

Intercultural Training and Assessment Tools

The current emphasis on measuring intercultural competence has inspired a large number of new assessment instruments. These instruments address a variety of needs for outcomes measurement, program evaluation and personnel selection, as well as providing useful tools for coaching and training. This is a list of some of the most frequently used assessments and a brief description of the major aspects of each of them.

Aperian Global

<http://www.aperianglobal.com/>

Aperian Global is a global consulting, training, and web tools firm, expert in facilitating talent development and business transformation across borders. Aperian has developed a battery of online assessments for intercultural work:

- Global Teams OnlineSM
- Global Collaboration ToolkitSM
- Global Candidate AssessmentSM
- Global Innovation OnlineSM
- Global Leadership OnlineSM
- Self-Assessment Questionnaire (SAQ)

Global Teams OnlineSM (GTO) is a web tool that supports a number of our consulting and training solutions for global teams. It offers teams a powerful way to assess their effectiveness and develop methods for improving their performance. The GTO tool provides team members with an easy-to-use online survey, a variety of options for viewing the team's survey results, and an instantly-generated Action Plan based on the results of the team's survey that pulls from a database of over 190 proven techniques for increasing team productivity.

The Global Collaboration ToolkitSM provides individuals, teams and organizations with a way to assess their collaboration practices and to identify opportunities for improving teamwork across organizational lines. The tool as applied as a part of a consultative process helps companies to better leverage their internal resources for the benefit of the organization as a whole, and also to improve collaborative efforts with customers and external partners.

The Global Candidate AssessmentSM tool is one of several tools used to inform our candidate assessment process. It provides valuable

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data to help identify the best candidates for your company's global assignments. It will assess a candidate's own perception of his/her competence on each of the assessment items, and will enable the candidate's colleagues, supervisors and subordinates to evaluate the candidate on the same assessment items. In addition, the tool will generate reports that compare candidates against each other, compare self-assessments to 360 survey results, and display written comments by the candidate and his/her selected evaluators.

Global Innovation OnlineSM is a survey designed to help companies identify their strengths and weaknesses as innovators, and to discover opportunities to accelerate business growth through global innovation.

Self-Assessment Questionnaire (SAQ)SM is an online questionnaire designed for employees and their spouses/partners who wish to assess their suitability and readiness for an international assignment. The SAQ provides immediate feedback, allowing the employee/family to consider the results and manage appropriate next steps.

Global Leadership OnlineSM helps assess an individual's leadership strengths and weaknesses, or can assess an organization's global mindset. Self and 360 assessment process to indicate a person's attitudes and ability to work globally. First step is completion of online self and 360 from which a summary report is generated including overall score, gap analysis and written comments. Second step involves a 3 hour individual interview with Aperian consultant. Third step is a meeting between the individual and an HR contact. Optional fourth step consists of a post assessment involving the GlobeSmart Assessment Profile.

Argonaut

www.argonautonline.com

By Coghill & Beery International

Developed by intercultural trainers and consultants to improve their own effectiveness, Argonaut is an e-learning site designed for exploring various cultural dimensions. It enables independent practitioners as well as organizations to include high-quality e-learning solutions as part of their

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portfolio of intercultural services. Accreditation to use the services is available online or in person. The Argonaut Assessment is a questionnaire that uses twelve dimensions to create an individual profile comparing the user's cultural orientations with selected other cultures. The dimensions include communication, conflict, problem-solving, space, use of time, fate, rules, power, time spans, responsibility, group membership, and tasks. Consultants can use Argonaut as a survey tool, as a format for coaching, or as part of an action plan.

Connective Leadership/Achieving Styles Inventory (ASI)

http://www.achievingstyles.com/asi/connective_leadership.asp

by Jean Lipman-Blumen, Ph.D.

The Connective Leadership Model based on the Achieving Styles Inventory stresses the need of leaders to engage an ever increasingly interconnected and diverse world. Achieving Styles are the nine underlying behavioral strategies that individuals typically call upon to achieve their goals. They include three sets of Achieving Styles: Direct, Instrumental, and Relational. Each set comprises three individual styles, resulting in a nine-fold repertoire. The Connective Leadership Institute has developed four instruments for measuring Connective Leadership/Achieving Styles and profiles, including one for an individual's leadership repertoire (ASI); a second for measuring the leadership behaviors that an organization values and rewards (OASI); a third instrument for evaluating a given situation or task in terms of the Achieving Styles required for success (ASSET); and finally a 360-Feedback Tool using the Achieving Styles as the core competencies (ASI360).

