

SMART SIETAR

Intercultural Assessment Tools

Assessment Tools

Use or not?

How to use
it?

Pros and
cons

User's profile

Other
issues?

Agenda:

1. GlobeSmart
2. IDI - Intercultural Development Inventory
3. IRC - Intercultural Readiness Check
4. Country Navigator
5. GCI - Global Competence Inventory
6. IES - Intercultural Effectiveness Scale
7. Cultural Detective
8. CWQ - Culture in the Workplace Questionnaire (ITAP)
9. Culture Compass
10. TIS - Test of Intercultural Sensitivity
11. IPT - Intercultural Preference Tool
12. And many others...

by Aperian Global

Key Features:

- Practical advice to improve global business interactions
 - Tests and Case Studies
- Field Notes from global business professionals
- **GlobeSmart Assessment Profile**



Dimensions:

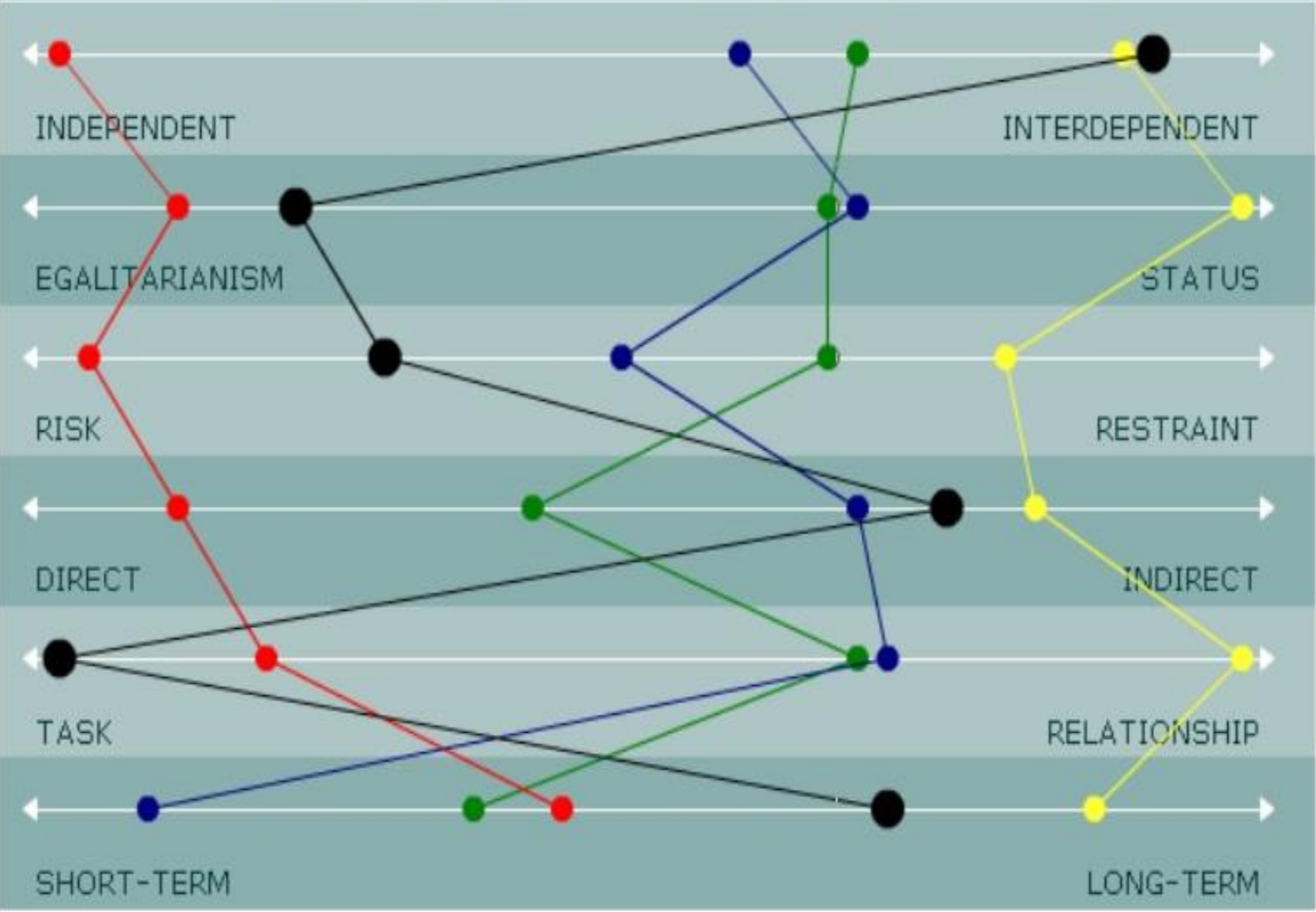
- Independent - Interdependent
 - Egalitarianism - Status
 - Risk - Restraint
 - Direct - Indirect
 - Task - Relationship
- Short-Term - Long-Term



