

# EXPATRIATE

## INSIDE THIS ISSUE

### Extraordinary Circumstances: Dealing With Emergencies Overseas

Commonsense planning and an awareness of likely behavior will help you and your family better cope when disaster strikes.

### The "Sharpened" Global Negotiator

Making deals is more than coming to terms. Cultural value systems play a key role in successful business relationships.

*Expatriate Observer* seeks the submission of articles about life abroad and letters to the editor. If you have information or an opinion you want to express, please address it to

Virginia G. McMorrow  
Organization Resources Counselors, Inc.  
1211 Avenue of the Americas  
New York, New York 10036 USA  
virginia.mcmorrow@orcinc.com

**Publisher** Geoffrey W. Latta

**Editor** Virginia G. McMorrow

*Expatriate Observer* is automatically sent four times a year to all purchasers of ORC International Compensation Services data.

Additional magazine subscriptions and back issues are available at the following prices:

With an ICS data service  
**Additional annual subscriptions** \$25.00 each  
**Back issues** \$7.50 each

Without an ICS data service  
**Additional annual subscriptions** \$50.00 each  
**Back issues** \$15.00 each

Discounts are available for bulk orders.

ISSN 1085-682X  
© 2000 by Organization Resources Counselors, Inc.



**ORGANIZATION  
RESOURCES  
COUNSELORS, INC.**

# Observer

A PUBLICATION OF ORGANIZATION RESOURCES COUNSELORS, INC.

## Extraordinary Circumstances: Dealing with Emergencies Overseas

*Jamie Schroder-MacNaughton*

**E**xtraordinary circumstances—hurricanes, riots, forest fires, earthquakes, or floods—can occur wherever you live. However, if such an event takes place in your home country, community responses and individual reactions are largely predictable within a familiar frame of reference. For those dealing with a disaster, having a network of family, friends, and rescue services minimizes the feeling of being alone.

Conversely, an expatriate lacks the familiar support structures and actions of local emergency relief during a crisis, prompting serious concerns: Are there rescue services? Will they function? How soon will some measure of normalcy be restored? Not knowing the answers to these questions increases the stress already inherent in a cross-cultural experience.

The following scenario in Central America explains the range of personal reactions that are likely to occur when a disaster strikes. With this awareness, and a few practical guidelines, you can better cope with emergency situations far from the comforts of home.

### SETTING THE STAGE: HURRICANE MITCH

In late October 1998, Hurricane Mitch battered the north coast and Bay Islands of Honduras in Central America. For almost a week, news coverage reported on the damage to the coastal regions. Although inland

---

areas experienced heavy rainfall, few, if any, expected the hurricane to cut as broad a swath across the country as it did.

Between October 29 and November 2, the rain increased inland and caused severe flooding, broken dams, mud slides, and river torrents. Homes were swept away, and many lives were lost. Utility poles snapped and were washed away, cutting electricity and telecommunications. Water mains burst, and roads were destroyed in many places.

One of the many small villages, Valle de Angeles, experienced all these destructive events. The storm severed the single road to the capital and the outside world in 15 places, covering the road with mud and rock slides in another six spots. For all intents and purposes, Valle de Angeles had become an island. Although the storm washed away 56 homes (or made them uninhabitable), only one life was lost.

With the physical damage came disbelief and apathy among many villagers. Daily living was disrupted and complicated by basic food shortages, the inability to get into the city, and constant reminders of the devastation. The *damnificados* (i.e., a term used locally to include all who lost homes, goods, and livelihoods) were provided temporary shelter in two schools and food by the few small local restaurants. The victims had no way of knowing how long this supply line would continue.

---

Construction, woodcarving, and other regular jobs came to a halt. The mayor's office designed a work-for-food arrangement and eventually sent out crews to restore water pipes, dig out homes partially buried in mud, and begin repairing bridges. The people who went to the mayor's office immediately after the hurricane were expatriates of many nationalities: Road crews were organized under the guidance of a Dutchman, bridge repair by a Guatemalan, and food preparation for the work crews by an American.

