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World Trade's Effect on Company Strategy, Employees & Culture™

Winter, 2017
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INTERVIEW

2017 - New year, New Thinking for the New World we will be living in

Announcing Destination TAIWAN
Page 20

UPSKILL to MOBILITY 4.0

WENDY KENDALL,
UK-based, Organizational Career Specialist

Innovative Global Mobility 4.0
Page 9

IRAN CHRO SPEAKS

PEYMAN DAYYANI,
Chief Admin & CHRO
Dana Energy

Iran prepares for global business: Global HR Issues, Challenges, Opportunity
Page 16

TECH & CUSTOMER EXPERIENCE

JEFF WANGLER,
President, AIRES Relocation

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Page 6

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INTERVIEW

Edwin B Cohen,
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Table of Contents Pages 1 - 24

1	Cover	9-15	Interview with Wendy Kendall
2	AIRES	16-19	Interview with Iran's Peyman Dayanni, Dana Energy
3	About INTERVIEW + Contents	20-22	GlobalBusinessDestination Taiwan
4-5	Information about New York + Silicon Valley	23	Is Globalization bad?
6-7	Interview with Jeff Wangler, President of AIRES	24	Conversations
8	Conference information		

Why Publishing again?

INTERVIEW is special (to me) and because of the uniquely specialized content. INTERVIEW could be a valuable resource to every CHRO and HR Generalist in the world. ***It's this view, this dream***, that's a driver for me.

The dream: Business people will recognize the top-quality presentation, understand and value the risk-taking that went into the creation, development and production of the edition. With that, smart execs would see the value of placing their logo and message-link inside the subsequent editions.

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2017 Readership & Reach

2017 audience sessions / reader-page views
19,556 January 1st – March 7th from +100 countries

- **55% US & Canada**
- **25% Europe**
- **16% Asia/Pacific**
- **3% LatAm/Carib**
- **1% MidEast & Africa**

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GLOBAL BusinessNews™

World Trade's Effect on Company Strategy, Employees & Culture™

NEW YORK • March 30

VENUE: Downtown Club
60 Pine Street, NY 10005

Board wants 100% ROI on talent strategies;
Resilient mobile talent;
Psychology of customer experience;
Innovative compliance;
Mobility as a profit center?
Brexit impacts property London & NY
How to take GM strategic;
Creating Value from Mobility to get ROI

AGENDA

7:30	Boardroom Breakfast, theme: Boards demanding 100% ROI on Talent Strategies/Mobility
8:30	Moderator's Delegate Intros
9:15	Brexit impacts NY & London property prices
9:45	Coffee break
10:15	ROAR! How to build a more RESILIENT mobile workforce
11:15	Innovative mobility expense management
12:15	Lunch
1:00	New Workforce Dynamics
2:00	Break
2:15	Mobility 3.0 - get ready!
2:45	Break
3:00-5:30	Talk Show - interviews and conversations with leaders
5:30-6:30	Reception

Thought-Leadership

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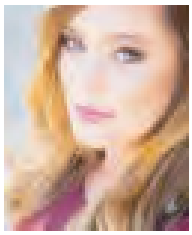

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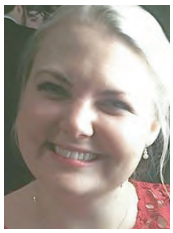

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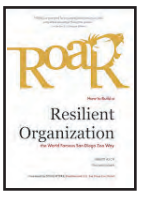

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Accelerating development and performance of the new workforce on assignments to add value to the company

Thursday, May 25 from 11:15 – 5:30
2025 Hamilton Av, San Jose 95125

ebay

Review complete agenda: https://lnkd.in/gQNxehi **Registration is open. Questions? Call 619.787.3100**

MAY 25, 2017 - SAN JOSE
PROGRAM AGENDA

ACEELERATING PERFORMANCE TO ADD VALUE TO THE COMPANY
BUSINESS TRAVEL, BIG DATA, COMPLIANCE
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TALK-BACK

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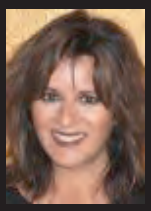

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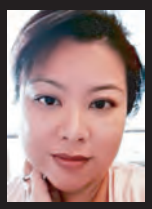

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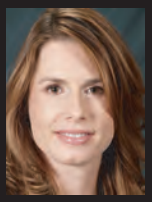

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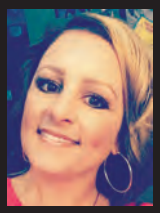

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Featured INTERVIEW

INTRODUCING MR JEFF WANGLER President at AIRES

32 year career in transportation, logistics, domestic and international relocation and mobility services. AIReS serves the relocation industry and has been a mobility leader since 1981.

GlobalBusiness
AIRES has recently undergone a rebranding project. Please tell us a little bit about that? What has changed about your approach?

Jeff Wangler
Our approach really hasn't changed. We've always felt that our strengths have been our dedication to people, processes, and technology. We saw the re-branding as an opportunity to refresh and put these concepts front and center, but AIRES is still the same organization we've always been. Our professionals are still great at what they do. They're inspired by a caring attitude and a drive to serve.

GlobalBusiness
Let's talk a little bit more about your technology. How have you managed to stay innovative in the industry?

"...specialists do their job at peak "

Jeff Wangler
Our technology innovations have been driven by the needs of our clients and changes in the relocation industry. We like to consider ourselves a technology company that happens to provide relocation services. From the early days, we've listened to our clients and created customized solutions that we can then offer to our entire client base. We've also closely followed trends in the relocation industry and created tools to adapt to the changing market.Our ultimate goal in developing technology is to automate and simplify processes as much as possible without losing that human touch. Instead of having technology replace a person, our goal was to have it powerfully assist our specialists. For example, our system automates service delivery, expense management, and issue resolution, but it doesn't remove the human element from any aspect. Instead, it provides system generated support and guidance, allowing our specialists to do their job at a peak level.

"... dedication to people, processes, and technology"

We named our suite of tools RELOx, based on the tech industry concept of "UX," the user experience. Our goal for every piece of Aires technology is to have it be intuitive and easy to use. Powerful technology without the end user in mind is basically wasted effort.

"... driven by the needs of our clients and changes in the relocation industry"

bring it all together.