Profile Comparisons

Click a name at the right, then click a colored dot on any of the six Dimensions below.

CLICK A NAME BELOW



- Your Profile
- Australia
- Malaysia
- Nigeria
- Singapore

Highlight all comparisons

- Assessment of *intercultural competence*
- *50-item questionnaire*, available online and in a paper-and-pencil format that can be completed in 15-20 minutes.
- Available in two different versions:
 1. one for use in *educational institutions* and
 2. the other in all other *organizational* settings.
- Customized with different demographic questions
- customized analysis of individual and group profile results.



- Up to six (6) customized questions to describe intercultural experiences in terms of
 - (a) their cross-cultural goals,
 - (b) the challenges that they face navigating cultural differences,
 - (c) critical (intercultural) incidents that they face when they encounter cultural differences, and
 - (d) the ways they navigate those cultural differences.



SUMMARY ORIENTATION DESCRIPTIONS

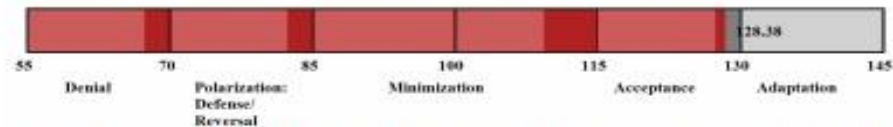
Denial	<i>An orientation that likely recognizes more observable cultural differences (e.g., food) but may not notice deeper cultural difference (e.g., conflict resolution styles) and may avoid or withdraw from cultural differences.</i>
Polarization	<i>A judgmental orientation that views cultural differences in terms of “us” and “them”. This can take the form of:</i>
Defense	<i>An uncritical view toward one’s own cultural values and practices and an overly critical view toward other cultural values and practices.</i>
Reversal	<i>An overly critical orientation toward one’s own cultural values and practices and an uncritical view toward other cultural values and practices.</i>
Minimization	<i>An orientation that highlights cultural commonality and universal values and principles that may also mask deeper recognition and appreciation of cultural differences.</i>
Acceptance	<i>An orientation that recognizes and appreciates patterns of cultural difference and commonality in one’s own and other cultures.</i>
Adaptation	<i>An orientation that is capable of shifting cultural perspective and changing behavior in culturally appropriate and authentic ways.</i>
Cultural Disengagement	<i>A sense of disconnection or detachment from a primary cultural group.</i>



Individual Profile Report - Example

IDI Individual Profile

Perceived Orientation (PO)



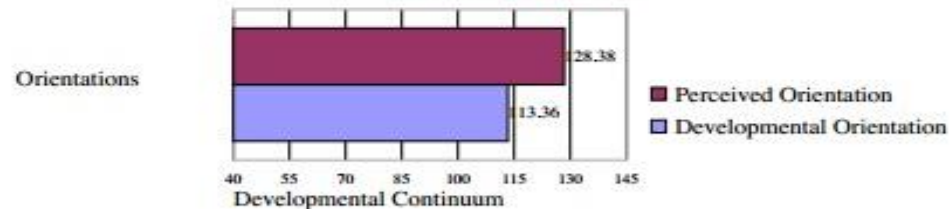
Your **Perceived Orientation Score** indicates that you rate your own capability in understanding and appropriately adapting to cultural differences at the Cusp of Adaptation, reflecting a relatively early capability to deeply understand, shift cultural perspective, and adapt behavior across cultural differences and commonalities.

