

ees, well-trained in the company's technologies, as well as on the company's adaptation to local conditions and cultural realities. These are therefore among the principal tasks and challenges of northern MNC managers and specialists posted to subsidiaries.<sup>87</sup> This training or human resources development role is particularly important because host governments in LDCs generally do all they can to promote local staffing.<sup>88</sup> Senior expatriate managers also spend much time dealing with local governments and stakeholders, as well as trying to allay some of the tension that exists typically between local managers and higher paid and less locally knowledgeable expatriate managers.<sup>89</sup>

The literature on these "global managers" overwhelmingly concludes that "the intercultural abilities of managers on overseas assignments are increasingly...important to bottom-line performance...Cross-cultural difficulties can [result in] increased organizational costs...and even premature return home."<sup>90</sup> In addition, "the particular qualities necessary for [transnational managers] remain in short supply....Such individuals must have a broad, non-parochial view of the company and its operations, yet a deep understanding of their own business, country, or functional tasks."<sup>91</sup> MNCs today are increasingly seeing international experience early in careers as a building block for nurturing these scarce skills of competent and culturally ambidextrous global managers.

- 
87. Bartlett, Christopher A. and Ghoshal, Sumantra, "What is a Global Manager?" *Harvard Business Review*, September-October 1992. .
  88. Banai, Moshe, "Human Resource Management Problems in American Multinational Corporations," *Business in the Contemporary World*, Summer 1991, p. 114
  89. *Ibid.*, p. 116.
  90. Stening, Bruce W. and Hammer, Mitchell R., "Cultural Baggage and the Adaptation of Expatriate American and Japanese Managers," *Management International Review*, Vol. 32 (1), 1991. p. 78.
  91. Bartlett, Christopher A. and Ghoshal, Sumantra, *op. cit.*, p. 131-132.