The few individuals with cellular telephones made emergency calls to the capital to report on conditions in the village and ask for aid. Staple foods in the only supermarket quickly sold out, and vehicular traffic ceased when all nine of the village bridges were washed away. Days passed before basic foodstuffs and medicines could be brought in by helicopter. Once they began arriving on a regular basis, the local government asked the expatriates to supervise the sorting and distribution in an effort to prevent favoritism or theft.

This experience brought expatriates and villagers together in an effort to cope with the grim situation. Individual expatriate reactions and varying degrees of preparedness and self-reliance prompted the following study and practical guidelines.

While every crisis situation is unique, it is often possible to take steps

**The initial shock leads to aftershock when immediate survival needs have been met and victims now look to the near future.**

---

in advance to help minimize some of the risk and potential impact. Inherent in being prepared is an awareness of three distinct phases that people pass through, following an emergency or crisis: shock, aftershock, and uncertainty.

**Phase 1: Shock.** Once the hurricane, fire, earthquake, or other event has occurred, victims usually experience shock and disbelief. Expatriates in Honduras reported astonishment at witnessing the river rip out trees and boulders and toss them about like children's toys. A few explained that the devastation in some areas was so complete that they were unable at first to fully comprehend what had happened.

Normal daily activities abruptly end, and victims fear for their lives. During this phase, the focus is on safety and security for oneself and immediate family members. Self-protection may even lead to delays in leaving the house or yard.

**Phase 2: Aftershock.** The initial shock leads to aftershock when immediate survival needs have been met and victims now look to the near future. How long will the telephone or electricity be out? Do we have a sufficient supply of prescribed medications if we are isolated for an extended period? How long will our food supply last?

Now compounded by worries about the longer term, victims experience feelings of helplessness and regret when they realize how they could have been better prepared.

---

Anxiety and/or depression when one cannot communicate with friends and family at home are common, along with general frustration at no longer being in control.

During this second phase, the local community may respond to the crisis in unexpected ways, adding to an expatriate's stress level. When looting from shops and houses occurred in Honduras, some people were afraid to leave their homes unattended.

**Phase 3: Uncertainty.** It is frequently during the aftermath of a crisis or extraordinary occurrence that drawn-out abnormalcy brings increased anxiety, anger, and frustration. This period is often a taxing and protracted phase, where victims believe a return to normal conditions is still out of immediate reach.

When food stocks were replenished in homes from the dwindling village supply and water purification was under way for drinking, expatriates in Honduras described their need to remain active in any way possible. Their reason was simply to avoid thinking too much about the next step. Valle de Angeles was physically cut off from the rest of Honduras; no one knew how long it would take for heavy road equipment to arrive after carving out tracks in the mountainside. Without telecommunications and electricity, normal existence was impossible.

## PRACTICAL BEHAVIOR BEFORE AND DURING A DISASTER

Understanding how one might react to an emergency helps you and your family better cope with the situation. A careful assessment of potential risks and a commitment to realistic preparation can help you feel more confident in an emergency and may allow you to contribute to community needs.

Being prepared allows tighter control over your immediate personal environment. There is less need to rely solely on the unknown responses of the local authorities and community. Self-reliance fosters emotional strength, which, in turn, aids in the management of psychological stress—a basic behavioral skill that expatriates need in order to be effective overseas.<sup>1</sup> Therefore, managing psychological stress under crisis conditions becomes even more critical.

The following guidelines for both practical action and realistic behavior should help you better prepare for, and cope with, disasters that may occur during your international assignment.

**1. Think ahead.** Being prepared for an emergency helps you avoid panic and manage fear. Preparations should include an assessment of personal and family needs (see sidebar “Key Considerations for Dealing With Emergencies”). But this step requires more than just careful

thought. You need to take action in order to ensure the safety, security, and well being of your family.