Developmental Orientation (DO)



Your **Developmental Orientation Score** indicates that your primary orientation toward cultural differences is at the Cusp of Acceptance, reflecting a relatively early orientation that recognizes and appreciates patterns of cultural difference in one's own and other cultures in values, perceptions and behaviors.

Orientation Gap (OG)



The **Orientation Gap** between your Perceived Orientation score and Developmental Orientation score is 15.02 points. A gap score of 7 points or higher can be considered a meaningful difference between where you perceive "you are" on the developmental continuum and where the IDI places your level of intercultural competence.

A Perceived Orientation score that is 7 or more points higher than the Developmental Orientation score indicates you have overestimated your level of intercultural competence. A DO score that is 7 points or more than the PO score indicates that you have underestimated your intercultural competence. **You overestimate your level of intercultural competence and may be surprised your DO score is not higher.**



12 reasons for using the IDI

1. The IDI is theory-based
2. The IDI is developmental
3. The IDI provides practical, in-depth information
4. IDI results are actionable
5. The IDI applies across a wide-range of cultures
6. The IDI has wide application
7. The IDI is rigorously validated to apply across cultures
8. The IDI is customized for educational and organizational use
9. The IDI is in 15 languages
10. The IDI Qualifying Seminar is comprehensive
11. IDI, LLC staff provides a wide-range of support
12. Extensive IDI resources available to certified IDI Qualified Administrators

- The Intercultural Readiness Check captures four intercultural competences, which can be trained and developed.

**Intercultural
Sensitivity**

**Building
Commitment**

**Intercultural
Communication**

**Managing
Uncertainty**



- **Individuals receive written personal feedback with detailed suggestions for development.**
- **Suited for intercultural trainings, coaching, expatriate briefings and benchmarking across industries.**
- **Available online in English, Dutch, German, French, Spanish, Brazilian Portuguese, Chinese, and Japanese.**
- **Identify learning needs, give feedback and constructive advice for further competence development.**

- Web-based tool - valuable insight on how to successfully interact with people from different cultures.
- Analysis of your own cultural preferences and comparison against colleagues, teams and countries.
- In-depth information on Culture & Lifestyle, Business Skills, Security and Travel Information for over 60 of the world's leading business cultures.
- A dynamic, scenario based e-learning program that develops the core inter cultural skills for managing and working internationally.



Relating - How I relate to others		Match
TASK	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	RELATIONSHIP 
EXPLICIT	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	IMPLICIT 
INDIVIDUAL	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	GROUP 
Regulating - How I make decisions		Match
RISK TAKING	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	RISK AVOIDING 
TIGHT	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	LOOSE 
SHARED	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	CONCENTRATED 
Reasoning - How I think		Match
LINEAR	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	CIRCULAR 
FACTS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	THINKING 
SIMPLE	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	COMPLEX 



The Global Competencies Inventory (GCI)

- Comprehensive self-assessment
- Sixteen different areas related to adapting to people and places that are significantly different from those that you are accustomed to.
- Differences in perspectives, beliefs, values and practices originating in cultures, religions, generations, ethnic groups, and other areas.



The sixteen different competencies are categorized into the three major groupings:

PERCEPTION MANAGEMENT

- Tolerance of Ambiguity
- Nonjudgmentalness
- Inquisitiveness
- Cosmopolitanism
- Interest Flexibility

RELATIONSHIP MANAGEMENT

- Relationship Interest
- Interpersonal Engagement
- Self-Awareness
- Emotional Sensitivity
- Social Flexibility

SELF-MANAGEMENT

- Optimism
- Self-Confidence
- Self-Identity
- Nonstress Tendency
- Emotional Resilience
- Stress Management

Intercultural Effectiveness Scale (IES)

- Developed specifically to evaluate the competencies critical to interacting effectively with people who are from cultures other than our own.
- Used primarily by non-profit organizations, including government agencies and educational institutions.
- Focus on three dimensions of intercultural effectiveness. Generates an *Overall Intercultural Effectiveness Score*, reported in a 22 page individual feedback report.



