



ASSESSMENT TOOLS FOR GLOBAL TALENT

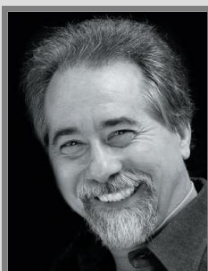
Why Assessments?

The increasing size, complexity and geographical reach of global firms continually raise the bar for effective global talent performance. Fortunately, sophisticated and practical assessment instruments are available to support the evaluation and development of intercultural competence. These tools provide your company the opportunity to:

- Maximize the value proposition of your expats
- Assure your talent is the right fit for the assignment
- Develop and retain your global talent for the future
- Measure performance

How to Choose?

With so many assessment tool choices in the marketplace, it is difficult to know which instrument to use. IOR's assessment team, led by **Dr. Doug Stuart**, guides you through the process. We offer **unbiased advice** on which tool may be appropriate **for your specific global talent needs and budget**.



Selecting and Developing Your Best Talent

IOR offers your company a competitive advantage in recommending and administering intercultural assessment tools for your global talent. We provide a broad selection of instruments specifically chosen to fit our clients' needs. We use tools based upon their utility, ease of use, reliability and statistical validity. Our highly-qualified team continuously surveys the market and provides consultation about new trends and developments in the assessment field. We offer tools for selection and development.

Selection

Designed to assist in selecting employees for international assignments or for managing multicultural workgroups, these tools measure:

- **Adaptability** - adaptability & readiness for international assignments
- **Intercultural Competence** - attitude, knowledge and skills for work in multicultural environments

Development

Using tools as part of talent development provides a focal point for building the knowledge and skills needed by individuals and teams who are working internationally or in a multicultural work environment. Global assessment tools are used to set learning objectives and measure progress in a variety of learning situations including:

- **Intercultural Awareness** – knowledge of cultural difference and its impact on work environments
- **Intercultural Coaching** – in preparation for or during multicultural work assignments
- **Team Functions** – environmental scan of team systems, including the impact of multicultural dynamics
- **Work Style** – awareness of personal style preferences and adaptation tendencies under stress

[Assessment Tools List](#)

Recommended Tools for:

The **Selection** Process



Self-Assessment for Global Endeavors (SAGE)

SAGE is an online instrument that allows the employee and partner to self-select in/out of an international candidate pool.

- Creates ready, willing and informed candidates

Global Competencies Inventory (GCI)

GCI is an online instrument which measures 16 dimensions associated with effective intercultural performance.

- Identifies candidates for global leadership and succession planning
- Highlights employee competencies and creates employee developmental plans

Intercultural Effectiveness Scale (IES)

IES is an online instrument which measures 6 dimensions essential for intercultural competence.

- Creates employee developmental plans
- Helps employees understand intercultural skills

Tucker Assessment Profile (TAP)

TAP is an online instrument which measures intercultural adaptability. 45% of effectiveness in intercultural situations is based on adaptability.

- Measures adaptability and competence; creates developmental plan for employee
- Creates a data point for go/no-go decisions for HR

Intercultural Development Inventory (IDI)

IDI is an online assessment that measures intercultural sensitivity and how individuals respond to difference.

- Establishes level of intercultural competence
- Allows HR to select most interculturally competent candidates
- Provides developmental plans to move employees toward intercultural competence

Recommended Tools for:

The **Development** Process



Intercultural Conflict Style Inventory (ICSI)

ICSI measures culturally-influenced communication style differences.

- Clarifies communication styles among teams.
- Acts as instrument for better communication and conflict resolution

The International Profiler (TIP)

TIP is an online instrument which measures the emphasis and attention given to 22 intercultural competencies associated with working successfully in a multicultural environment.

- Provides feedback for employees to recognize and build on strengths of intercultural competencies

DiSC

The DiSC is an online instrument that provides a personal profile of an individual's work style preferences.

- Increases awareness of how workplace behavior affects others
- Generates discussion about adaptation strategies

Culture in the Workplace questionnaire (CWq)

CWq is an online instrument which measures 5 cultural value preferences as they relate to workplace interactions.

- Establishes personal scores on cultural workplace preferences
- Compares individual and team scores to selected scores of other cultures
- Outlines adaptive and pro-active behavior to ensure effective workplace interactions

Global Team Process Questionnaire (GTPQ)

GTPQ is an online instrument which measures 6 critical dimensions of successful global teams.