It always seems like we have more to do and less time to do it. The ultimate mobility management tool is Aires RELOx℠. This suite of relocation technology solutions brings you the full relocation experience — at your fingertips. Our tools have been designed from the ground up to allow users to view, manage, and track account details, combining ease of use with the maximum functionality you and your transferees crave.

It never gets used.
With that in mind, we developed Web and mobile tools that are both simple and powerful, guaranteeing they'll be useful to our clients and their employees.

Jeff Wangler
Definitely. We were very excited this year to release SpringBoard℠, a self-service lump sum management tool. We've seen a growing trend in the past few years. For certain employee groups, companies have reduced benefits, opting for a lump sum payment instead of full service benefits.

GlobalBusiness
Can you provide an example of how you've used technology to adapt to a changing industry?

"…SpringBoard?, user experience in mind…"

Jeff Wangler
We developed a state-of-the-art, user-friendly site, but we backed it with a human element.

We made sure the service partners available are the same vetted partners available through our primary vendor network, and support from an AIRES specialistis always available so that the employee has a lifeline anytime there are questions.

One other trend we have noticed is mobility managers wanting to streamline their own processes and have things be more automated and simplified as they take on more and more responsibility.

At the same time, we've seen more employees, particularly

"…technology company that happens to provide relocation services… without losing the human touch"

Millennials, that are more interested in managing their own benefits.

We knew that we needed to address these trends head-on and create a tool for the lump sum employee population, but we had to do it the AIRES way. Even the most independent person can find moving from one city to another daunting. We didn't want to just create a site where the employee could login, see their balance, and basically be on their own throughout the move. So, when developing SpringBoard℠, we kept the user experience in mind.

"… driven by the needs of our clients and changes in the relocation industry"

Companies want to go to one RMC, a one-stop shop, and have them manage the process with their staff and their technology, making the total relocation experience satisfying to the employee and streamlined for the corporate client. □

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It's all about Global Business requiring MOBILE TALENT.

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By design, "live" **GlobalBusiness** training conference workshops are not a trade-show atmosphere because we have been advised by top-tier leadership to avoid it. **GlobalBusiness** trainings are smaller by design and very, highly-interactive in every session. Who's involved typically? CHRO and VPHR, functional leadership from talent strategy, recruit, OD/Learning, Rewards/Compensation & Benefits, tax & legal, Mobility. In some of the trainings, Risk Managers, BusinessTravel, CFO, CMO, technology.

Scope & Depth

Conference #1 was presented in October 1984 in association with Los Angeles Area Chamber of Commerce inside their Bixel Street headquarters. At the time, we publishing **CALIFORNIA BOUND®**, a glossy recruitment/relocation guidebook to communities, education resources/schools, lifestyles. The Chamber was a large customer and they are asked for our assistance with their membership campaign. We suggested they partner with us in a conference to be held inside their building; we would bring several prospects. They agreed and via good marketing attracted almost 200. It became the beginning of something and we named it, California Relocation Council™. In the audience were HR and relocation representing a variety of companies and industries; including: Apple, Union Bank, Chevron, BofA, EY, Boeing, Northrop Grumman, TRW, US Air Force, DOD, Jet Propulsion Lab, CalTech, UCLA, USC, Fluor, Paramount Pictures, 20th Century Fox, ABC Broadcasting, Disney, Wells Fargo, and many Realtor Relocation Directors from various agencies such as Century21, Coldwell Banker, and prestigious independent real estate firms, developers, and others. Since then +300 "live" events have been organized, financed and presented across the US, Mexico City, Canada, Panama ('06), Brasil (1st time '09), London (1st time '97), Paris (1st time '99), Amsterdam, Brussels, Madrid, Frankfurt, Mannheim, Munich, Cologne, Vienna, Roma, Milano, and in Switzerland 13 times.

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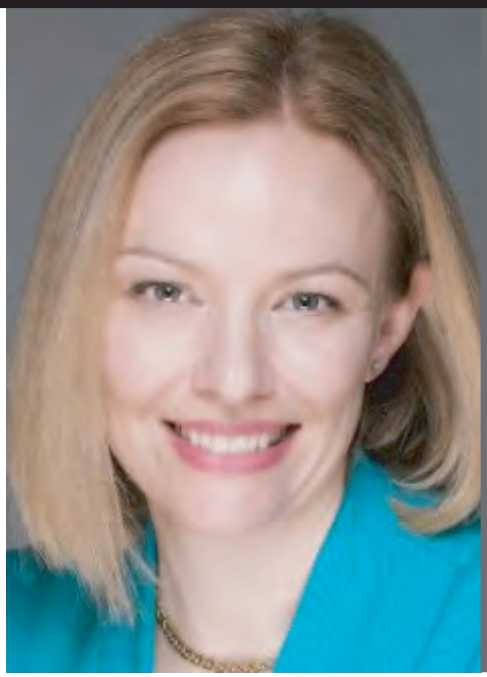
Featured INTERVIEW



INTRODUCING WENDY KENDALL

Based in the UK. Wendy Kendall is a global career / talent strategy expert and an executive coach. Wendy advises corporations and executives to think differently about global talent development. She's an organizational psychologist for more than twenty years and was a U.K. military psychologist. Wendy has lived and worked overseas for the past 15 years. She established her own practice in 2003 and has worked with nearly 3,000 global leaders and managers in that time.

Her work has focused on assisting multinational companies and international NGOs, that's nongovernmental organizations, such as Brookings Institution and Carnegie Endowment for Peace, Gates Foundation and others.

Her work, once again, has focused on assisting these companies and organizations to implement global talent development strategies that prepare their future leaders for what's called the fourth industrial revolution. WendyKendall.com

LET'S WELCOME WENDY KENDALL

Wendy Kendall
Hi, Ed. Thank you. Really a pleasure to be here with you.

GlobalBusiness
It's my pleasure. You have written some posts, they are wildly popular on LinkedIn and through different business channels. What is the fourth industrial revolution?

Wendy
This topic was actually the subject of the World Economic Forum at Davos 2016; they had a week's worth of activities trying to explain explain the coming of the fourth industrial revolution and what that might mean for business.

Putting it very simply, this is the age of hyper-connectivity and the breaking down of silos across the world. It has implications for global talent development in many different ways. That's really what the fourth industrial revolution is in a nutshell.

GlobalBusiness
Let's back up a little bit and go a little deeper. What was the third industrial revolution?

Wendy
The third industrial revolution was the age of computing and digitalization and we saw the growth of computing power across the world.