The IES focuses on three dimensions of intercultural effectiveness.

Continuous Learning

- interest and general curiosity about people from other cultures
- interest in gaining better self-understanding

Interpersonal Engagement

- developing and maintaining relationships with people who are different from us

Hardiness

- Interacting with people who differ from us culturally, generationally, religiously, and so forth entails psychological effort
- natural resilience to stress

- Dynamic series of developmental intercultural effectiveness tools - results from collaboration among more than 130 intercultural experts from over 35 countries.
- *Cultural Detective* is anchored in three fundamental capacities:
 1. Know yourself as an individual and as a complex blend of the influences of multiple cultures (Subjective Culture).
 2. Get to know others as individuals and as complex blends of the influences of multiple cultures (Cultural Literacy).
 3. Fully include, utilize, and appreciate everyone involved, leveraging their similarities and differences as assets, and establishing organizational systems and structures to support that ability (Cultural Bridge).



1. NATIONAL & ETHNIC CULTURES
2. GENERATIONAL HARMONY
 - Baby Boomer Lens
 - Generation X Lens
 - Millennial Lens
 - Traditionalist Lens
3. LGBT VALUE LENSES
4. GENDER VALUE LENSES

The Culture in the Workplace Questionnaire (CWQ)

- Derived from the work of Dr. Geert Hofstede
- Insights about yourself
- Better understanding of how your cultural preferences, as well as those of others, impact working relationships
