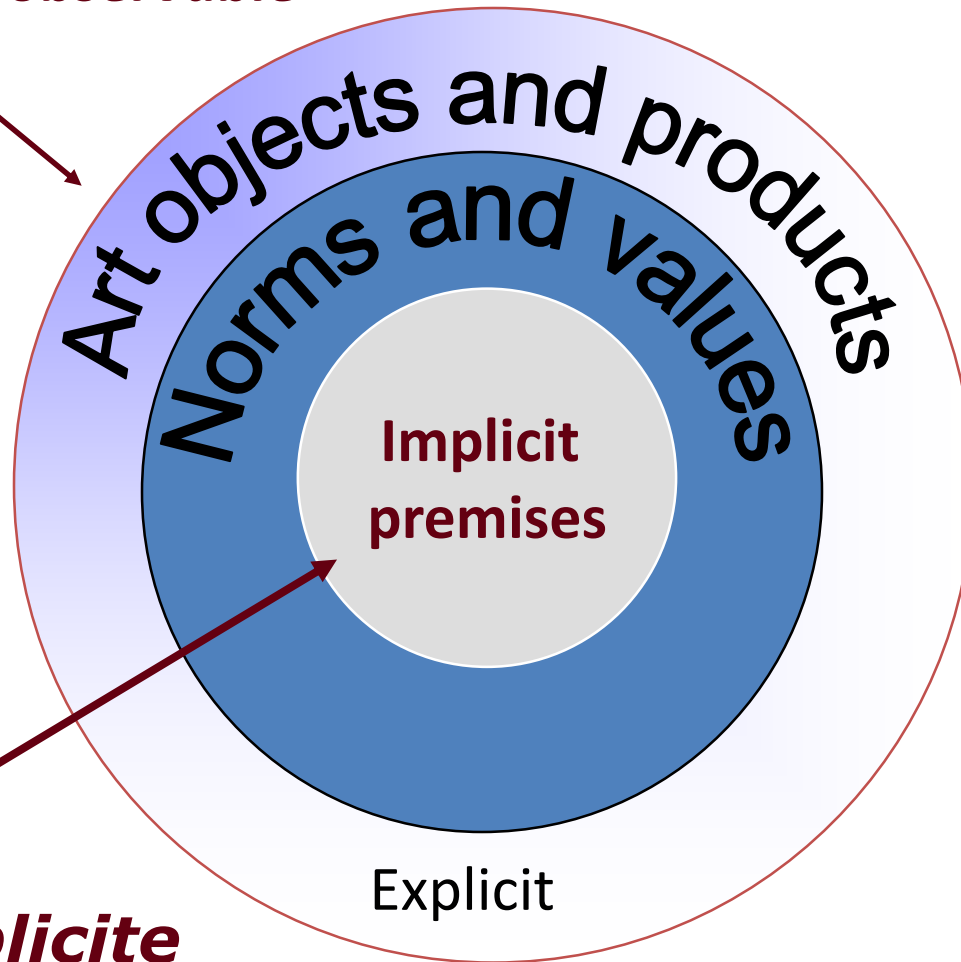
External side:
things that are observable