Cross-Cultural Adaptability Inventory (CCAI)

http://ccaiassess.com/CCAI_Tools.html

Colleen Kelley & Judith Meyers

The CCAI is a self-assessment tool used extensively in training, consulting, and program evaluation that is designed to address a person's ability to adapt to any culture. The CCAI is designed to respond to several needs or practical concerns that are expressed both by culturally diverse and cross-culturally oriented populations and by the trainers and professionals who work with them.

Cross Racial Identity Scale

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Cross, W.E., Jr., & Vandiver, B.J. (2001). Nigrescence theory and measurement: Introducing the Cross Racial Identity Scale (CRIS). In J. G. Ponterotto, J. M. Casas, L. A. Suzuki, & C. M. Alexander (Eds.), *Handbook of multicultural counseling* (2nd ed., 2001, pp. 371-393). Thousand Oaks, CA: Sage.

William E. Cross, Jr., Ph.D., is author of the Nigrescence Model, an developmental theory representing predominant themes in individual African American attitudes, including perspectives placing low salience on race, an encounter experience or series of experiences, and internalized attitudes where the salience of race in American culture is recognized. The nine nigrescence attitudes include preencounter (assimilation, miseducation, and self-hatred), immersion-emersion (anti-White and intense Black involvement), and internalization (biculturalist, Afrocentric, multiculturalist racial, and multiculturalist inclusive).

Cultural Intelligence Scale (CQS)

<http://culturalq.com/>

By Cultural Intelligence Center

Cultural refers to a set of capabilities considered to be important for successful intercultural interaction. CQ examines national, ethnic and organizational cultures and focuses on the skills needed to succeed internationally and in domestic multicultural environments. The CQS is a 20- item self-assessment scale that examines four factors and their interrelationships—strategy, knowledge, motivation, and behavior.

Cultural Mapping Assessment

<http://knowledgeworkx.com>

By KnowledgeWorkx

The Cultural Mapping Assessment tool examines intercultural dynamics in the work environment. It is a 72 question on-line inventory that creates a profile along twelve dimensions of culture and how those dimensions affect behavior. The assessment is embedded into a broad individual and organization development program. The program allows for Inter-Cultural Intelligence (ICI) to be developed and applied on individual, team and organizational levels in areas like; Individual Coaching: Inter-Cultural Intelligence, Inter-Cultural Team Building Interventions, Inter-Cultural

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Team Development and Dynamics, Inter-Cultural Conflict Resolution, Inter-Cultural Negotiations, and Inter-Cultural Communication

Cultural Perspectives Questionnaire (CPQ)

<http://www.imd.ch/research/projects/CPQ.cfm>

By IMD

This 79 question online questionnaire measures eleven variations of four cultural orientations (Relationships, Environment, Nature of Humanity, and Activity). It is a tool for understanding management behaviors and characteristics related to culture. It can be used to diagnose and address problems, or to identify ways to leverage higher performance.

Diagnosing Organizational Culture

Pfeiffer, 989 Market Street, San Francisco, CA 94103-1741. Phone: (415) 433-1740. Fax: (415) 433-0499. E-mail: customer@pfeiffer.com, Web: www.pfeiffer.com. Note: Pfeiffer is now part of John Wiley & Sons, Inc.
By Roger Harrison & Herb Stokes

This supports organizations in investigating their own cultural climates and determining how they can be structured for future success. The package contains overhead masters, discussion questions, and a workshop design to help participants:

- Identify their organization's cultural orientation.
- Discover their own preferences for cultural orientations.
- Understand the various cultural orientations and the advantages and disadvantages of each.
- Learn how they can influence the culture in their organization.

Discovering Diversity Profile

<http://www.corexcel.com/html/diversity.prod.htm>

By Corexcel

The Discovering Diversity Profile helps employees learn how they personally respond to cultural diversity issues, and where they need to develop increased understanding. The profile explores four key areas of diversity; (1) Knowledge, (2) Understanding, (3) Acceptance, and (4) Behavior. The Discovering Diversity Profile contains 80 statements; 20 Diversity statements that measure attitude and beliefs ; and 60 Diversity statements that measure personal behavior.