- Framework for understanding diverse approaches to workplace interactions such as problem solving, working in teams and managing projects.



Dimensions by CWQ

Individualism

**Power
Distance**

Certainty

Achievement

**Time
Orientation**



Preference for Certainty Questionnaire

Please indicate your level of agreement to the following 6 statements using this scale:

1	2	3	4	5
Strongly Disagree	Tend to Disagree	Undecided	Tend to Agree	Strongly Agree

Please click on a number from 1 to 5 for each of the 6 statements below.

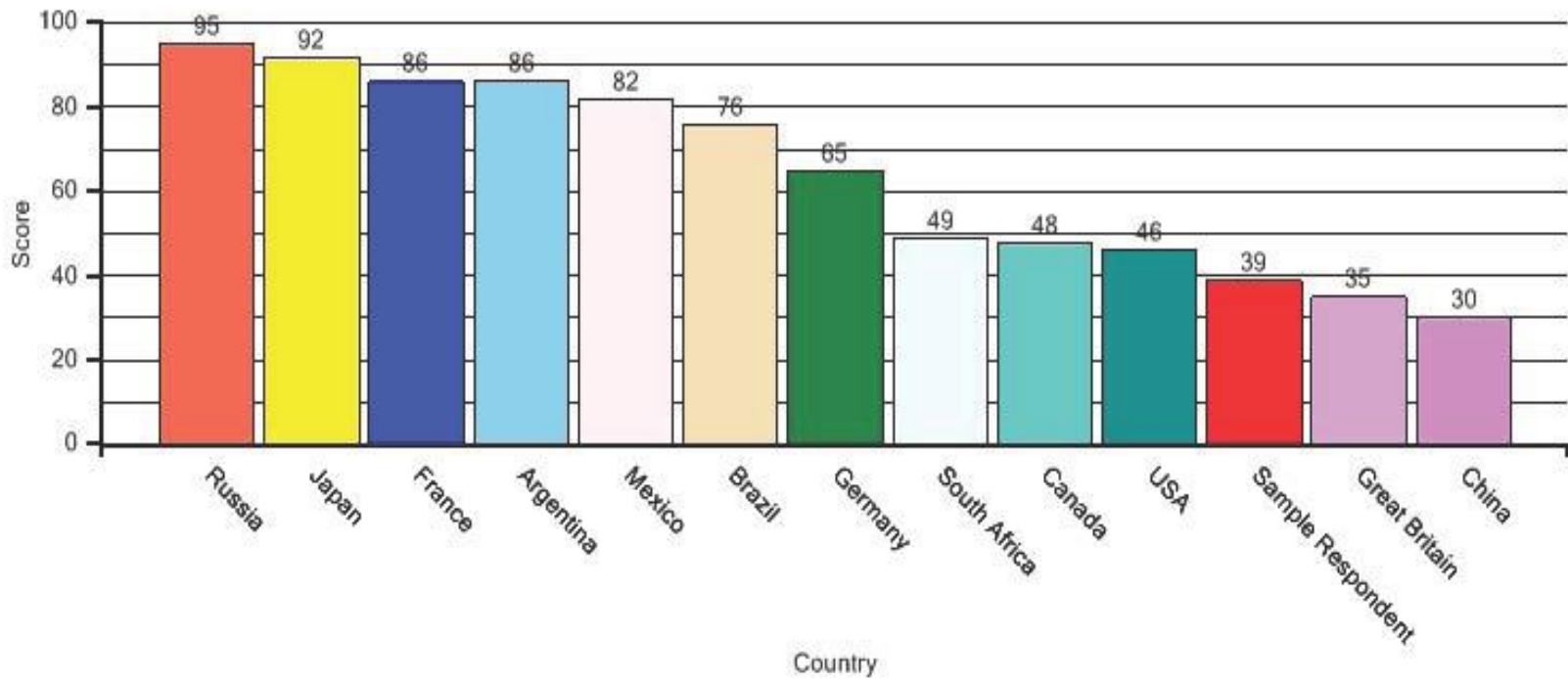
1. Most organizations would be better off if conflict could be eliminated.	1	2	3	4	5
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. One can be a good manager without having precise answers to most of the questions that subordinates may raise about their work.	1	2	3	4	5
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. An organization structure in which certain subordinates have two bosses should be avoided at all costs.	1	2	3	4	5
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. In order to have efficient work relationships, it is often necessary to bypass the hierarchical lines.	1	2	3	4	5
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am uneasy in situations in which there are no clear rules or guidelines.	1	2	3	4	5
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Conflicts with our opponents are best resolved by both parties compromising a bit.	1	2	3	4	5
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Countries for Comparison (choose ONLY 2):