- 2. Understand that sudden dramatic events often occur at the “wrong moment” and try to “read” the indications.** With an approaching hurricane, it would be easy to lay in stores for the family and pets. If the supplies were not needed immediately, you would still feel better, knowing that you were prepared.
- 3. Recognize that dramatic events may cause shock for a little while.** The shock can be similar to initial culture shock or stress wherein one may feel helpless, even terror or anger.<sup>2</sup> In some circumstances, mental and physiological stress may result from overstimulation of the body’s coping mechanisms.<sup>3</sup>
- 4. Be aware that abnormal circumstances can be a part of life wherever one lives.** Therefore, try not to place “blame on country X” for the circumstances or assume that home would have been a better place to be. Natural disasters affect all countries, and living at home is no guarantee that daily life may not be interrupted.

<sup>1</sup>Margaret D. Pusch, “The Chameleon Capability.” Paper presented at the Council for International Education Exchange (CIEE) Annual Conference. (Washington, D.C.: 1993).

<sup>2</sup>D.C. Barnlund, *Public and Private Self in Japan and the United States*. (Tokyo, Japan: Simul Press, 1975).

<sup>3</sup>L.M. Barna, “The Stress Factor in Intercultural Relations,” in Dan Landis and Richard W. Brislin, eds., *Handbook of Intercultural Training*, 2, (Elmsford, NY: Pergamon, 1983).

Know how to reach the local authorities . . . and realistically assess what to expect from them.

## Key Considerations for Dealing with Emergencies

- Register each family member with the national embassy, consulate, or home-country government office (include any special needs); keep your telephone number always up to date; and inform each family member of government contacts. (One expatriate received a message from his daughter at home that was hand carried to the village by an embassy official who hitched a ride on one of the helicopters.)
- Update emergency phone numbers, such as work (both home-country and local), family physicians, friends, and school. (One group of expatriates in the capital was networked so that in case of emergency, each one was responsible for finding out the status of two others.)
- Know how to reach the local authorities—the mayor, police, firefighters, security companies—and realistically assess what to expect from them. (Do they have an emergency plan and/or access to foodstuffs?)
- Evaluate the quality and availability of local medical facilities. Obtain an appropriate first-aid kit and supply of all prescription medicines. (One elderly expatriate had recently undergone heart surgery and was in recovery when the hurricane hit. His prescriptions were running low, and his wife worried about getting him to emergency medical care.)
- Stock up on basic food items, particularly for family members with dietary restrictions or special needs. Gather enough food and bottled drinking water for one month for the family, staff, and pets, and have them readily available at all times. (The first items that were sold out in the village were staples, such as coffee, sugar, cornmeal, beans, and flour. A child with diabetes was almost evacuated to the capital until a supply of ice was located to keep her insulin cold.)
- Have vehicle fuel available for emergency use. (When the gasoline tank was empty, there was nothing they could do because they had not planned ahead.)
- Consider an alternate source of light, power, and food preparation—a generator and extra gas, a large supply of batteries for all sizes of flashlight and radio, camping stove and fuel, gas stove and gas bottles, kerosene for a lamp, candles, and matches. (Without electricity, many families relied upon their generators for light and food preparation.)
- Have sufficient hard currency or local currency in your home to buy airline tickets if you decide to evacuate; credit cards may not be accepted during a crisis. (Following Hurricane Mitch, shops did not accept credit cards for the first three-to-four weeks, although they are usually used in Honduras instead of cash for even small purchases.)

**5. Anticipate the immediate needs of those employed by you, as they may also require assistance.** Having household staff is part of the cross-cultural experience in many expatriate situations. Depending upon the culture and length of your assignment, you may consider staff as extended family. Understand appropriate cultural behavior under normal conditions so that your responses following a crisis will be culturally correct. It is often during extraordinary events that one recognizes how he or she has misunderstood the local culture.

**6. Keep active during the aftermath.** Having passed through the shock and aftershock phases with some level of confidence that your family and home are secure, one needs to stay occupied.

You should, however, follow instinct when pacing your level of activity. According to a long-term expatriate who had experienced disasters in other countries, if one does not feel up to seeing the devastation, let personal and family surroundings become a “secure” zone.

**7. Recognize that family and friends in the home country may not know how to respond to what you have experienced.** Their responses can be initially disturbing and frustrating. “Why don’t they understand and support me the way I need?” some expatriates asked. Those who have not experienced a similarly stressful emergency situation rarely understand the emotional ramifications.