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Diversity Awareness Profile (DAP)

<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787995541.html>

Author: Karen Stinson

The Diversity Awareness Profile (DAP), is a self-assessment tool that helps individuals improve working relationships among diverse co-workers and customers by increasing the awareness of their behavior toward people and how it affects them and how individual's behavior affects others. This 6-page assessment can be bought as a stand-alone profile, or with the fully-revised second edition of the DAP Facilitator's Guide, which walks facilitators through the process of preparing, administering, and debriefing the DAP.

Global Awareness Inventory (GAPtest)

<http://www.globalawarenessprofile.com>

By Dr. J. Nathan Corbitt

The GAPtest is an online inventory of 126 questions based on common knowledge in six geographic regions (Asia, Africa, North America, South America, the Middle East and Europe), and six subject areas (environment, politics, geography, religion, socio-economics and culture), along with eighteen questions about broad global issues. The Global Awareness Profile (GAP) measures one's awareness and knowledge of the world. It is intended to create a critical awareness (the first step toward global competence) of one's gaps in knowledge about the world, and to stimulate one to engage in a life-long learning process toward navigating cultural worlds. The GAPtest was designed and intended for students, educators, business leaders, national and global service workers. The GAPtest is not an intelligence test. It is not a predictor of behavior.

Kozai Group

www.kozaigroup.com

The Kozai Group assists companies with global operations to develop effective human resource strategies to support their business objectives. They help clients create effective policies and practices for the selection, development, training and reintegration of globally mobile personnel. They have two assessments to support intercultural work: (a) the Global Competencies Inventory (GCI); and (b) the Intercultural Effectiveness Scale (IES).

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The **Global Competencies Inventory (GCI)** is designed to assess competencies critical to interacting and working effectively with people who are from different cultures. The inventory measures 17 competencies in three categories of intercultural adaptability, including perception management, relationship management, and self-management. This instrument can be used as part of an assessment process for succession planning, selection, career planning, team building, coaching, or professional development.

The **Intercultural Effectiveness Scale (IES)** is an instrument used by profit and non-profit organizations, including companies, government agencies and educational institutions. It was developed specifically to evaluate the competencies critical to interacting effectively with people who are from different cultures. However, the competencies assessed are equally applicable to evaluating how well people work effectively with people who are different from them on a range of dimensions, including gender, generation, ethnic group, religious affiliation, and so forth. The IES focuses on nine competencies in three categories of intercultural effectiveness. These three dimensions are combined to generate an Overall Intercultural Effectiveness score in the individual feedback report.

Global Learning

<http://www.egloballearning.com/>

Global Learning is a full service Consulting and Training organization that provides innovative diversity, inclusion, and cross-cultural solutions to make your organization a better workplace. They have an individual cultural assessment tool.

Individual Cultural Assessment identifies a set of attitudes and cultural predispositions individuals are likely to bring to cultural situations. Individuals are scored on six dimensions and receive a report containing a brief description of typical attitudes and behaviors, perspectives of people from both ends of the cultural continuum for each dimension, and suggestions for how to work effectively with people from the opposite end of the cultural continuum for each dimension.

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Global Mindset Inventory (GMI)

www.thunderbird.edu

By Global Mindset Leadership Institute

Thunderbird Global Mindset Inventory (TGMI) is an internet-based survey and has 76 items. It is designed to measure an individual's and a group's profile of global mindset in terms of Intellectual Capital, Psychological Capital and Social Capital. Global mindset refers to an individual's ability to work effectively with individuals, groups, and organizations from other parts of the world. It is designed towards three arenas; corporations, academic institutions, and non-profit and governmental organizations. The instrument is available in two formats: (a) Self-assessment and (b) 360°. It is available in English, Mandarin Chinese, and Russian.

