

## SUMMARY COMPARISON RECOMMENDED INSTRUMENTS – CULTURAL COMPETENCY

	Purpose / Key Features	Results	Audience / Delivery Mode	Validation
<b>SAGE™</b>  Self-Assessment for Global Endeavors	<b>SELECTION/Adaptability</b>  <hr/> Self-selection in or out of candidacy for international assignments. Analyzes personality traits and motivations, and prompts trenchant questions about life & family situations	Develops a willing, ready, but not necessarily “able” candidate pool  Promotes informed discussion of challenges / rewards & timing of international assignment as basis for go-no go decision. Does not predict likelihood of assignment success nor support employment decisions	<ul style="list-style-type: none"> <li>• Employees and partners</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• On-line with downloadable report to participants</li> <li>• Separate versions for employee and partner</li> <li>• Best used confidentially</li> </ul> Available in English on-line, French, Japanese, Chinese (paper only)	Reliability and validity well established; research support available on request
<b>TAP</b>  Tucker Assessment Profile	<b>SELECTION/Adaptability &amp; Intercultural Competence</b>  <hr/> Assists HR with go-no go employment decisions re international assignment. Assesses motivations, expectations and 12 attitudes & attributes that predict cultural adjustment and performance across cultures	Provides profile and feed report to candidate and risk report with respect to international assignment to HR ( <b>Also applicable for coaching</b> )	<ul style="list-style-type: none"> <li>• Candidates for international assignments (and partners)</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• On-line, combined with telephone or F2F behavioral interview, resulting in assessment profile</li> <li>• Feedback Guide and Development Plan</li> <li>• Available in English &amp; Spanish</li> </ul>	TAP & earlier version (OAI) have research base extending to 1973; high reliability and predictive validity; research support available on request
<b>IDI™</b>  Intercultural Development Inventory	<b>SELECTION/Intercultural Competence</b>  <hr/> Measures intercultural sensitivity (crucial to intercultural competence) toward cultural difference along a 5-stage scale of developmental worldviews	Identifies most effective intervention for further development; aids in sensitive employment decisions; <b>also applicable for career and development planning</b>	<ul style="list-style-type: none"> <li>• Senior leaders</li> <li>• Team leaders and managers</li> <li>• Applicants for sensitive positions</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• On-line; debrief of profile with IDI-certified IOR trainer; applicable for individuals or groups</li> <li>• Available in English and more than a dozen other languages</li> </ul>	Statistically reliable & valid cross-culturally; research support available on request
<b>CWq™</b>  Culture in the Workplace	<b>DEVELOPMENT/Intercultural Awareness</b>  <hr/> Reveals personal cultural values in Hofstede's 5 dimensions in comparison to five selected national cultures; in group use, reveals value differences within team as well	Structured awareness of values-based behavioral differences among national cultures; provides basis for more effective interaction with other cultural groups and assists internal team building	<ul style="list-style-type: none"> <li>• Managers</li> <li>• Team leaders</li> <li>• Multicultural groups</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• On-line questionnaire; debrief with CWq-certified trainer (IOR); excellent structural base for group cultural awareness training</li> <li>• Available in simplified world business English</li> </ul>	Not a psychometric instrument, but the Hofstede research on which the inventory is based has been thoroughly validated

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<b>ICSI®</b>  Intercultural Conflict Style Inventory	<b>DEVELOPMENT/Intercultural Awareness</b>  Assesses preference within 4 major culturally-influenced styles of communication in conflict situations, based on two validated cultural dimensions	Helps individuals to manage sensitive discussions in multicultural workplace and within teams; brings cross-cultural awareness within groups and leads to gap management strategies	<ul style="list-style-type: none"> <li>Managers, Team leaders (especially useful for groups)</li> <li>Multicultural work teams – as Lunch &amp; Learn, Team Building, or part of longer cultural awareness program</li> <li>Paper/pencil; self-scored, trainer interpreted. Available in English only</li> </ul>	Validated cross-culturally; results available in Facilitator's Manual
<b>TIP</b>  The International Profiler	<b>DEVELOPMENT/Intercultural Coaching</b>  Provides users with structured feedback in terms of the energy, emphasis and attention they typically bring (focus) to each of a set of 10 intercultural competencies comprising 22 associated skills, attitudes, and knowledge areas	Linking one's focus profile to role requirements in current and future (or past) roles allows discussion of effectiveness and appropriateness of current profile and the creation of a development plan restructuring one's focus	<ul style="list-style-type: none"> <li>International assignees, pre- or post-assignment</li> <li>Employees or executives taking a leadership position with respect to a multicultural workforce</li> <li>Online questionnaire; coach prepares interpretive report from scored profile; provides feed back by telephone or F2F. TIP is available in English, Italian, French, and German</li> </ul>	While test/re-test reliability studies are still being carried out, the initial results are more than adequate for this type of questionnaire, and validity tests are continuing, 3000 people have completed the questionnaire and received feedback; responses indicate that face validity is good, that people "own" the information in the feedback profile and recognize its relevance in the multicultural work environment
<b>GTPQ™</b>  Global Team Process Questionnaire	<b>DEVELOPMENT/Team Functions</b>  Provides snapshot of team effectiveness & comparisons on six dimensions to "best team" averages in large DB. Measures team process over time as it relates to output and productivity	Quarterly progress measurement (wellness checks) as basis for team leader coaching, indicated interventions, and top management oversight Used to boost effectiveness, communication skills and basic competencies	<ul style="list-style-type: none"> <li>Global teams</li> <li>Team leaders</li> <li>Executive leadership</li> <li>On-line; Executive Summary &amp; Results Report provided first to Team Leader, coaching to support appropriate team interventions; available in simplified world business English</li> </ul>	Normed in Europe, the U.S.A., and Asia on pharmaceutical teams
<b>DiSC®</b>	<b>DEVELOPMENT/Work Style</b>  Four-dimension model of human behavior reveals behavioral preferences within work environment and identifies strengths & weaknesses (Also applicable for coaching)	Useful lens for examining work style and +/- with respect to present and future work environments. Helps improve communication, enhance work relationships and leverage cross-cultural management skills; provides insight into team culture	<ul style="list-style-type: none"> <li>Employees (and partners) as preparation for international assignment</li> <li>Work teams</li> <li>On-line with downloadable report to participant; debrief with certified IOR trainer. Available in over 20 languages</li> </ul>	English version normed in the United States