**8. Be patient and self-reliant because they are the keys to remaining calm.** Having made the above preparations and anticipated “what if,” you can now acknowledge that perhaps the local authorities were not as well prepared as your family. The reconstruction, damage repair, or return to normalcy can take longer than previously anticipated.

#### READY AND ABLE IS BEST

Extraordinary circumstances can have a devastating impact on individuals, communities, and countries as a whole. Because expatriates living through a crisis rarely have the necessary home-country support structures (family, friends, employer) on hand, they must be very self-sufficient and rely entirely on themselves and what is available.

Thoughtful preparation for possible crises alleviates the psychological stress inherent in this kind of situation. Serious planning and positive action to protect and shelter one’s family, both emotionally and physically, help minimize the difficulties brought about by an extraordinary event.

*Jamie Schroder-MacNaughton, president and founder of Expatriate Support International, has lived in five world regions over a period of 14 years. She can be reached at [www.expatriate-support.com](http://www.expatriate-support.com)*

# The "Sharpened" Global Negotiator

Linda F. Jacobsen

---

**W**hen you begin to interact with other cultures as an expatriate, the company charges you with the responsibility to meet deadlines successfully, support work teams, increase productivity while decreasing spending, and overcome a whole host of other management challenges related to your assignment. You know best how to accomplish these tasks with great speed, expertise, and professionalism in your home-country office where you have spent a good deal of time learning about the people and the culture within the company. But how do your skills translate when you move overseas to take on a leadership role?

Whether you work in your native country and manage teams from around the globe, or whether you are the sole foreigner in an expatriate environment, you should realize that almost everything is negotiable. Most serious business interactions represent some form of argument or persuasion, which means that negotiating is at the root of the discussion. When working abroad, much of what an expatriate needs to accomplish will be done by coming to terms with host-country nationals.

The classic win-win scenario is achievable within a mixed cultural setting, but it will take more care, time, and research to accomplish. Successful negotiators would argue that it is usually worth the effort to pursue this outcome. A few key words (see sidebar on page 10, "Are Your Negotiating Skills *Sharpened*?") will guide the fol-

lowing discussion of negotiating tactics. Overlaying these key themes with a culture's value systems, the complexity of negotiation becomes evident. The following points illustrate how adding a few more tools to your managerial collection may save time and money, while deepening friendships and alliances with your foreign colleagues.

## **SUCCESSFUL OUTCOMES, SATISFYING COMMITMENTS**

Successful outcomes are relative. In most North American business agreements, the goals are short term and usually based upon firm numbers of product, price, and delivery date. In many other parts of the world, however, a progressively close-knit relationship that leads to lifelong trust—and later business—is more important and satisfying than a precise, signed contract. Your project (or assignment) schedule may not always consider the time you need to develop and deepen business relationships. Consequently, you have failed before you have even begun, simply because you did not know how your counterparts defined success.

The North American looks shallow, rushed, and limited in his or her view, pushing foreign contacts to sign a deal that they feel uncomfortable and unready to discuss. The global counterpart (from almost any other part of the world) appears slow, too social, unable to make a decision, or even unresponsive and sullen with this approach. Both parties thus have a

win-lose, or lose-lose feeling.

The key to successful outcomes in any negotiation is to take time to discover what your counterparts need. “How can I help you get what you need?” is the ultimate credo in the mind of the expert global negotiator.

### LEARNING FROM THE PAST

History is often the expatriate manager’s greatest weakness in negotiating. What came before, who negotiated it, how they are related to this deal, and what previous commitments took place in similar industries all come to bear on your present situation. History involves not only background of the events and persons leading up to a deal, but also the ways in which decisions are rendered.

- In cultures such as the Middle East, Latin America, and much of Europe and Southeast Asia, relationships are made and kept over a lifetime. Connections and previous decisions in relation to those connections all have an influence on each new association.
- North Americans, on the other hand, are often taught to view issues in isolation, to take each item on its own merit, and so on.