Hofstede Quick Scan

<http://www.itimfocus.org>

Item Focus has developed the Hofstede model© Quick Scan in cooperation with Geert Hofstede we have developed an analytical tool, to assess quickly and precisely the cultures and sub-cultures of organizations. The Item-Hofstede model consists of six autonomous dimensions and two semi-autonomous dimensions

Intercultural Adjustment Potential Scale (ICAPS 55)

<http://www.ichangeworld.com/index.html>

By David Matsumoto

The ICAPS-55 is a scale that can predict the degree to which a person will successfully adjust to living, working, and playing effectively in a new and different cultural environment. Five scores are generated, a total score and four scores corresponding to the four psychological skills necessary for adjustment. These are; (1) Emotion Regulation, (2) Openness, (3) Flexibility, and (4) Critical Thinking.

It is an assessment tool to examine an individual's strengths and weaknesses prior to departure to maximize intercultural experiences. It can be used as a selection instrument that can help managers, administrators, and organizations select individuals for intercultural, international, or overseas assignments. It is a training tool that can be used to assess the efficacy of intercultural training programs; or overseas assignments. Finally, it can be

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used as a research instrument that can be used to measure cross-cultural adaptability scientifically. It is available in Japanese, English, and Spanish.

Intercultural Awareness Profiler (IAP)

www.thtconsulting.com

by Fons Trompenaars

The IAP is an international cross-cultural assessment tool that measures both an individual's cultural values on 7 key cultural dimensions, and also the organization's corporate culture. It is available in several languages. The IAP can be used (a) as a means of identifying the similarities and differences between the candidate's values and the receiving hosts' values; (b) as a means of gaining a deep and nuanced understanding of the critical, cultural value dimensions most relevant to the successful implementation of the participant's mission in their new culture; (c) a means of determining assignee training and development needs, and identifying strategies or recommendations in order to bridge cultural differences; and (d) as an input into the overseas candidate selection process.

Intercultural Conflict Style Inventory (ICS)

www.hammerconsulting.org

By Mitch Hammer

The Intercultural Conflict Style Inventory (ICS) measures how people respond to conflict in terms of two core aspects of conflict style: directness versus indirectness and emotional expressiveness versus emotional restraint. The ICS consists of 18 paired statements that represent alternative responses to conflict. The ICS can be self administered and self scored. The ICS and accompanying *Interpretive Guide* and *Facilitator's Manual* are available from: Hammer Consulting LLC, PO Box 1388, Ocean Pines, MD 21811. Phone: (800) 960-7708 or (410) 641-6227. Fax: (866) 708-8831. E-mail: ICS@hammerconsulting.org. Web:

Intercultural Development Inventory (IDI)

www.idiinventory.com

By Mitch R. Hammer, IDI LLC.

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The IDI is a 50-item psychometric instrument based on the Developmental Model of Intercultural Sensitivity (DMIS). The IDI is proving to be a multipurpose instrument useful for personal development and self-awareness, audience analysis, examining topics salient to the training program, organizational assessment and development, and data-based intercultural training. Easy to complete, the IDI can generate a graphic profile of an individual's or group's predominant stage of development. It can be scored by the trainer or by the Intercultural Communication Institute, but it is not a self-scoring instrument. The IDI is also available online.

Intercultural Readiness Check (IRC)

<http://www.ibinet.nl/assessment.htm>

The IRC assesses a person's suitability for working in a multicultural setting on four dimensions: intercultural sensitivity, communication, commitment, and management of uncertainty. The IRC can be used (a) as a means of determining assignee training and development needs, and identifying strategies/recommendations in order to bridge cultural differences and (b) as an input into the overseas candidate selection process. The IRC is available in English, German, French, Dutch, Japanese, and Spanish, with norm scores for a wide range of countries and industries. Respondents can access the IRC online and receive practical and in-depth feedback, providing input for detailed action plans and follow-up learning.

Intercultural Sensitivity Inventory (ICSI)

Source: <http://www.intercultural.org/resources.php>

The ICSI is a 46-item self-report instrument that measures the cultural constructs of individualism, collectivism, flexibility, and open-mindedness. The ICSI is useful for exploring cultural identity, through the examination of one's cultural value orientations and flexibility in adapting to new cultures and persons.

International Personnel Assessment (iPASS)

<http://www.intercultures.gc.ca/>

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By Foreign Affairs and International Trade of Canada

The Centre for Intercultural Learning has this comprehensive international personnel selection system (iPass) to assist organizations in increasing the chances of success with any type of international venture. This system comprises two distinct tools: (a) the Behavioural-Based Interview (BBI) and (b) the Intercultural Adaptation Assessment (IAA).