As we move into the fourth industrial revolution we're seeing that computing power becoming highly networked and exponentially powerful and ubiquitous because of that.

GlobalBusiness
This is digitalization? What is that in a nutshell?

Wendy
What we have essentially is we have the growth of the internet, but then through the addition of sort of sensors, which are attached objects, we now have the growth of the internet-of-things, so the internet which was already connecting people through computers is now connecting people and objects through computers.

"Applying similar principles, the objective is to help global companies better engage and better connect / communicate with their employees so the employee (and family), capitalize on their talents... and so that companies can better measure the ROI of their global talent development programs."

What is also happening is that those sensors are becoming smaller and smaller and they're being embedded into biological systems. That's where we get this sense of hyper-connectivity that is just spreading and moving across the world. As I said earlier, it has a lot of implications for the future of work and the way in which jobs will be the kind of jobs that people will do in the future.

GlobalBusiness
The sensors that you mentioned, we're not just thinking about security precautionary sensors, this is probably the foundation of the smartphone, isn't it? It's senses where you want to go or what you're thinking and it connects you or… fills-out the rest of the sentence or word …or whatever.

Wendy
Yeah, exactly. That's just one example of it. I mean in addition to those sensors that are in either handheld devices or in everyday objects in our homes, so the idea of a smart fridge, which will order your food for you, going now into biological systems where ... I mean at the moment people have, for example, these Fitbit and those are kind of devices that they attach to themselves that monitor their sleep, that monitor their wakefulness, the amount of activity they do, the kinds of activities, the geography there at, the geographical location. Alongside all of those sensors we also have the rise of artificial intelligence, which is giving us so much more processing power, starting to anticipate the trend of what groups of people will do and what also individuals will do.

That's essentially meaning that we're starting to create a situation where we can harness all of the people in the world. The kind of collective talent and creativity and potential for the creation of knowledge of much more than we ever could do in previous time.

GlobalBusiness
Fascinating, isn't it?

Wendy
Yeah.

GlobalBusiness
You are a psychologist, so here we are talking about things and a psychologist deals with people … so therefore, define the problem and then talk about a solution.

Wendy
I think the issue is that the fourth industrial revolution is really going to change the ways in which we interact with the world around us. That's one part of it. Questions exist: How do we now interact with the world around us? How are we going to be interacting with people in the world around us in the future? Think about the idea of 'virtual reality'.

GlobalBusiness
Sounds like 'twilight zone' stuff.

Wendy
Technology is growing so quickly, virtual reality is really coming online and into its own that when we think about it from a global talent development point of view or a global career point of view, we could even be in close collaboration with people all over the world through a virtual reality context. This is changing both the way in which we interact with the world, the way in which we interact with people and therefore the nature of the job that we will be doing in the future as well. All of those things will have an impact on how companies grow and develop and deploy talent across the world.

GlobalBusiness
Now with that in mind, we're both dealing with multinational organizations, many of these organizations, I mean we're talking about people who run the organizations. Computers may run the world, but people run the computers.

Wendy
So far. Exactly.

GlobalBusiness
But the policies and practices haven't kept up or really haven't tuned-in on maximizing the way this connectivity can work, especially when we're talking about

about mobility of people and communications, it's all there for company managers in the home office to communicate with somebody even though they're thousands of miles away but they're not doing it as well.

Wendy

Exactly. I mean one my main concerns when I've been working with people who are identified as global talents working for multinational corporations and they're being sent around to different global assignment and what you start to see and in discussion with global talent directors and so on, the discussion that we've had is around the ways in which we're supporting people in those careers and in those positions.

We are still or have been supporting people in essentially transmitting knowledge across the world. Why would you send an individual out to live in another country?
Very often it used to be in order to take knowledge to that country, to That new place and to spread that knowledge when they go there, share their working practices, their new ideas about how to work and how to create business. At the same time there's also an idea that we move people across the world so that they can receive knowledge, so this is, let's say, an idea of receiving and transmitting knowledge through global assignment. With hyper-connectivity essentially we're starting to move to a position where we need to think about creating value through these global assignments.

Rather than just transmit the knowledge or receive the knowledge we actually need to be harnessing all the potential of that link, so why would we send the person to go and live in a country in the future... if they can get on VR headset and they can be in close collaboration with their team anyway?

What inherent value would it have? How can that activity create value for people and for companies as well?

I think this highlights the ways in which we need to start changing our thinking around the why... and the how ...and the what .....when it comes to global talent development for the fourth industrial revolution.

GlobalBusiness

VR, virtual reality, have you ever put on one of those headsets? I haven't.

Wendy

Not one of the newest ones, but the funniest thing is that the very, very first project that I worked on when I left my master's degree and I went working for the military was to help engineers develop virtual reality training for soldiers, so even 20 years ago we were exploring how could we network people across the world and have them train together in a virtual environment. I can tell you the technology that we had 20 years ago was really clunky and really heavy compared to what it's like nowadays.

GlobalBusiness

OK, so now let's get back to the existing world of global talent, the rise of a global middle class, which means a lot of people in different countries around the world who may or may not working for multinational companies but they have a smart phone and they know how to code and so they're able to communicate.

This is the future for our kids or grandkids and yet that future's now, particularly because of the rise of next gen age brackets and kids now 20 years old and about to enter the workforce, it's going to be very different than it is right now, isn't it?

Wendy

Very interesting; one of the messages that we've been sending people when it comes to growing your career across the world, one of the philosophies has

Wendy
been that we need to show the ways in which we're similar to other people across the world.

A nice thing if we can demonstrate our similarities and our commonalities, but when it comes to growing a global career the impact of this hyper-connectivity has been to kind of flatten the market, so at the same time as everyone having a stake in having a global career it means you're competing potentially against everybody else in order to make your next career step. The key thing that we have to start thinking about is… what makes us different and how is that valuable?