External side:
things that are observable



External side:
things that are observable



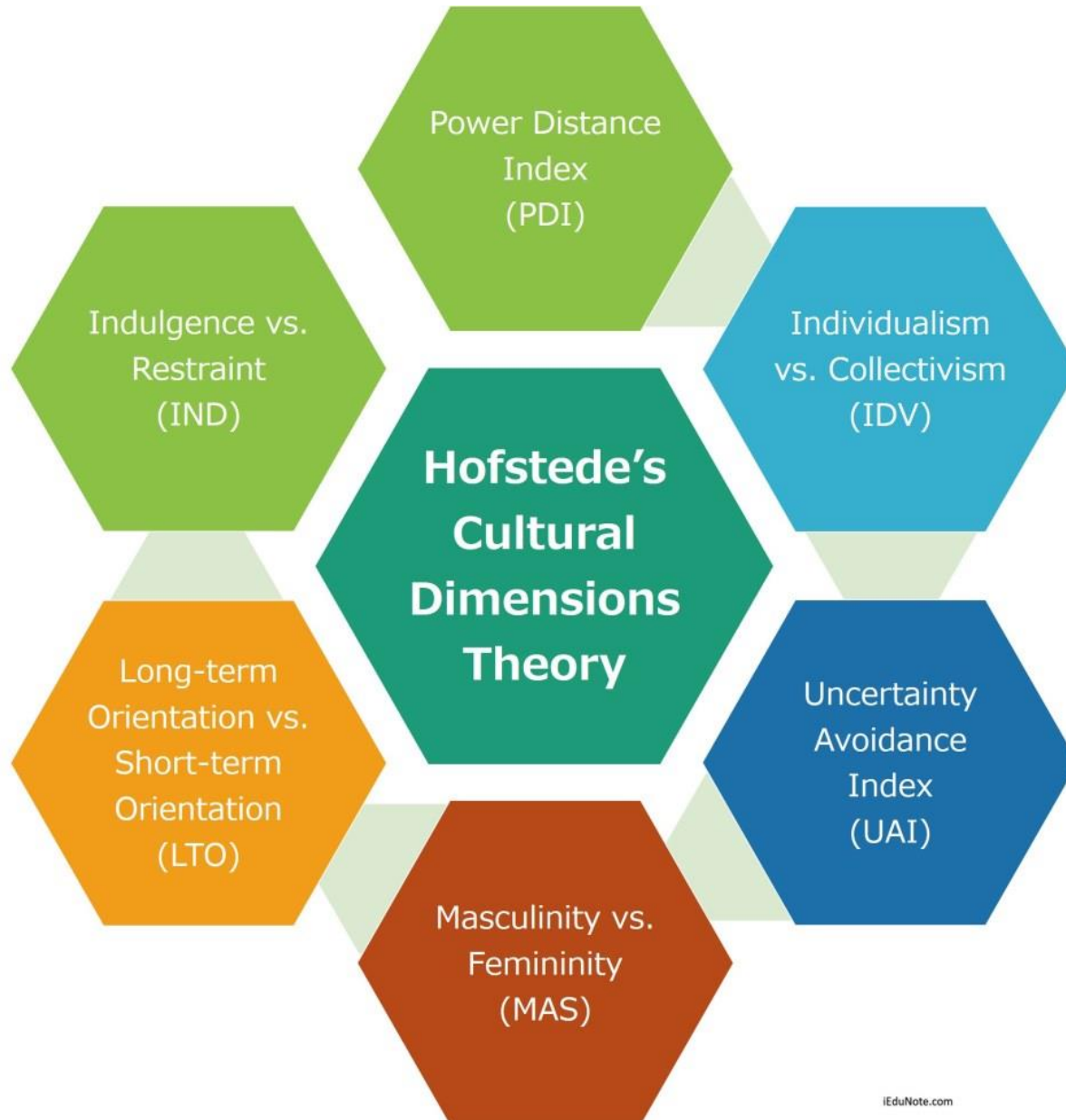
Noyau :
Culture implicite

“National Culture cannot be changed, but you should understand and respect it.”

Geert Hofstede
1928-2020



Les 6 dimensions de la culture (*G. Hofstede*)



Power distance

This dimension deals with the fact that all individuals in societies are not equal - it expresses the attitude of the culture towards these inequalities amongst us. Power Distance is defined as the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.

Individualism

The fundamental issue addressed by this dimension is the degree of interdependence a society maintains among its members. It has to do with whether people's self-image is defined in terms of "I" or "We". In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies people belong to 'in groups' that take care of them in exchange for loyalty.

Motivation towards achievement and success (*ex. masculinity vs. femininity*)

A high score (Decisive) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field - a value system that starts in school and continues throughout organisational life. A low score (Consensus-oriented) on the dimension means that the dominant values in society are caring for others and quality of life. A Consensus-oriented society is one where quality of life is the sign of success and standing out from the crowd is not admirable. The fundamental issue here is what motivates people, wanting to be the best (Decisive) or liking what you do (Consensus-oriented).

Uncertainty avoidance

The dimension Uncertainty Avoidance has to do with the way that a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? This ambiguity brings with it anxiety and different cultures have learnt to deal with this anxiety in different ways. The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the score on Uncertainty Avoidance.