The Intercultural Adaptation Assessment (IAA) measures a candidate's ability to judge intercultural situations. The test presents the candidate with challenging incidents that they might encounter on an international assignment. In response to each situation, the candidate is presented with four or five possible actions that one might take in dealing with the situation described. The candidate must choose the most effective response to each situation.

The Behavioral-Based Interview (BBI) evaluates candidates on competencies that have shown to be critical for intercultural effectiveness. In order to use the BBI, the core behavioral intercultural competencies for a specific position must have been established by the sending organization. Once these have been established, interviewing can begin. Candidates are asked to discuss events or situations where they demonstrated specific competencies. The interviewer evaluates whether the candidate has demonstrated the required competencies, and to what extent; measured in levels ranging from basic to proactive intercultural behaviors.

International Training and Development, LLC

<http://www.thediversitycenter.com/>

International Training and Development, LLC provides a full range of services to assist leaders in their diversity-related strategic planning and day-to-day implementation. It has three intercultural assessment tools; (a) DiversiScan™, (b) Diversity Competencies Assessment™, and (c) Diversity Competencies Assessment™

DiversiScan™: is a tool for Leaders, Diversity Champions, Change Agents, and Human Resources Professionals. It increases leadership's ability to scan the environment to identify challenges, needs and opportunities that are critical to a company's success in a diverse world. It sharpens an organization's diversity vision and ability to

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recognize diversity-related indicators within the typical organization. It is used to initiate realistic dialogue about an organization's corporate landscape relative to diversity and to build strategy for proactively addressing diversity-related challenges and opportunities

Diversity Competencies Assessment™

Diversity Leadership 360°™ is an assessment tool that measures the key behaviors that each leader in an organization needs to possess and exercise for diversity to be successfully valued and managed. This instrument is used by organizations to continually improve and that hold leaders accountable for inclusion. It measures key diversity behaviors and skills

Diversity Competencies Assessment™

Measures the many distinct skills and areas of expertise that contribute to diversity competency; in particular, the ability to value and leverage diversity. This 65-item assessment instrument will allow the participant to consider their level of competency in seven skill areas. It is a self-scoring instrument and can be implemented with leaders and employees at all levels as a stand-alone intervention with individuals or groups. It can be used as a skills-based module in an organization's existing diversity education effort; or as a framework for subsequent skill-building training.

ITAP International

<http://www.itapintl.com>

ITAP International is a full-service consulting firm specializing in building human capability across functional, global and cultural boundaries. ITAP's approach is to deliver highly developed expertise in the cross-cultural aspects of international business as a fully integrated and natural part of global business solutions. They have developed two assessments specifically related to intercultural competence; (a) The Culture in the Workplace Questionnaire™, and (b) The Global Team Process Questionnaire™

The Culture in the Workplace Questionnaire™ - was developed under license from Dr. Geert Hofstede, a pioneer in cross-cultural research who created this questionnaire to illustrate culturally dependent work preferences. It is an on-line instrument that consists of 60 questions. The responses provide a profile against Hofstede's dimensions of Individualism, Power Distance, Certainty,

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Achievement and Time Orientation. The results create an individual profile that is matched against country averages and can be compared with up to 15 selected countries. It can be used to assist with expat assignments, global work teams and overall work-place interactions that are impacted by employees from different countries.

The Global Team Process Questionnaire™ - The GTPQ measures human processes on global teams. It provides a benchmark for the global team's current effectiveness. Against that baseline, companies can measure change over time (by repeating the application of the GTPQ), identify areas for improvement, compare team results to industry averages, and, by correlating results with existing performance measures, measure team process to determine return on investment. Team process is a "leading indicator" of ROI.

Learning Styles Inventory (LSI)

www.haygroup.com/tl

By David Kolb

The LSI is a 12-item self-report instrument intended to measure four types of learning that, taken together, constitute a person's preferred learning style. The four primary styles of learning measured by the LSI are *abstract conceptualization* (AC), *concrete experience* (CE), *reflective observation* (RO), and *active experimentation* (AE). The LSI is based on experiential learning theory. It is one of the most commonly used instruments in intercultural training. The LSI is particularly useful in demonstrating forms of human diversity that are not exclusively linked to race, ethnicity, gender, or nationality. It is a non-threatening way to explore diversity. The LSI is a self-scored inventory that does not require certification to use. The inventory also includes interpretive materials and in that regard is a very user-friendly instrument.