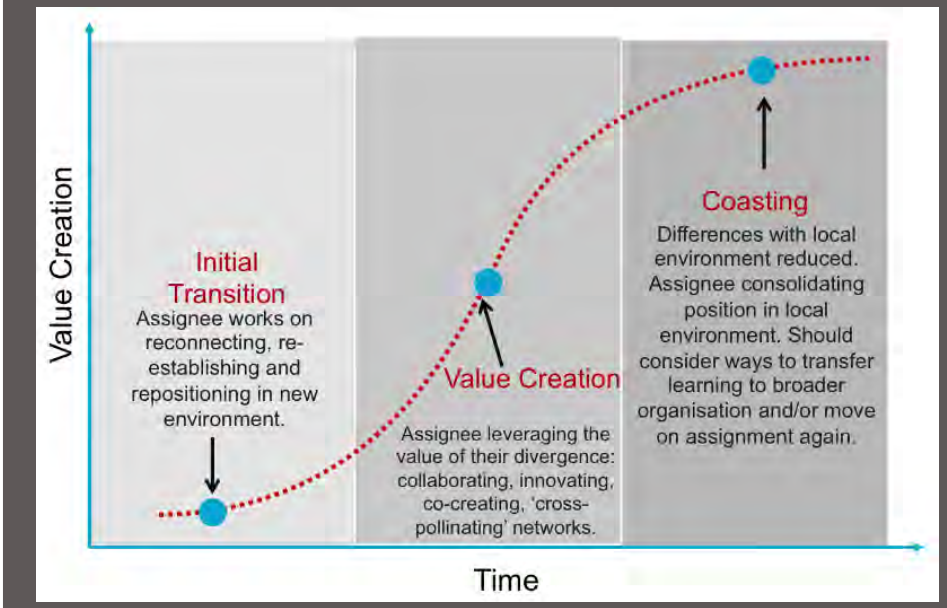
I have a 19 year old daughter who's just heading off into the world of work and when I think about what I would advise her to do when it comes to applying for, whether it's internship or whether it's her first position in a global multinational, I would be saying to her, "Think about what are the ways in which you're different …and what are the ways in which you can bring value to a team through your differences."

That implies as well that we need to enhance our abilities to collaborate even though we're different from other people, but that is really a big point and a big change that this fourth industrial revolution is going to have on us.

We have to get really clear about where we can add value, where can we create value, and how can we harness our differences and our uniqueness.

GlobalBusiness
You're talking about 'global mindset' but from a different perspective.

Wendy
Definitely. I mean what really struck me when I look back into how we



approach global mobility is a lot of our philosophy was around what they call the 'U-shape curve of integration' and this is a model that's going back even to the 1950s and the world was a very different place in the 1950s compared to now. The u-shape curve portrays changes that are emotional and somewhat physical during the stages of a relocation experience and how people are impacted, and therefore how organizations are impacted.

So now the question must become, How can we help people to be 'less different' and how can we help them to experience 'less of a downturn' in their success after they have a move abroad?

When we look at that u-shape model it's essentially a deficit model, saying "What are you missing and how can we fill the gap?"

We have to start thinking about this… how can we ensure these cross-border moves are actually creating value for us and the company.

GlobalBusiness
OK but first I have a question. Let me describe, for simplicity sake, the situation.

.
The U-shape means… I'm going on an assignment and will at first be going out and enjoying new restaurants or walking down new streets or out and about enjoying the nightlife, cafés and meeting new people. Then you settle in, especially if you have the family with you, two or three months later, oh …the feeling sinks in… where am I? What has become of my regular activities and my life? You miss the familiarity of home and the comfort and you feel apart and you're losing contact with people, the life, and what's going on in other people's lives …and with demands at work and expectations of bosses and coworkers, well, all of a sudden it just piles up.

So therefore, the U-shape portrays when you dip-down into depression or confusion… or being alone …and the new people around you seems real foreign, strange, and one day you wake-up and you don't know where you are any more.

Then after a while, perhaps with help… with training… or with a new or right attitude … or somebody

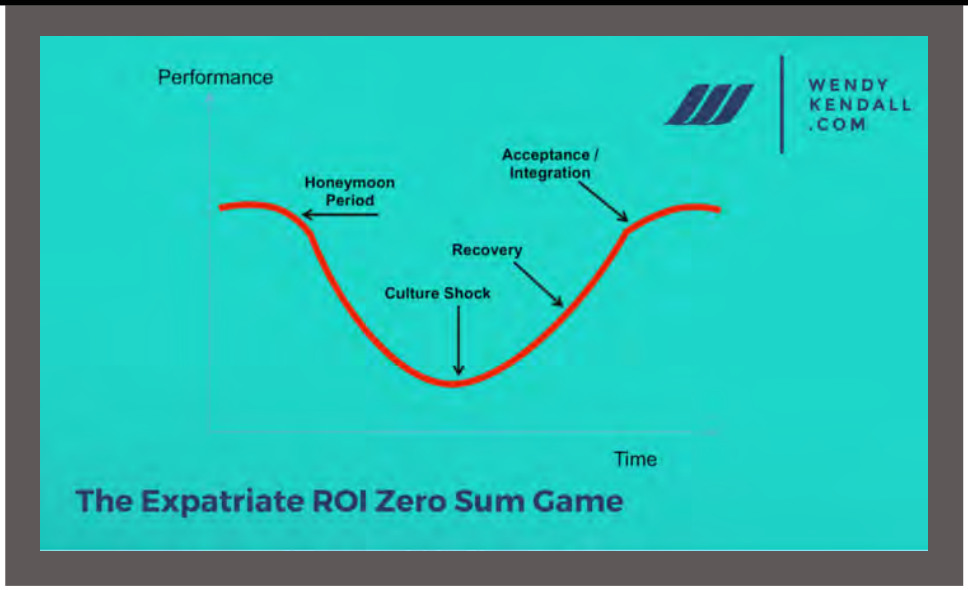
reaching-out who's been there already and done that before … they speak-up and talk with you, help you get back… get into a new frame of mind… you 'come back up' if you will. That's the U thing, right?

Wendy
Exactly, so the bottom of that U-shaped curve is essentially what gets called culture shock, so the idea is that perhaps with more and more exposure or more and more understanding you eventually recover out of that culture shock and you get to a point of acceptance of integration. The smoothing out of that is the smoothing out of differences between you and your new culture.

GlobalBusiness
Now, all that takes a lot of effort and time and yet this type of situation is not new to the company… it's been going-on for years and years, but there is another way of looking at it … more of an S-curve?

Wendy
Exactly. It's really a mathematical curve that has been used to explain other things, such as the spread of innovations. The S-curve has been out there, it's not just a creation out of one individual's head. Here was the idea that struck me when I first moved abroad and we were talking and I went on some of these workshops as well, talking about culture shock, and was exposed to this U-shaped curve of integration and the thing that really struck me was that when I was working for the military they never planned for a U-shaped integration curve when they deploy overseas.