Long term orientation

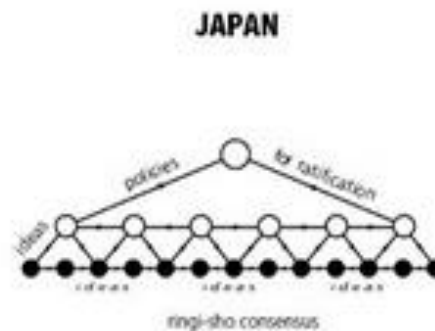
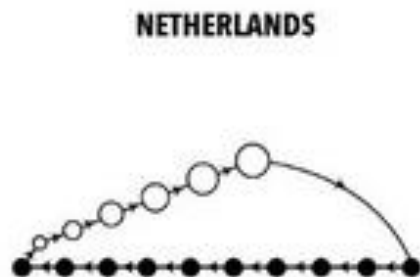
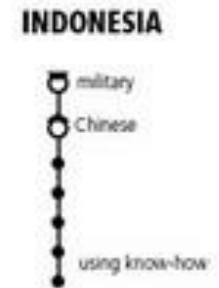
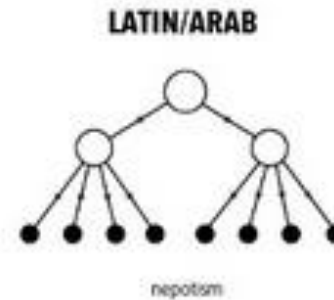
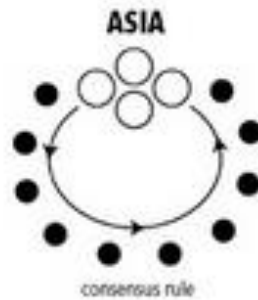
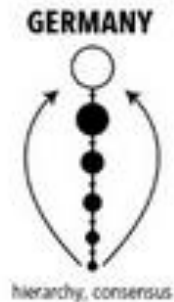
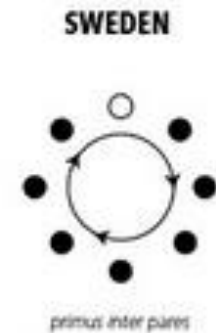
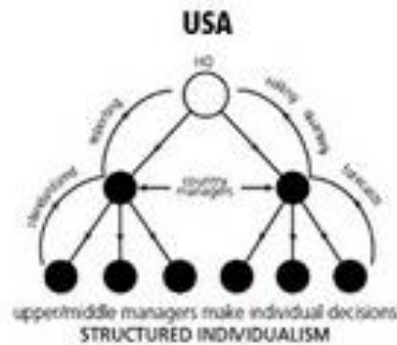
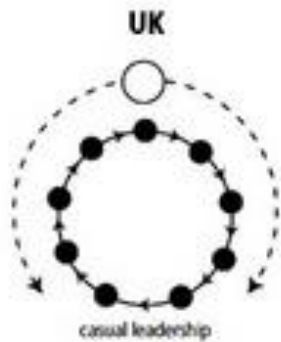
This dimension describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future, and societies prioritise these two existential goals differently. Normative societies, which score low on this dimension, for example, prefer to maintain time-honoured traditions and norms while viewing societal change with suspicion. Those with a culture which scores high, on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future.

Indulgence versus Restraint (IVR)

Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.

