

- 1) Identify and apply at least 2 of the most relevant dimensions of Hofstede's model and 2 other cultural concepts with appropriate terminology to explain why is Gong struggling in this interview with Carl. Support your conclusions with facts from the case, be thorough in your analysis. (1.5 Marks)
- 2) How does Gong measure up along each of the Big 5 dimensions? Support your conclusions/assessments with facts from the case, be thorough in your analysis. (1.5 Marks)
- 3) Assume you are the CEO of Canadian Shield and you witnessed this interview, discuss and explain which of the management concerns applies here? How would you use OB to effectively address it? (1/2 mark)

Gong had recently immigrated to Montreal. She had 18 years' experience as a financial consultant in China and had two Master's degrees from the most prestigious business university in China. During her time at Dragon Finance, China's leading financial management firm, she consistently received excellent performance ratings and enjoyed an exceptionally fast career progression there. She was considered a valuable asset by her managers and team members alike.

Gong spent two years pursuing studies to get Canadian accreditation as her certifications were not recognized in Canada. In order to pay the bills, she engaged in temporary work like being an UBER driver, interior decorating and offering on the spot portraits/caricatures at various tourist attraction locations.

Recently, Gong was elated to receive recognition of her credentials which meant she could resume her career path for which she had taken a hiatus. She spent 8-10 hours per day researching financial consulting firms and customizing her CV and cover letters for each submission she made. Her efforts were often rewarded with interviews, but somehow, she did not seem to be able to get past the first round of interviews.

She started to think about her interviewing decorum. Although, the variety of interview questions and techniques made her feel anxious and sleepless a few nights before a meeting, she could not find any flaws with her approach. She had always used the same interview techniques back home, and she often received positive feedback about them from recruiters, therefore she was perplexed. When interviewing, she was always careful to completely understand and answer the questions asked to her. She avoided prolonged eye contact (only darting glances), interruptions to the recruiter's dialogue and only spoke when asked a question. When asked about salary expectations, she told them that she would be open to any offer they made as long as a stable job was being offered.

She wondered if the recruiters had trouble to understand her through her accent, although she had served many expatriate clients in English in China without any issues. She had heard of the phenomenon of the glass ceiling and pondered if the Canadian business world was still dominated by men with few prospects for women, especially from different cultural

backgrounds. She figured this was the logical explanation as all her research pointed to the fact that the industry had a talent shortage and prospects were excellent for qualified candidates.

Today she was interviewing at Canadian Shield, the most prestigious financial firm in the country. She was going to try to brush off her past experiences and make the most of this opportunity, she bolstered her confidence by recalling her many successful interviews in China.

Carl, is originally from Toronto but moved to Montreal when he was a teenager. Carl is the hiring manager, had worked at Canadian Shield for 20 years, he had seen many employee profiles and was seeking to fill a recent vacancy from another employee who was not a good fit for the job. Carl had managed many employee profiles during his tenure, he had concluded that a successful candidate must be an achiever, highly autonomous, have excellent people skills, confidence and the ability to be candid. HR wanted to join in during the interview, but Carl declined as he prefers to ask the questions that he feels are most pertinent for his hiring needs.

Carl's manager, Rob knocked at the door, Carl had a brief exchange with him about their evening plans to attend the hockey game. Once Rob left, Carl jumped right into the interview and asked Gong about her greatest accomplishments at Dragon Finance. Gong instinctively took a modest approach and sang the praises of her managers and team mates to avoid being perceived as boastful. She went on to explain how her department was the most profitable of all the divisions at Dragon Finance by the time she left. She omitted to explain that her long hours of networking with the various local business associations outside of company time had eventually paid off with large and steady investments from her business contacts. Carl held back a yawn and looked the clock on the wall.

Next Carl asked about how she would handle a manager who was incompetent. Gong's paused as she tried to understand why this company would ever hire a manager with such a disposition. Gong answered that as a team, all members have the responsibility of supporting one another, even when things are not going so well. Gong also mentioned that the incompetence could be overlooked if it was not causing major issues in order to allow the manager to save face. Carl then looked at his phone and mentioned that he had a professional emergency to tend to. He thanked Gong for her time and quickly ended the interview. One week later, Gong received an e-mail from Carl explaining that he had hired someone else for the position.

After reading Carl's e-mail, Gong thought about the possibility returning home where her former manager at Dragon Finance was eager to have her return. Feeling discouraged, she decided to call her best friend then a former colleague at Dragon for advice.