They planned for more of a S-curve. They say, "Okay, we're going to deploy to a new an environment, we need to 'hit the ground running' … we need to be successful as soon as we hit the ground …and we need to learn rapidly



…and we need to get the job done to reach a certain objective in the minimum amount of time," and depending on the circumstance, with the minimum of casualties.

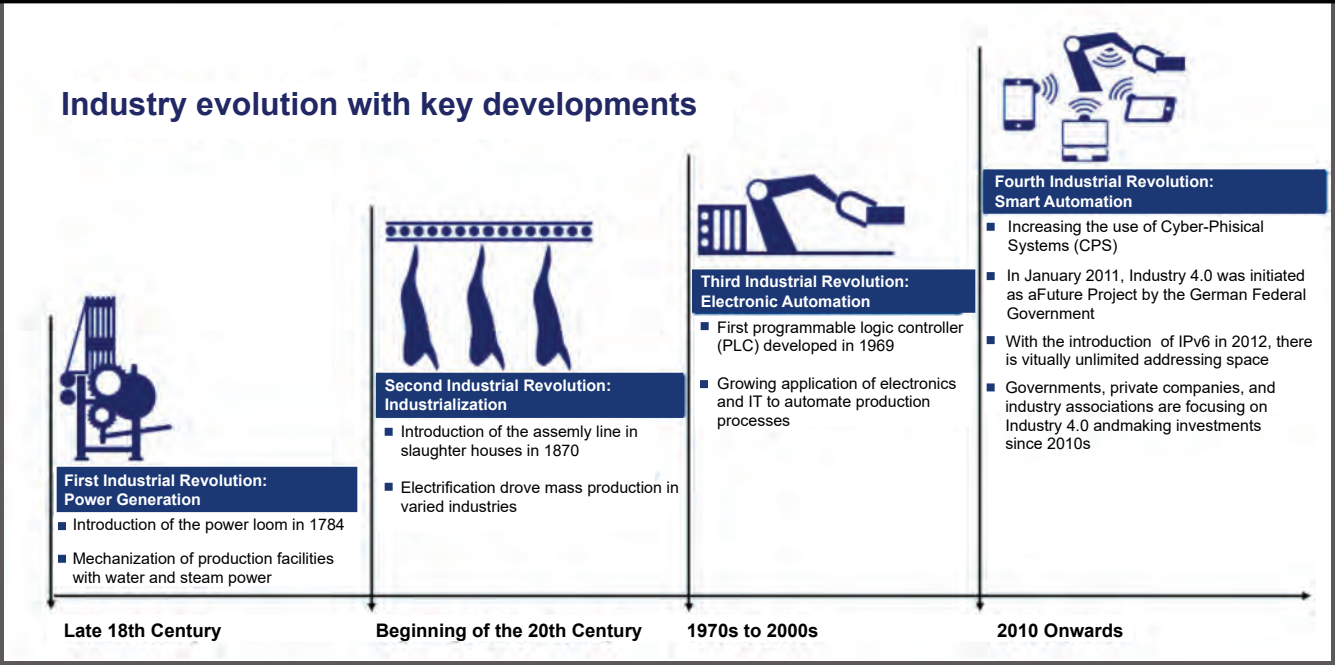
They don't plan for a U-shaped curve, it's not the mindset.

What they do is they look at an initial transition period while the guys are learning about how to operate in this environment and then a big upsurge in ability to operate.Then, okay, we've achieved our mission, we're now ramping down and then we're going to move on to the next deployment afterwards.

For the military it's more of a series of S-curves and just having had that experience of working with them really made me question whether we could apply something like an S-shape mindset to the processes of moving people across borders within a multi-national company.

GlobalBusiness
So this is helicoptering …hovering over the assignee and family with coaching. In other words staying in touch and not really being like a helicopter mom, but to have an expectation that there will be issues and avoiding that, if you will, through continuous learning, acculturation, integration, localization to some degree, every step of the way rather than wait for something to hit bottom.

Wendy
Yeah, it's planning for this to be a growth experience. On the one side we can talk about the trauma of moving across a border, which is a bit more of a U-shaped idea,but at the same time psychology anyway,we know that when people are exposed to stresses and challenges actually there's a lot of growth that is stimulated because of it. Let's plan and work for that ratherthan planning and work-ng for the downturn. What would that look like?
That would essentially mean helping individuals, first of all, to understand why they're going on a global assignment and what kind of value they can create when they get there.
That's a really, really important point. At the moment, do we ask the family how is this going to create value for you? Not so much. Not in my experience. Do we really focus on helping the person going on assignment to identify what's the value you're going to create with the differences you're bringing?
Because the sense of getting lost in a global assignment comes from being told all the great things that you know you do well, all your talents and abilities, well now you've got to kind of smooth them down so that you can fit in and not put your head above the parapet too much, don't be too different. That causes a loss of identity and the downturn in the experience that people have.



THE FOURTH INDUSTRIAL REVOLUTION

We need to be setting-up the environment and setting-up the mindset to look for and harness the ways in which the assignees (and family) are going to create value.

GlobalBusiness
Doesn't it sound obvious to you?

Wendy
I agree. I know. Yeah and I'm not the only one talking about this as well. I think this is a occurring to more and more people when we're start-ing to question these kinds of models and mindset that we've been holding so dear for kind of sixty or seventy years now.

GlobalBusiness
Right. As we come to a close of this conversation I want to bring up the recent article, "The Expatriate ROI Zero Sum Game," and this exactly is what we're just talking about, isn't it? It's not going to necessarily be a zero sum.

In other words, how do you measure and where can you find the value? How can you identify it and on an individual basis? Now doesn't this cost a company a lot of money?

I suppose it will cost the company even more money if the assignment blows up, but doesn't it cost money to do this?

Wendy
To do the S-shaped curve it's going to cost at least as much money as the U. The difference is in the questions you ask and it's free, the last time I looked, to ask different questions; be ready for success, plan for it…create value from the person's differences and uniqueness… and apply that forward.

GlobalBusiness
… makes sense to me.

Wendy
Why did I call this the zero sum game?

Companies have had to struggle with capturing the return on investment from global assignments. As you rightly said, they're very, very expensive.People on global assignment aresome of the company's most ex-pensive employees and if it goes wrong then it's a huge cost to the company, but it's also a huge cost to the person and to their family, so there's a lot invested.