<https://www.hofstede-insights.com/country-comparison-tool?countries=france>

Lien avec le *leadership*

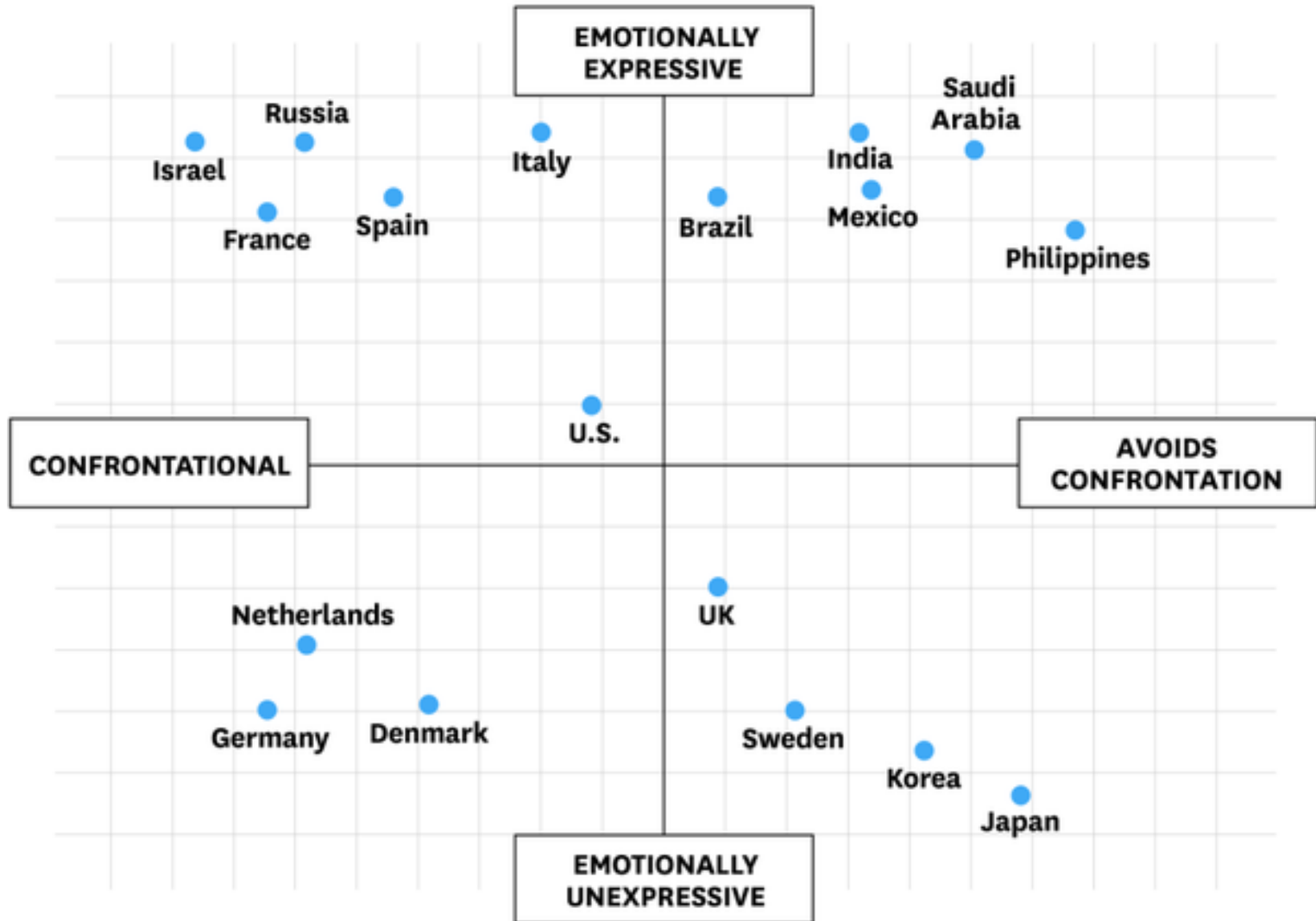


<http://internetactu.blog.lemonde.fr/2014/03/21/linternet-a-t-il-vraiment-fait-la-demonstration-de-notre-capacite-a-collaborer/>

Effet sur la négociation

Preparing to Face Your Counterpart

The map below sorts nationalities according to how confrontational and emotionally expressive they are. Although negotiators often believe that the two characteristics go hand in hand, that's not always the case.



“In this article, I draw on my work on crosscultural management to identify five rules of thumb for negotiating with someone whose cultural style of communication differs from yours. The trick, as we will see, is to be aware of key negotiation signals and to adjust both your perceptions and your actions in order to get the best results. »

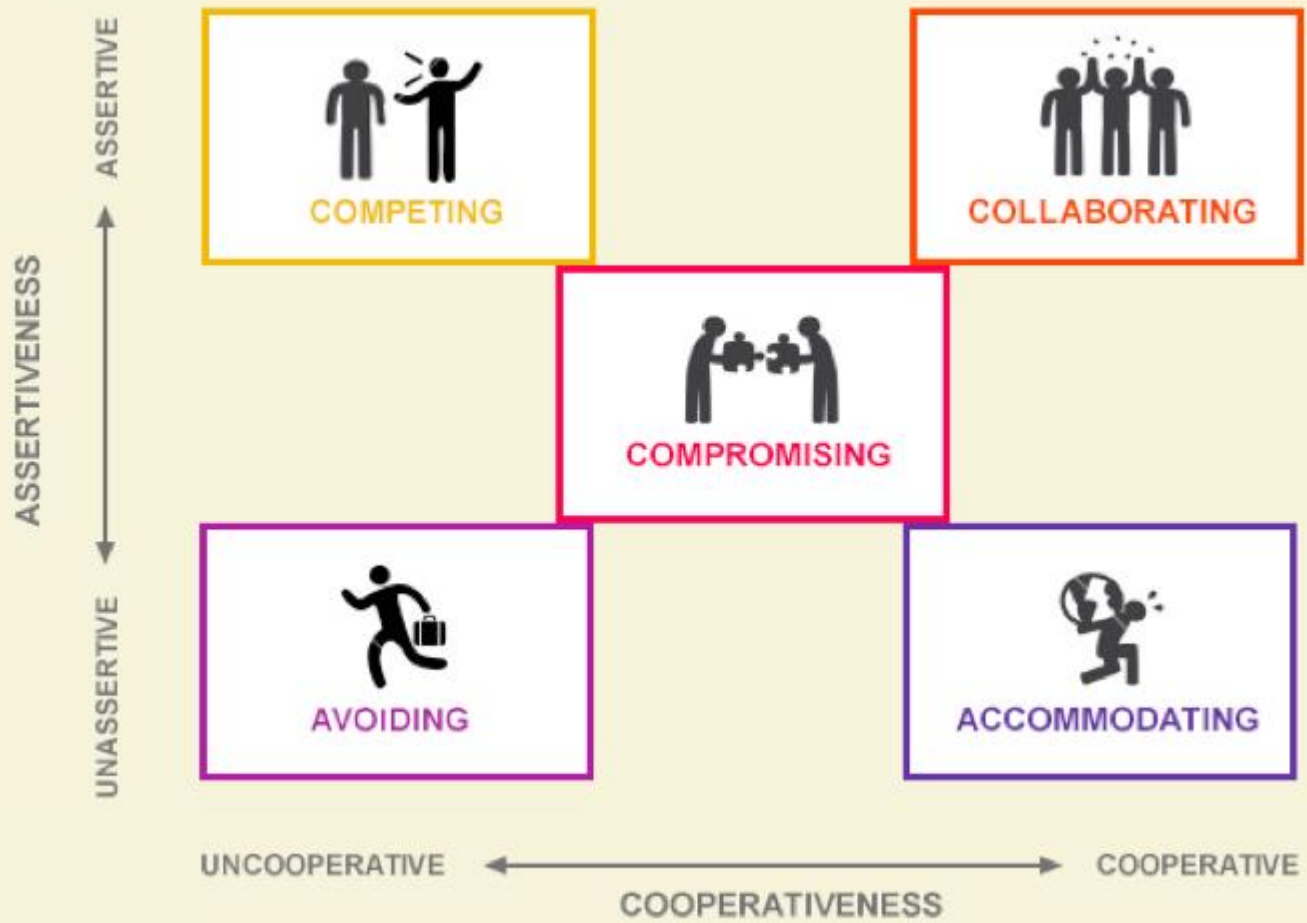
- 1. Adapt the Way You Express Disagreement**
- 2. Know When to Bottle It Up or Let It All Pour Out**
- 3. Learn How the Other Culture Builds Trust (*ie : cognitive/affective*)**
- 4. Avoid Yes-or-No Questions**
- 5. Be Careful About Putting It in Writing**