- Boosts effectiveness and communication among global teams
- Measures team productivity and output over time

The IOR Advantage

- Unbiased consultation
- Integration with cultural training
- Developmental coaching
- Customized, flexible and responsive
- Solutions to meet your budget
- Extensive global reach

Call us today to discuss your global talent needs.

SUMMARY COMPARISON

RECOMMENDED INSTRUMENTS – CULTURAL COMPETENCY

	Purpose / Key Features	Results	Audience / Delivery Mode	Validation
SAGE™ Self-Assessment for Global Endeavors	SELECTION/Adaptability 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"> • Employees and partners • On-line with downloadable report to participants • Separate versions for employee and partner • Best used confidentially Available in English on-line, French, Japanese, Chinese (paper only)	Reliability and validity well established; research support available on request
GCI Global Competencies Inventory	Selection/Intercultural Competence Measures 16 dimensions of competence essential for working in a global environment	More effective talent management decisions for global leaders and candidates for international assignments	<ul style="list-style-type: none"> • Global leaders and managers / Candidates for international assignments • Online; in-depth profile; debrief with IOR certified coach • Can be used for groups and individuals • Available in English and Japanese 	High degree of reliability and validity – both content and construct; technical report available on request
IES Intercultural Effectiveness Scale	Development/Intercultural Competence Measures 6 dimensions essential for global performance	Clear understanding of strengths and growth areas for individuals and teams working globally	<ul style="list-style-type: none"> • Global team members; managers and leaders • Online in-depth profile; debrief with IOR coach • Can be used for groups and individuals 	High degree of reliability and validity – both content and construct; technical report available on request
TAP Tucker Assessment Profile	SELECTION/Adaptability & Intercultural Competence 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 feedback report to candidate and risk report with respect to international assignment to HR (Also applicable for coaching)	<ul style="list-style-type: none"> • Candidates for international assignments (and partners) • On-line, combined with telephone or F2F behavioral interview, resulting in assessment profile • Feedback Guide and Development Plan • Available in English & Spanish 	TAP & earlier version (OAI) have research base extending to 1973; high reliability and predictive validity; research support available on request
IDI™ Intercultural Development Inventory	SELECTION/Intercultural Competence 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; also applicable for career and development planning	<ul style="list-style-type: none"> • Senior leaders • Team leaders and managers • Applicants for sensitive positions • On-line; debrief of profile with IDI-certified IOR trainer; applicable for individuals or groups • Available in English and more than a dozen other languages 	Statistically reliable & valid cross-culturally; research support available on request

SUMMARY COMPARISON

RECOMMENDED INSTRUMENTS – CULTURAL COMPETENCY

	Purpose / Key Features	Results	Audience / Delivery Mode	Validation
ICSI® Intercultural Conflict Style Inventory	DEVELOPMENT/Intercultural Awareness 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"> Managers, Team leaders (especially useful for groups) Multicultural work teams – as Lunch & Learn, Team Building, or part of longer cultural awareness program <hr/> <ul style="list-style-type: none"> Paper/pencil; self-scored, trainer interpreted. Available in English only 	Validated cross-culturally; results available in Facilitator's Manual
TIP The International Profiler	DEVELOPMENT/Intercultural Coaching 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"> International assignees, pre- or post-assignment Employees or executives taking a leadership position with respect to a multicultural workforce <hr/> <ul style="list-style-type: none"> Online questionnaire; coach prepares interpretive report from scored profile; provides feedback by telephone or F2F. TIP is available in English, Italian, French, and German 	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
DiSC® (No explicit name in image, but logo is present)	DEVELOPMENT/Work Style 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"> Employees (and partners) as preparation for international assignment Work teams <hr/> <ul style="list-style-type: none"> On-line with downloadable report to participant; debrief with certified IOR trainer. Available in over 20 languages 	English version normed in the United States
CWq™ Culture in the Workplace	DEVELOPMENT/Intercultural Awareness 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"> Managers Team leaders Multicultural groups <hr/> <ul style="list-style-type: none"> On-line questionnaire; debrief with CWq-certified trainer (IOR); excellent structural base for group cultural awareness training Available in simplified world business English 	Not a psychometric instrument, but the Hofstede research on which the inventory is based has been thoroughly validated
GTPQ™ Global Team Process Questionnaire	DEVELOPMENT/Team Functions 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"> Global teams Team leaders Executive leadership <hr/> <ul style="list-style-type: none"> On-line; Executive Summary & Results Report provided first to Team Leader, coaching to support appropriate team interventions; available in simplified world business English 	Normed in Europe, the U.S.A., and Asia on pharmaceutical teams