When you look at it, essentially the issue has become because we've not been very good at understanding how to value the assignment… auditing what is the value created? Is it new knowledge of self and also new knowledge of the geo-political nature of the specific region thus adding info and value to the company?

Is it new relationships and networks? Is it new skills, new processes and procedures?

When we have that mindset around 'value creation' it changes the types of questions we ask and we get a lot more focused.

We ask, "Why would we send this individual to this position …this assignment? How are they going to create value when they get there? What are the ways in which they're different and how will that create value?

This is really just about a change in mindset and a change in the types of questions we start to ask.

I think it will start to percolate and create some differences in the processes, the procedures, the methods, the training courses and so on.

GlobalBusiness
In your article you talk about a framing, how can people and organizations flourish together using global mobility within a knowledge economy in a way that creates competitive advantage for all. Do you want to sum up on that?

Wendy
Yeah, so for me when I looked at what could be the strategic question to kind of ask myself, and for a global talent director…, "How can both our employees and our company work together to use global mobility in order to create competitive advantage and to create value?"

If they use that as a framing question I think it will start to change and they will see the ways in which they can start to implement a 'value creation' approach to their global mobility activities.

GlobalBusiness
Just to sum up here, about the fourth industrial revolution and

digitalization, that's what we're talking about here and the people element of all that is what your specialty is. Are there new coaches needed or can old coaches be taught new tricks?

Wendy
Absolutely I embrace the power of possibility when it comes to people changing.

We have to really step-back and look at whether the methods that we're using as coaches and the mindset that we're approaching global mobility, whether it's really still in keeping with what the age of hyper-connectivity's going to bring to us.

What I would say is as a coach, when you're thinking about supporting people please do look at this value creation side of things and ask questions that are focused on that. It's really as simple and as difficult as that.

I think we have to question what are the ways in which that U-shaped curve has shaped us as coaches and so focusing on finding the deficits and plugging them rather than focusing on what the person does well, their strengths, their abilities, their differences and how we can harness them so that it's more meaningful and it creates more of a sense of engagement and value for the individual.

GlobalBusiness
Been talking with Wendy Kendall. Her website is WendyKendall.com … check it out. You're going to see a wealth of information. Thanks very much for being our special guest today on GlobalRadioTalkShow.com.

INTRODUCING MR PEYMAN DAYYANI

Mr. Dayyani is highly educated and has certifications including SHRM-SCP, SPHR, GPHR, and an MBA.

We're going to hear a lot about Dana Energy, a leading private company in oil and gas.

Dana Energy is active in Oil and Gas 'upstream' business, Explorations, Production, and Energy trading. Having established a proper and flexible working structure, Dana Energy has significantly and successfully promoted its target business through establishment of affiliated companies, each with sufficient mastery and professionalism, and highly-expert human resources.

GlobalBusiness
Hello, this is Ed Cohen, Editor & Publisher of GlobalBusinessnews.net and GlobalHR Business magazine, and today your broadcast host on GlobalRadioTalkShow.com, coming to you from San Diego in California and from Tehran, Iran. My very special guest today is Mr. Peyman Dayyani, Chief Administrative Officer at Dana Energy.

LET'S WELCOME OUR SPECIAL GUEST, MR. PEYMAN DAYYANI

Peyman Dayyani
Hello Ed, my friend. I am glad I have this opportunity to talk with you and your listeners and readers. Actually, for me it's a great honor and pleasure to be talking to you.

GlobalBusiness
For the benefit of the audience, know that Peyman and I met a few years ago, at the SHRM Convention in Las Vegas. We happened to be sitting next to each other on the same hotel transport bus.

We each had nametags showing name and origination location. So we greeted each other and began a conversation.

I remember that well and I remember our mutual friends as well, such as Carol Olsby, a recognized HR expert from Seattle. I'm glad that you and I have been able to stay connected, staying in contact over these years. I welcome you warmly and hope to be able to someday come to visit in Iran, or at a mutual location.

Peyman Dayyani
It is my pleasure to meet you again and glad that new technology has given us this opportunity to stay in touch after many years and learn from each other.

GlobalBusiness
I'm very interested about the recent initiative agreement, removing some sanctions that would allow business connections to grow and of course hopeful that political peace can evolve to allow for normalized business conditions. So now tell us please, about your role at Dana Energy Group. What do you do?

Peyman Dayyani
Thank you, yes. I worked for Shell and Nokia where I gained experiences working in regional and global business, and I had opportunity to lead Nokia country entries in over 20 countries around MEA. Now, Dana Energy has been on new frontiers for oil and gas business, especially in the so-called 'upstream'.

Dana Energy has businesses in mainly three different sectors: services, trade, and also exploration and production field development, acting in Iran and the Middle East and Pakistan.

My role is to create a new HR organization which would meet the demand of the business, especially when at the time many international companies had left Iran, including Shell and Total. Dana ended-up having a lot of business opportunity and huge challenges.

My role was to create HR systems, attract talented Iranians, and bring

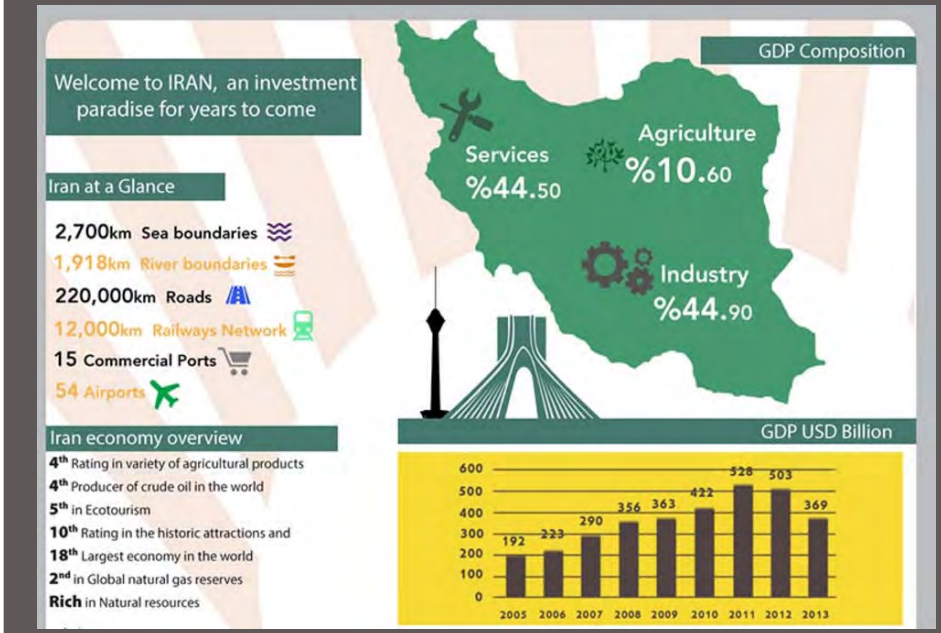
up-to-speed to do the work during those years.