“Finally, don’t forget the universal rules: When you are negotiating a deal, you need to persuade and react, to convince and finesse, pushing your points while working carefully toward an agreement. In the heat of the discussion, what is spoken is important. But the trust you have built, the subtle messages you have understood, your ability to adapt your demeanor to the context at hand, will ultimately make the difference between success and failure—for Americans, for Chinese, for Brazilians, for everybody.”

Effet sur la résolution des conflits

4 strategies to improve your cross-cultural conflict management

1. Observe how people in the culture handle conflict
2. Ask key informants (cultural experts)
3. Consult cultural sources
4. Observe other people's actions to you



<http://www.mspguide.org/tool/conflict-styles>

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Définitions

Different categories of expatriates

Corporate expatriate: assignment initiated and supported by the company

VS.

Self initiated expatriate (Cerdin & Selmer, 2014)

- self-initiated international relocation
- regular employment (intentions)
- intentions of a temporary stay
- skilled/professional qualifications

Research in United Kingdom, Netherlands, Belgium, Germany and France comparing reasons to live abroad for self-initiated and company-sent individuals:

With Company

1. Impact on Career
2. Potential for Skills Development
3. Professional Challenge
4. To see the World
5. Confidence in Ability to work/live abroad
6. Job on Offer
7. Having Relevant Job Skills
8. Desire for Adventure
9. Desire to live in Host Country
10. Personal Financial Impact

Self-Initiated

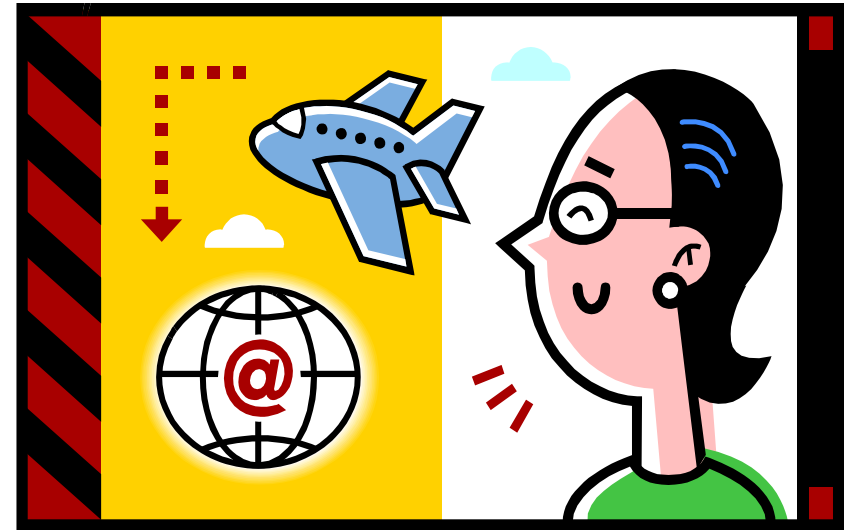
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6. Desire to live in Host Country
7. Impact on Career
8. Having Relevant Job Skills
9. Desire to Live in Host City/Loc.
10. Opportunity to Improve Language Skills

Different staffing strategies

- **ethnocentric staffing:** we hire people from our parent country to fill positions all over the world
- **polycentric staffing:** we hire locals to fill our positions in a host country
- **regiocentric staffing:** we hire or transfer people within the same region (like a group of countries) to fill our open positions
- **geocentric staffing:** hiring the best people to fill our positions without regard to where they come from or where they live

Sélectionner pour des postes à l'international

- L'expatriation s'avère de plus en plus coûteuse
- Quelles caractéristiques prendre en compte pour un recrutement interne ou externe à l'international ?