The attorneys representing your interests are going to need to take the term “due diligence” to a much deeper level when dealing with cultures seeking long-term commitments. For example, U.S. attorneys working on multinational mergers and acquisitions often find the amount of material they are requested to submit for review

staggering in comparison to a domestic transaction. Time lines extend far into the future, tempers fray, budgets strain, and pressure builds as more “high-context” cultures demand a greater scope of research and numbers crunching.

### AGENDAS: HIDDEN OR OTHERWISE

Agendas are not usually visible, but often revealed as a result of earning and maintaining the trust of your global colleagues. It is sometimes possible to determine hidden agendas by doing your homework to find out who is related to whom, and what jobs and titles those persons hold. In many cultures that value close ties, what a North American would consider shameless nepotism makes only good business sense to his or her counterparts.

The weakness in a foreign negotiation may lie in your failure to assess the gravity of your counterpart’s personal agenda. By not learning to build trust and deepen relationships, you may find that unperceived agendas will cause you to fail, or at the very least to sell out far too cheaply.

### RELATIONSHIP, RELATIONSHIP, RELATIONSHIP . . .

People from lower-context cultures tend to be able to transact business simply on a solid referral from a friend or a few moments of conversation that

In most of Asia, and much of the Middle East, a contract is merely an agreement to do business with you.

---

“feel” right. People from higher-context cultures, which exclude most English-speaking countries, demand time to get to know you before even beginning to discuss the *possibility* of doing business together.

Global counterparts almost everywhere but North America will deeply appreciate the time you take to let them get to know you—and you them. Expatriates must build time into most international projects to allow for the development of long-term relationships.

### KEEP YOUR PRIORITIES STRAIGHT

Priorities can often come into conflict when you are working in another culture. The pressure to meet unreasonable demands from a home office that has little concept of the culture in which you must work, can lead to making promises you cannot keep. In negotiating, it is smart to pad your side of the table with a few face-saving demands or items you expect to throw out in the form of concessions. Here are some other guidelines:

- Timing is a critical element of negotiation. Knowing when to push and when not to, when to walk away and when not to, are also key to your success. When to make small sacrifices—so your counterpart can save face, impress a superior, or otherwise benefit—may mean adjusting your priorities to attain a more distant goal.
- It is also important to know when too much detail can bog down the process. Be willing to go with the flow and allow time to bring up the

---

salient point at a later time, when you may be able to negotiate to your advantage.

- Patience is power in negotiating. Stories abound of the expatriate negotiators from North America selling widgets to their counterparts in Southeast Asia. Aware that North Americans have priorities of deadlines and rapid business decisions, the Asians realize all they have to do is sit back and wait.
- In most of Asia, and much of the Middle East, a contract is merely an agreement to do business with you—all else will be negotiated as elements arise. Corporate legal teams dealing with these cultures need to establish bottom-line priorities for each step of an agreement and leave future discussions unbound. This action allows experts freedom to develop relationships in a culturally acceptable way.
- Another key aspect of priorities is knowing when to sacrifice previous agreements in favor of maintaining good relationships. In China, for example, after a contract has been negotiated, the organization may replace a participant in the original deal. Someone may then approach you to re-open talks you assumed legally closed. Consider the long-term consequences carefully as this point is where many North American organizations fall short.

### Are Your Negotiating Skills *Sharpened*?

- S** Success: successful outcomes and mutually satisfying, long-term commitment
- H** History: due diligence, and background information on all participants and past deals
- A** Agendas: yours, theirs, hidden, and otherwise
- R** Relationship, relationship, relationship: nurturing long-term alliances
- P** Priorities: getting your timing right, and knowing what to throw out vs. what to keep
- E** Ethics: meeting or exceeding the needs for proper agreements on all sides
- N** Needs: finding out what every player needs and working toward the win-win deal
- E** Excellence: quality communication, commitment, and continuity
- D** Definitions: process, goals, and communication indicators

Source: Global Vision Strategies, LLC

- Related to this concept is the notion of commitment to a foreign market. How often do North American companies pull out of foreign operations when economic downturns occur overseas? The companies that “hang tough” become, in turn, a priority to the local infrastructure—and for a far longer period than that in which they ended up taking a loss.