Multicultural Personality Questionnaire (MPQ)

<https://www.psychecommerce.nl/index.php?id=81>

By Prof. Dr. Karen van Oudenhoven-van der Zee and Prof. Dr. Jan Pieter van Oudenhoven

The MPQ is a tailor-made instrument, which is explicitly aimed at the characteristics that enhance successful adaptation to a foreign culture. It is based on 5 dimensions: Cultural empathy, Openmindedness, Social initiative, Emotional stability en Flexibility.

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NEO-PI

http://www.igbnetwork.com/2_Assessment.htm

By An alliance of

- Trompenaars Hampden-Turner (Netherlands),
- The Kozai Group Inc. (U.S.A),
- Fischer Group International (Germany),
- Nanjing University(P.R.China).

The NEO-PI is a personality assessment tool based on the Big Five Model of personality which consists of five critical dimensions which account for major individual differences in personality. The Big Five is one of the few personality models that is valid across cultures, and research has shown clear links between overseas assignment success and certain Big Five clusters of traits. The NEO-PI enables executives to understand how ingrained behavior patterns affect his or her management style, and also builds an awareness of automatic behavioral tendencies.

Peterson Cultural Style Indicator (PCSI)

www.AcrossCultures.com

The Peterson Cultural Style Indicator™ is a tool that allows internationally-focused professionals to compare their cultural style to the typical style of people in 70+ countries. The tool consists of 25 questions. Analogous to a Myers-Briggs® for cultural style, both teams and individuals find it useful to compare their profiles side-by-side and discuss the implications of the custom-generated reports and contains. A color-coded graph shows your style as it compares to 70+ target countries.

PICO Profiler

<http://www.pico-global.com/Profiler/ProfilerHome.aspx?l=2>

The PICO profiler is an online instrument intended for people who live or work in an intercultural environment. It is used to create a PICO Profile, an individualized analysis of how you deal with the challenges of interacting with people from other cultural backgrounds. The PICO profiler is used as an educational tool for intercultural training and coaching, and as a self-assessment tool.

Richardson Global Cultural Style Inventory

<http://www.richardsonglobal.com/>

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The Richardson Global Cultural Style Inventory (CSI) is a self-assessment tool that measures individuals' preferences for cultural styles in the workplace as a basis for comparison and contrast to the styles of others and is a first step in improving the Cultural Quotient (CQ) of an individual, team or organization. Based upon the copyrighted and trademarked Richardson Global CULTURAL STYLE MODEL, the CSI provides users with feedback on their own style preferences in three major domains of culture and seven related subdomains. Where all three domains support each other, the result is often the creation of a set of very strong core cultural values and beliefs that may not be subject to change or variation.

Simmons Global Cultural Assessment Tool

Source: <http://www.simmonsassoc.com>

The Simmons Global Cultural Assessment Tool is web-based instrument that enables participants to learn about culture, identify their cultural profile, identify gaps between themselves and others and learn techniques to address resulting challenges and opportunities. The instrument is based on the Intercultural Awareness Model (ICAM©) created by Paula Caliguiri, Ph.D., Director, of Rutgers University Center for Human Resource Strategy.

Survey on Intercultural Adaptability (SIA)

Survey on Intercultural Relocation Adaptability (SIRA)

<http://www.grovetwell.com/expat-360-assessment.html>

Richard Mansfield, Ed.D. and Cornelius Grove, EdD.

Created by GROVEWELL LLC and R.S. Mansfield Associates, the "Survey on Intercultural Relocation Adaptability," or SIRA, is an on-line, 360° assessment instrument that enables global business leaders and professionals who are contemplating relocation to; (a) clarify their own expectations and decision-making about global business relationships; (b) obtain 360° feedback about the extent to which they demonstrate the personal skills & qualities that promote adaptation to and effectiveness with diverse others; (c) to identify behaviors that can inhibit adaptation and effectiveness when working with diverse others; (d) Learn ways to enhance effective skills and qualities, and to reduce ineffective behaviors; and (e) identify what else they need to learn about a global assignment in order to clarify their concerns.