Principaux critères

- **Compétences dans le domaine d'expertise**
- **Capacités à communiquer**
- **Flexibilité et tolérance à l'ambiguïté**
- **Sensibilité aux différences culturelles**
- **Motivation**
- **Volonté d'apprendre**
- **Soutien familial**

**Accepteriez-vous une mobilité
internationale ?**

**Avant d'accepter définitivement,
qu'aimeriez-vous savoir ?**



Quelques données

Top 10 des meilleures destinations

- | | |
|----|---------------------|
| 1 | Mexique |
| 2 | Indonésie |
| 3 | Taiwan |
| 4 | Portugal |
| 5 | Espagne |
| 6 | Emirats arabes unis |
| 7 | Vietnam |
| 8 | Thaïlande |
| 9 | Australie |
| 10 | Singapour |

Source: Classement 2022 des meilleures et pires destinations où partir vivre d'InterNations.



Top 10 des pires destinations

1	Koweït
2	Nouvelle-Zélande
3	Hong Kong
4	Chypre
5	Luxembourg
6	Japon
7	Afrique du Sud
8	Turquie
9	Italie
10	Malte

Source: Classement 2022 des meilleures et pires destinations où partir vivre d'InterNations



<https://www.lefigaro.fr/conjoncture/expatries-les-meilleures-et-les-pires-destinations-ou-vivre-en-2022-20220721>

Les Français à l'étranger sont majoritairement sur le marché du travail (25-64 ans) avec un niveau d'étude généralement élevé (58% sont titulaires d'un diplôme supérieur). Pour les 2/3, il s'agit de séjours longs (plus de 10 ans). Les **motivations de départ** sont essentiellement **professionnelles** (opportunité d'emploi, rémunération plus élevée, progression sociale).

Ils sont installés à **85% dans des pays de l'OCDE** dont une moitié en Europe notamment en :

- Belgique avec 168 100 résidents Français en 2015-2016 ;
- Espagne (166 000) ;
- Royaume-Uni (152 700) ;
- Suisse (147 400) ;
- Italie (110 700) ;
- Allemagne (109 000)...

Enjeux RH

Mobilité internationale

AVANTAGES

- En termes d'évolution de carrière
- En matière de rémunération (*si contrat d'expatriation*)

CHALLENGES

- Equilibre familial (cf. travail du conjoint)
- Composition de la famille (*enfants, niveau scolaire...*)
- Difficulté à s'adapter à une nouvelle culture
- Manque d'expérience

7 variables à prendre en compte selon O. Meier

- Contextuelle
- Organisationnelle
- Personnelle
- Expérientielle
- Familiale
- Culturelle
- Linguistique

« Recruter à l'international : les bonnes pratiques sont... »

Journal du net Management

1. Ne perdez pas de vue vos objectifs
2. Prendre en compte la culture locale
3. Familiarisez-vous avec les spécificités du marché local
4. Bien connaître les pratiques de travail locales
5. Soyez réalistes
6. Inclure tous les décideurs dans le processus d'embauche
7. Tenez compte des compétences générales
8. Comprendre les équivalences de titres d'un pays à l'autre
9. Apprendre à être un bon gestionnaire à distance
10. Ne pas oublier les bienfaits du mentorat

Les clés pour devenir un manager international

- Maîtrise de la langue
- Codes culturels
- Management interculturel « à domicile »
- Communication
- Soutien local
- Personnalité : ouverture, capacité d'écoute, ouverture et curiosité

Cycle de l'expatriation

- Internal marketing to motivate employee for international assignment

Marketing

Selection

- Developing expatriate-profiles and conducting selection

Different types of cultural awareness training is helpful for each stage of the circle

Preparation

- Preparation of the expatriates and their families (e.g. cultural awareness training, etc.)

Supporting

- Conceptualization of an escorting system during the assignment (e.g. coaching, mentoring, etc.)

Reintegration

- Return planing and reintegration seminar

Employees and their family need to be trained for an assignment in a foreign country