### ETHICS BEHIND NEGOTIATIONS

Ethics represents a gray area for many who may not perceive differences in value systems. Some cultures, usually

---

closely correlated to high-context cultures, are extremely “particularistic.” They will individually weigh and consider each request carefully, looking at who is involved, who will benefit, and how influential the outcome may be for far more parties than the negotiators alone.

Lower-context cultures often tend to be highly “universalistic,” practicing one rule for all with no visible exceptions. It is easy to see black and white clearly delineating the discussions. For North Americans, Northern Europeans, and other nations of British ancestry, the particularistic cultures will appear to be full of corruption, collusion, and bribery. To the particularists, the universalists will seem unreasonable, naive, inflexible, and self-righteous.

Legal departments protest loudly as negotiators quietly do what must be done to secure initial agreements. It may be necessary to offer discreet payments to “oil wheels,” obtain introductions and signatures, and repay favors far in the future.

There is a different way to approach this, but it requires planning and a careful environmental scan of the infrastructure in which you will be working. It entails checking out what your contacts need most and working quietly behind the scenes to ensure that those needs are met.

Setting the tone for win-win part-

**Consistently delivering or exceeding what you promise is the easiest way to be recognized as having a total quality program.**

---

nerships will tell the local business community that your company is not interested in unethical business practices, but is willing to bend over backwards to encourage a successful venture by giving a little more up front. This way is almost always cheaper than bribes or incentives in the long run, and it avoids the worry over legal consequences or government interference.

### **WHO NEEDS WHAT?**

It all comes back to needs. What does your company want to obtain from this deal? What are your counterparts hoping to achieve through the transaction? And what is most needed in the community in which your business will be located? The real win-win scenario is crafted not only by what organizations need, but also by what the community seems to need as well.

### **AIM FOR EXCELLENCE**

Excellence is a standard best set by example. In striving to always give and produce the highest-quality product or service, global recognition comes as a result of the reputation earned.

In your situation, if the host country has not adapted to your home office's way of doing things, you can easily teach a lesson by example.

This concept applies to negotiating, in which the example set by your team will let others know the values that you and your company represent. Commitment to quality, open communication, and continuity of the project are essential ingredients to earning

---

the trust of your global colleagues. Consistently delivering or exceeding what you promise is the easiest way to be recognized as having a total quality program. But these terms are empty, unless you take time to define what you mean.

### **CLARITY AT ALL TIMES**

Definitions are the key feature in obtaining a mutually understood and respected agreement, particularly with mixed cultural interaction. To begin, it is important to define the negotiating process:

- How will you obtain consent to move to the next level?
- Will you provide copious translations of all discussions or create a short document of the points covered?
- At what point do the attorneys become involved to create legal agreements that work for all sides?

Regarding goals, be sure to have a clear idea of your company's goals and priorities. But don't forget your potential partner. Keep in mind that the goals, and even the rules, may change when you are negotiating with someone from a culture strongly entrenched in hierarchy. In these cultures, decisions take much longer, and the term "no" may never be uttered.

This avoidance of a negative response is likely to prompt misunder-

The "Sharpened"... continued

standing for a negotiator unfamiliar with the local culture. It is important to define ways of both refusing and consenting that all sides can understand. Although awkward at first, the effort you make to determine these indicators will allow for open, honest communication, even allowing for cultural differences in verbal and nonverbal behaviors.

**KEEP YOUR SKILLS SHARPENED**

By understanding the values of the people with whom you wish to do business—and what they desire to accomplish—you can move forward faster in developing the precious trust and commitments you need to succeed. Be patient with yourself and your global teammates as you learn, always striving for excellence and goodwill even in the face of shifting priorities. Understand that the process may be a lifelong proposition, one well worth your spending the time and effort.