<input type="checkbox"/> Argentina	<input type="checkbox"/> France	<input type="checkbox"/> Mexico
<input type="checkbox"/> Brazil	<input type="checkbox"/> Germany	<input type="checkbox"/> Russia
<input type="checkbox"/> Canada	<input type="checkbox"/> Great Britain	<input type="checkbox"/> South Africa
<input type="checkbox"/> China	<input type="checkbox"/> Japan	<input type="checkbox"/> USA



CERTAINTY
Need for Certainty versus Tolerance for Ambiguity



Sample Question: One can be a good manager without having precise answers to most of the questions that subordinates may raise about their work.



Culture Compass

- Personal recommendations
subordinate/superior/negotiator/person
transferring know-how/long term visitor or
exchange student
- Your own score on Hofstede's 6-D Model,
compared to the scores of your country of
interest and your home country
- Scores of the 5 countries scoring most
similar to you
- Scores of the 3 countries scoring most
different to you



Your personal feedback

Feedback is generated if your answers to the questions are significantly different from the average preferences in your country of interest. The same applies regarding your home country.

You may run into the following pitfalls when dealing with people being born and raised in the **country of your interest (China)** if you don't take this information into consideration:

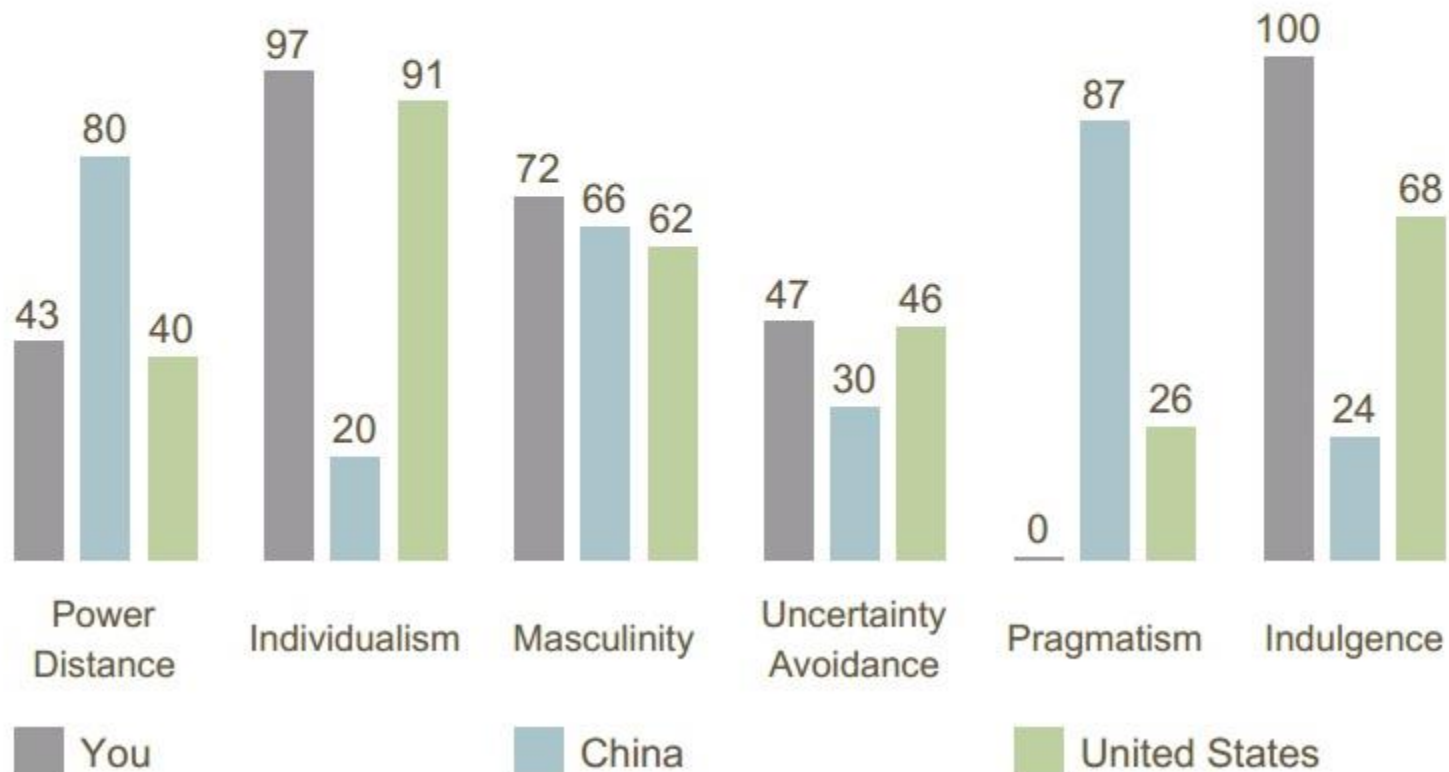
In all likelihood:

- you may be surprised that religion doesn't play such an important role in life compared to your own country
- you may get upset once you have found out that your colleagues will so easily copy your know-how to their own advantage without respecting intellectual property rights
- you may be delighted how easily your colleagues are taking new information on board, but you may get upset that they are not checking whether the new information offered to them is true
- you may wonder how your colleagues are able to embrace the realisation of objectives and plans covering more than five years
- you may get frustrated by the amount of time and energy you are told to invest in creating and maintaining pleasant human relations given the way your local competitors are treating their people
- you may get upset by the way your colleagues talk to you as if you're the saviour they have always waited for, expressing themselves in such an exaggerated way as if they are just trying to make a fool of you



Scores

Your scores are only an approximation on Hofstede's dimensions and not scientifically valid, especially because culture does not exist at an individual level. The textual feedback on the previous page(s) contains valuable information, while the personal scores below are not to be used for any guidance.



In addition to your country of interest and your home country, the table below lists the 5 countries scoring most similar to you and the 3 countries scoring most different to you.