PREPARATION

- Language instruction
- Orientation to the foreign country's culture

ASSIGNMENT

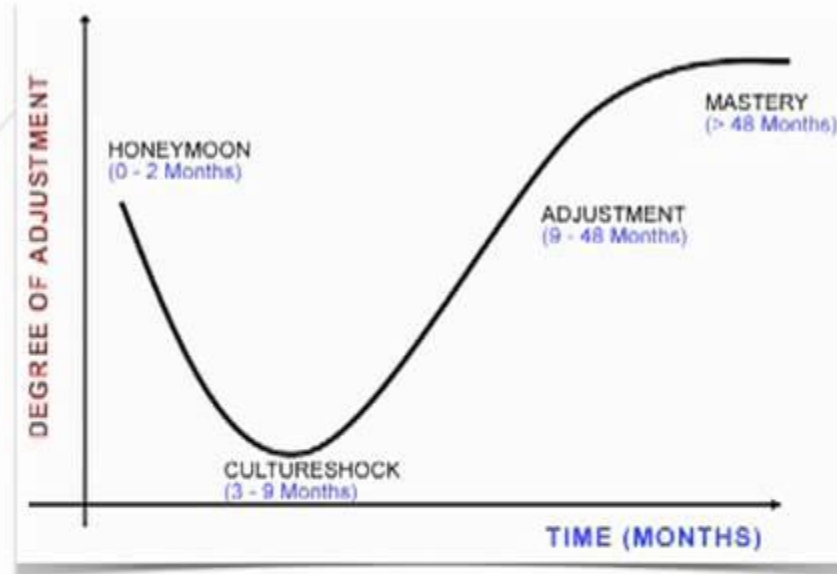
- Combination of formal program and mentoring to understand the foreign country's culture

RETURNING

- Providing information about the employee's community and home country workplace