*Linda Jacobsen is president and CEO of Global Vision Strategies, LLC, a company specializing in global management and cross-cultural training. She can be contacted at lfj@globalvision-strategies.com*

Organization Resources Counselors, Inc. International Compensation Services

North America

Rockefeller Center  
1211 Avenue of the Americas  
New York, New York 10036  
Telephone 212.719.3400  
Fax 212.719.5625

Triangle Plaza  
Suite 520  
8750 West Bryn Mawr Avenue  
Chicago, Illinois 60631  
Telephone 773.380.4530  
Fax 773.380.4535

6600 LBJ Freeway  
Suite 183  
Dallas, Texas 75240  
Telephone 972.702.9039  
Fax 972.991.6471

465 California Street  
Suite 1020  
San Francisco, California 94104  
Telephone 415.591.0990  
Fax 415.591.0999

The Equitable Building  
100 Peachtree Street, N.W.  
Suite 2120  
Atlanta, Georgia 30303  
Telephone 404.681.0008  
Fax 404.586.0230

Other ORC offices are located in Los Angeles, Sacramento, and Washington, D.C.

Europe

Liscartan House  
127/131 Sloane Street  
London, SW1X 9BA, U.K.  
Telephone 44.171.591.5600  
Fax 44.171.591.5605

36, rue des Petits-Champs  
75002 Paris, France  
Telephone 33.1.42.61.6709  
Fax 33.1.42.60.11.22

Holbeinstrasse 8  
D-81679 Munich, Germany  
Telephone 49.89.47.08.46.85  
Fax 49.89.47.08.46.93

Asia

Yokogawa Organization  
Resources Counselors  
Corporation  
Mitaka Takagi Building, 2F  
1-15-5 Nakacho,  
Musashino-shi  
Tokyo 180, Japan  
Telephone 81.422.37.6701  
Fax 81.422.37.6705

20 Raffles Place  
Ocean Towers, #10-01  
Singapore 048620  
Telephone 65.438.0004  
Fax 65.438.4711

Australia

Prime International  
ACN 007.200.875  
17 Raglan Street  
South Melbourne,  
Victoria 3205  
Telephone 61.3.9696.5644  
Fax 61.3.9696.7249

**Looking for Helpful Information on Expatriate Assignments?** Look no further... we have it! For a limited time, you can order back issues of the *Expatriate Observer* for US\$5.00 each (regularly sold for US\$7.50 each). Each supply is limited; order early. Choose from the following topics:

- Chile: Land of Contrasts and Opportunity.** Summer 1998  
\_\_\_\_\_ copies @US\$5.00 each is US\$ \_\_\_\_\_
- Relocating Abroad? You *Can* Banish Some Moving Anxiety.** Fall 1998  
\_\_\_\_\_ copies @US\$5.00 each is US\$ \_\_\_\_\_
- Don't Leave Headquarters Without a Personal Mentor.** Winter 1999  
\_\_\_\_\_ copies @US\$5.00 each is US\$ \_\_\_\_\_
- Relocating the Expatriate Pet.** Spring 1999  
\_\_\_\_\_ copies @US\$5.00 each is US\$ \_\_\_\_\_
- ORC Cost-of-Living Data and Consumer Price Indexes.** Summer 1999  
\_\_\_\_\_ copies @US\$5.00 each is US\$ \_\_\_\_\_
- Staying Healthy on an Expatriate Assignment.** Fall 1999  
\_\_\_\_\_ copies @US\$5.00 each is US\$ \_\_\_\_\_

**Total Cost:** US\$ \_\_\_\_\_ (New York State residents add appropriate state and local sales tax.)

BILL MY CREDIT CARD  VISA  MASTER CARD  AMERICAN EXPRESS

CREDIT CARD NUMBER \_\_\_\_\_ EXPIRATION DATE (REQUIRED) \_\_\_\_\_ CARDHOLDER NAME \_\_\_\_\_

AUTHORIZED SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_ TITLE \_\_\_\_\_ ORGANIZATION \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_ ZIP/POSTAL CODE \_\_\_\_\_

TELEPHONE \_\_\_\_\_ FAX \_\_\_\_\_ E-MAIL \_\_\_\_\_

Make check payable to **Organization Resources Counselors, Inc.** Mail with copy of this form to Virginia McMorrow, Organization Resources Counselors, Inc., 1211 Avenue of the Americas, New York, NY 10036