My role was also to organize, orchestrate, and manage the HR and day to day activities, and it also involved looking at what the business required for increasing the capability to build, to become a well-established company.
Dana Energy has become a very successful company. Dana received projects outside of Iranian borders, for instance, in seismic and geophysics work in Pakistan. It's very promising the opportunity for Iranian talent to work and run an independent company, especially in an organization which would probably have been banned by governments in the past.

GlobalBusiness Yes, and now I want to drill-down and ask you about things that 'global HR professionals and mobility professionals' should know about Iran in the new political environment today. What should we understand?

Peyman Dayyani To my global HR colleagues all over the world, please know… you should realize that Iran has been in isolation for several years and prior to that, realize that Iran has been in isolation from the world for over thirty-five years in the area of global business.
Briefly and to the point, many structures that HR has or see in other countries which were established to support business expatriates and accommodate the needs of expatriates were not in place and are still not existing today, e.g. international schooling, clubs, and social networks.

Further, Iranian government and the society are very proud and self-reliant. They have a pride about what they can do, and as well they have very demanding requirements for



international companies.
When you look at the US, for instance, there are many Iranian executives in the Fortune 500, in universities and academia, and these are the key people, potentially the prime candidates for returning back to Iran and leading the businesses in the future.
These people will likely be the business leaders in the future.

GlobalBusiness Very interesting and thank you for your keen insight. Please continue.

Peyman Dayyani
Yes, glad to share more info. Iran's business groups need executives from all over the world. There's a growing need to have a broad understanding of the realities, about what things need to be done inside Iran. It will take time. People need to learn about and understand the Iranian culture, understand the infrastructure, and clearly understand the requirements and challenges, the entire reality of living in Iran.

GlobalBusiness: Thank you Peyman for this direct and frank explanation. It is very important information for our global readership. I'm honoured to have this opportunity with you, to learn more at this time..

Peyman Dayyani Living in Iran… it will not be the same…for instance, as living in Dubai or even Riyadh, or Kuwait.
Expatriates coming to Iran will be facing challenges in terms of living in communities which have not be globalized. But it is also important to learn that western media has not made a very pretty picture of Iran… and please know that 'picture' or portrayal of Iran is not, what media has painted to some extent, not true.

GlobalBusiness Can you please go deeper?

Peyman Dayyani It is really very challenging for HR professionals in two aspects. Number one, attracting the high-level talent and the high-qualify expatriate to move to Iran. Number two is to accommodate their needs as expats in Iran in the sense of global standards.
In a sense, especially about entertainment matters, and also in the area of education, especially for young children. It would be a very difficult challenge and my colleagues in global HR and mobility would need to understand these are serious

limitations to finding and selecting 'right fit' candidates.

GlobalBusiness Thank you for your directness. It's very interesting, and now I would like to learn more. It seems to me there will be a big opportunity for intelligent/informed, trustworthy people in appropriate business services. So therefore, I imagine, you will have much work to do for a very long time. To add insight, what is your perspective of the HR profession inside Iran today?

Peyman Dayyani It's very unpleasant at the moment. I can put it this way; take the fact that isolation has caused a large gap in industry knowledge… knowing about the international HR perspectives, knowing where to go for knowledge resources, who to go to for guidance about management of people in business context, and many other aspects.

Isolation has caused a lack of presence of the SHRM, CIPD, and other international associations in Iran and this has caused a big competency gap between people who are practicing HR in Iran…compared with their colleagues across the Persian gulf and other countries in the region.

Therefore, a need exists for educational programs to be led by the CIPD, SHRM, and other international associations within the profession to bring people, young talented people, up- to speed and be educated and gain work experience using the now-common practices and terminology that are in in practice in the rest of the world.

We need to invest in programs for Iranian professionals, for HR professionals, and to work on the gap of the language barriers because many of my colleagues in HR today, they do not speak English and it would be very, very challenging.

However, the good news is that in Iran today we currently have a number of students who are studying for their masters degree in human resources and the PhD in human resources. They are very eager to learn and are striving to become truly competent to work with international companies and to meet and work with HR colleagues from across the whole globe.

GlobalBusiness I have a couple of things to say now. Your communication skills are excellent and equally, your information is extremely interesting and our global readership will find it valuable, without question. In my role as Editor and Publisher, this interview/conversation should provide a foundation for more understanding, more knowledge, more communications going forward. Thank you again.
Now going further about 'continuing professional education' and looking to a business future of more interactions, to what extent is online learning now available in Iran? It seems to me that 'online learning' would be one answer to the question of building-up the local HR industry.

Peyman Dayyani Basically, in the past ten years we have faced very strict sanctions which have been imposed on Iran. In many of the international associations it was not allowed for an Iranian to become a member and enjoy the learning online. Further, there has been a gap, basically in infrastructure as well as regarding access. However, please note broadband networks and mobile "3G" and "4G" networks are now being installed. I think it's just a matter of time… when the sanctions are lifted there will be a need to run a campaign about how to use online learning for professionals and also provide a learning system, not only for HRs but also in finance and other management disciplines in order to bring the proud Iranian people forward.

GlobalBusiness Please, can we go back to your background as a global HR advisor for US-based SHRM (Society of Human Resource Management)? You served for two terms and you met a lot of interesting people, I'm sure. Do you stay in touch with these people in the US?

Peyman Dayyani Yes, I joined SHRM when I was working for Nokia in Dubai, when I worked as an expatriate outside of Iran. At that time, I decided that I needed to acquire the qualifications from the

internationally organizations.
In 2006 I applied for it and I studied by self-learning and I got the certification. At the same time, I ap-plied for CIPD and received a license as associate member of CIPD, and I was very eager to learn more. I was very active and became a volunteer to the SHRM and be-came a member of their global HR panel and for sure, that experience gave me a lot of knowledge oppor-tunity and I met many interesting people during these two terms.