U-curve of Cultural Adjustment

U-curve Developed
by Lysgaard, 1955



Job Satisfaction Plays an Important Role

HOW MOST STUDENTS EXPERIENCE THE EARLY DAYS OF LIFE IN A FOREIGN COUNTRY

LEAVING HOME

- Farewells
- Happy & sad



COMPLETION OF STUDIES



ARRIVAL IN AUSTRALIA

- Confused
- Tired
- Basically happy



ADJUSTING

- Confident
- Study OK
- New friends & activities

CULTURE SHOCK

- Lonely now
- Missing family
- Food
- Study
- Culture

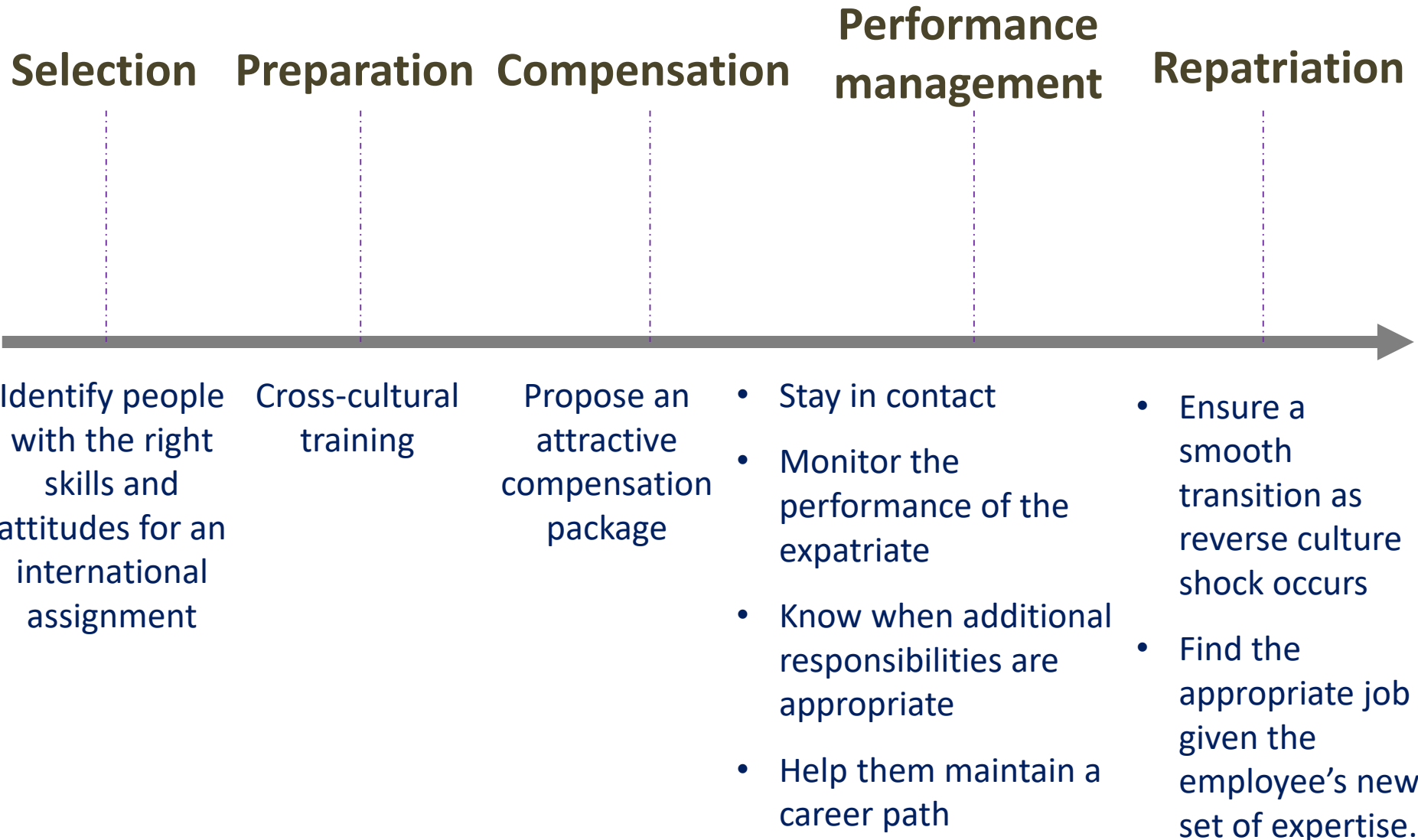


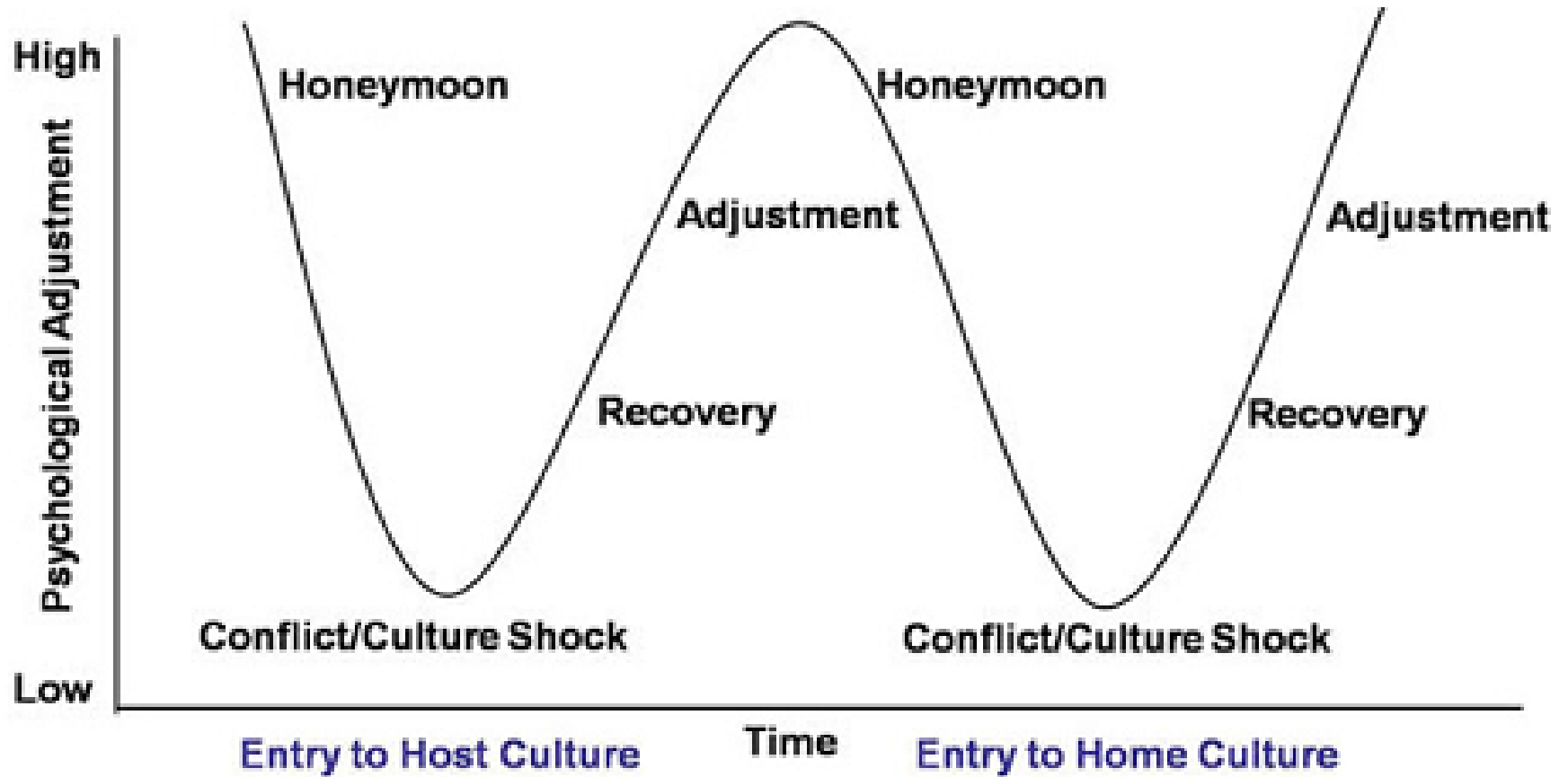
FEELING VERY UNHAPPY

- Was I right to come to Australia?
- Will I achieve my goal?

<https://www.pinterest.fr/pin/294282156881010841/?lp=true>

RH challenges of expatriate management





Based on Oberg (1960) and Gullahorn & Gullahorn (1963)

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Courrier international

« L'expatriation chez les cadres ne fait plus recette »

[Lien](#)