TMC

www.tmcorp.com

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TMC is one of the world's leading cultural consulting and learning solutions companies. They help companies worldwide leverage differences and similarities for maximum performance to reduce risk, enhance innovation and effectiveness. They have developed a battery of assessment tools; (a) Country Navigator, (b) Cultural Orientations Indicator[®] (COI), and (c) Inclusive Leadership Profile (ILP)

Country Navigator

<https://www.countrynavigator.com>

By tma world

The Country Navigator is an online informational resource that provides up-to-date information on key business cultures. The Navigator integrates a cultural profiling tool that enables individuals to assess their own dominant cultural orientations and compare them to any of 45 country profiles. Once potential areas of similarity and difference have been identified, advice is provided to the user on how to manage and resolve any issues that might arise. The Navigator uses a database of in-depth cultural and business information on the world's major economies, designed to prepare individuals to work across different cultures and countries. Users can develop their personal cultural profile and receive feedback in French, Spanish, Portuguese and German in addition to English.

Cultural Orientations Indicator[®] (COI)

The COI assessment is a statistically valid Online Assessment cultural assessment that measures a person's work style preferences against 10 dimensions of culture;

generating an analysis of cultural gaps by comparing the user's COI cultural profile with national and regional cultural profiles. The COI assessment is available in 13 different languages.

Inclusive Leadership Profile (ILP)

The Inclusive Leadership Profile[™] (ILP[™]) is a web-based self-assessment tool that evaluates the degree to which an individual applies principles and practices **to build and sustain an inclusive environment**. The standard version assesses levels of awareness-, knowledge-, behavior- and impact-readiness based on a self-evaluation of the frequency with which participants engage in specific behaviors

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and practices. The standard ILP™ report displays readiness levels and provides the answers and scores for individual questions. A multi-rater/360° version of the ILP™ is also available.

TIP The International Profile

www.chariscorp.com

The International Profiler (TIP) is a questionnaire and feedback process that helps managers and professionals reflect on where their skills are (and where they may be lacking) in working internationally. TIP is an on-line questionnaire that is used to generate personal feedback profiles that portray the way that individuals typically work with people from cultural backgrounds different to their own. The information from TIP is interpreted and fed-back by a trained and licensed Charis consultant. The participant receives a detailed feedback book, and personal development plans and additional coaching can be provided. TIP feedback can be done on a one-to-one basis or as part of a training session with a group.

Tucker International

www.tuckerintl.com

By Dr. Michael Tucker

Tucker International, LLC. is a full service international human resource development company providing personnel assessment, intercultural training, language training, repatriation training and consulting to multinational organizations and governmental agencies. They have developed three intercultural assessments; (a) International Mobility Assessment (IMA); (b) Overseas Assignment Inventory (OAI); & (c) International Candidate Evaluation (ICE) – which is linked to the OAI

International Mobility Assessment (IMA)

The IMA is a self-assessment process for international assignment candidates and their families. It is intended to be used early in the process of international assignment decisions so candidates can decide for themselves if they are ready to take on the challenges of living and working in another country. There are two interactive “booklets” available online, one for families and one for singles. It helps candidates honestly assess their current situation to determine if they are ready to take on the challenge of adapting successfully to a different culture, and make sure that their expectations are realistic

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about an international assignment, a new job, and especially a new environment.

Overseas Assignment Inventory (OAI)/International Candidate Evaluation (ICE) are a linked self-response instrument, and the accompanying supervisory International Candidate Evaluation (ICE). Together these instruments assess:

- * Motivations for seeking or accepting an international assignment
- * Expectations about such an assignment
- * Attitudes and attributes that contribute to intercultural adjustment

The OAI and ICE are available in English, French and German, and can be used in booklet form or by means of the internet.

Worldprism Profiler

<http://www.tmaworld.com/solution/Worldprism-Profiler>

An in-depth profiling tool that allows users to identify their own cultural orientations, compare themselves with others, and identify appropriate strategies for working effectively with the differences. There are three levels of user for the Worldprism Profiler. First, individuals who manage and/or interact with different cultures through such business roles as: global business developer, manager of global accounts, global team member or leader, interface with foreign clients, merger and acquisition manager, or potential expatriate. Secondly, cross-border teams who can increase awareness of differences among members, and, thirdly, organisations who can profile their dominant organizational culture.