GlobalBusiness
Very interesting info, and very cool! Congratulations.
Peyman, this conversation is inspira-tional.

Peyman Dayyani I had the pleasure and honor to be part of the team that he created HR body of knowledge for HRMP, which now labeled as SPHRi PHRi by HCI. The suggestion I made through the leader-ship of the SHRM was that SPHR, PHR, and GPHR content was all very American-centered and there was a need to introduce a new certification to be globally-orientated and meet international HR professional competence requirements.

GlobalBusiness
Let's now talk about the so-called 'VUCA World' we are living in today… complexity challenges, volatility, uncertainty, ambiguity… and more.

Peyman Dayyani Yes indeed, my career always has been in VUCA environments. During my experience in Iran and outside of Iran, I have been very fortunate to be in the various places and be part of oppor-tunities to learn.

My work with Nokia, for example, was in countries in Africa and the Middle East. In some they never had HR. For example of varied experiences, in Ethiopia during their civil war, helping people in danger … for example, picking-up the orphans when there was figh-ting in the streets. Then later in a war in Lebanon we had to evacuate people from all over Lebanon. These were 'uncertainty moments' for sure. You need strength, mental and physical and emotional… and competent people to learn how to deal with and turmoil and natural disasters, such as a flood. Can you imagine working those environments?

GlobalBusiness No.

Peyman Dayyani There were challenges all the time, very interesting experiences, full of uncertainty.
I had to deal with things such as: How to attract the talent; How to bring expatriates into the country. Another time, with no recruitment company in Islamabad we had to help local businesses create and manage a recruitment company.
And about complexity, I worked with the different nationalities. For instance, the office in Dubai in which we had over forty nationalities to work together, and they all had different perspectives, they came from different families, but just a few had their bachelor's degree.
Imagine the communication challenges.

DanaEnergy

About ambiguity, always I had to deal with it. Those days, learning from the Nokia days and the previous when I worked for Shell gave me the strength when I returned back to Iran. I applied those learnings. In Iran there were the sanctions; but we still needed to build performance … so there was ambiguity and uncertainty on the business side.

GlobalBusiness I regret to say we are coming to a finish. I have learned a great amount from you. Thank you for being my guest on ***GlobalBusiness***

Yes.***GlobalBusiness***
Peyman Dayyani:
Thank you very much.

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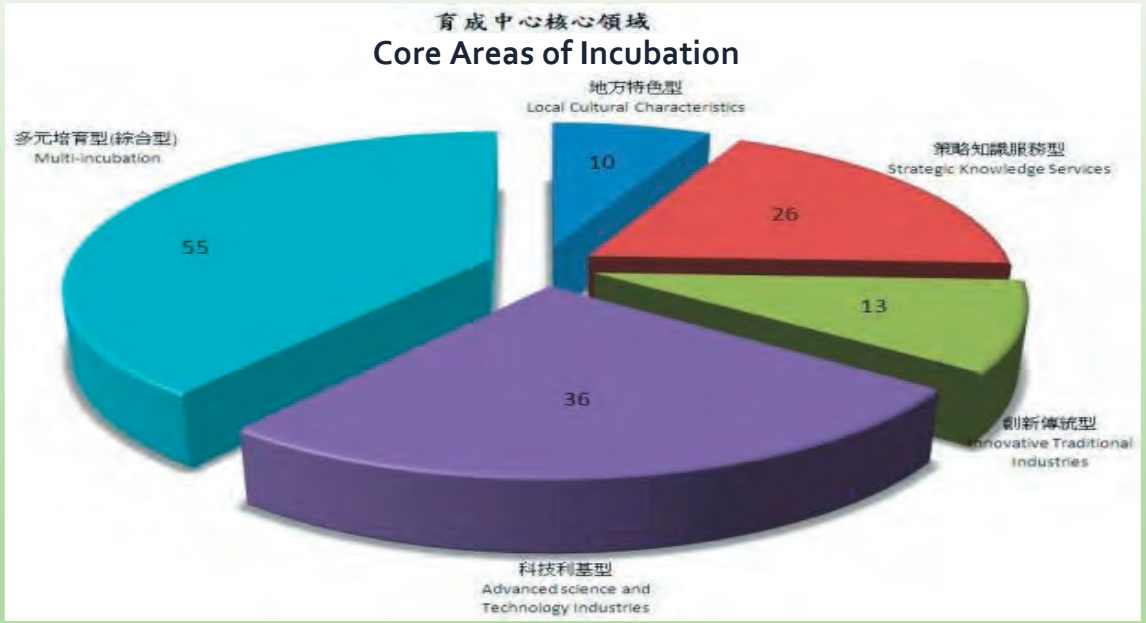

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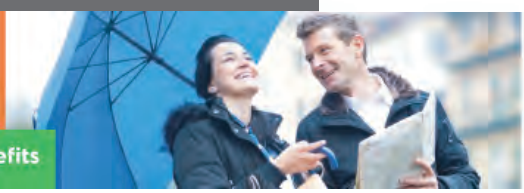

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CONVERSATIONS
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Harvinder Freeman in her role as the Global Mobility Manager for Oceaneering with more than 10 years of experience in Human Resources & Global Mobility.
She was appointed to set up and organize the Global Mobility department as well as the GEC implementation for the US based operations.Harvinder Freeman GEC
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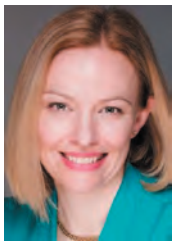

Wendy Kendall, UK-based Organization Psychologist / Strategy consultant on Innovative way to measure ROI of International Assignments
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Texas-based **Sandy Asch**, PRINCIPAL of Alliance for Organizational Excellence LLC and co-author of ROAR: How to Build a Resilient Organization
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Mary Lindenstein Walshok, Ph.D.
Mary Lindenstein Walshok is an author, educator, researcher, and she is an executive with UCSD (University of California San Diego) as Associate Vice Chancellor for Public Programs and also the Dean of Extension. Dr Walshok is a thought-leader and subject matter expert on aligning workforce development with regional economic growth. Stanford University Press is publishing her book; Invention and Reinvention: The Evolution of San Diego's Entrepreneurial Economy.
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