	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Pragmatism	Indulgence
Your score	43	97	72	47	0	100
China	80	20	66	30	87	24
United States	40	91	62	46	26	68
Most similar						
Australia	36	90	61	51	21	71
United States	40	91	62	46	26	68
Canada	39	80	52	48	36	68
New Zealand	22	79	58	49	33	75
United Kingdom	35	89	66	35	51	69
Most different						
South Korea	60	18	39	85	100	29
Guatemala	95	6	37	99	—	—
Russia	93	39	36	95	81	20

TIS[®] measures eight (8) personality traits, which are especially important in the international context:

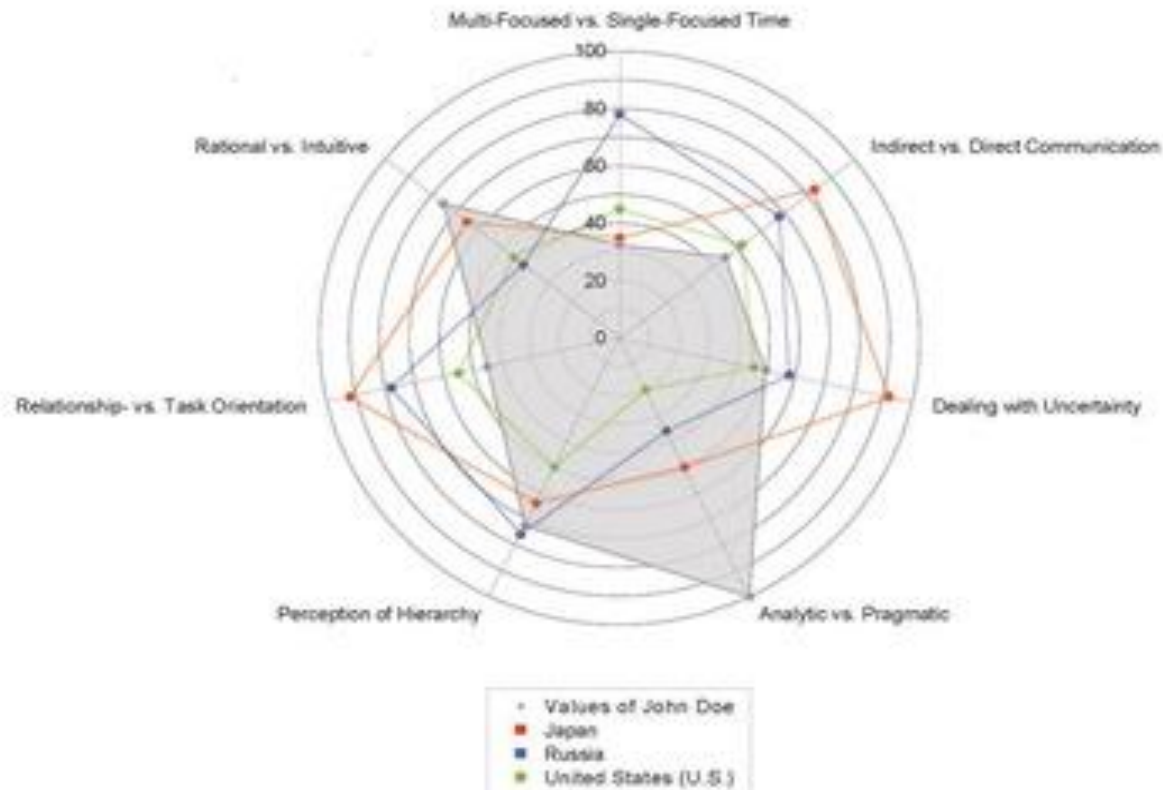
1. Tolerance of Ambiguity,
2. Empathy,
3. Flexibility,
4. Frustration Tolerance,
5. Openness to Experience,
6. Self-reflection,
7. Specific Self-efficacy
8. Respectful stance



Potential Fields of Application

- Analysis before an assignment
- Analysis in the context of a development centre
- Selection method for international managers, expatriates, interns, trainees also in combination with an assessment centre or assessment-interview

- Record and analyse cultural preferences in the work context by means of culture dimensions



Possible Fields of Application

- To diagnose potential training requirements
- As part of an intercultural training
- To individually prepare for assignments and international collaborations
- To learn about similarities, differences, and potential conflicts in international teams; to show development and synergetic potential
- To sensitize an employee for potential misunderstandings and conflicts in other cultures



Obrigado!