Learning more about your competencies from your IES Feedback Report

Discovering & Developing Exceptional Talent

KG

KOZAI GROUP

Defining global competencies

What is a "competency"?

"Underlying characteristic of an individual or team that can be shown to predict effective or superior performance in a job or situation."

McClelland (1973)

"A capacity that exists in a person that leads to behaviors that meet the job demands within the parameters of the organizational environment."

Boyatzis (1982)

KOZAI GROUP

Who were you compared against?

Educational Background

	Percent of Norm Sample
Some college (incl. 2-yr. degree)	35.5
4-yr. degree	33.5
Some graduate courses	12.2
Masters level degree	11.8
Doctoral/Terminal degree	2.1
Other/None of the above	4.9
Totals	100

KOZAI GROUP

Age

	Percent of Norm Sample
Under 20	8.5
20 to 29	60.6
30 to 39	18.6
40 to 49	9.5
50 and above	2.8
Totals	100

KOZAI
GROUP

Gender

	Percent of Norm Sample
Male	59.7
Female	40.3
Totals	100

Work Experience

	Percent of Norm Sample
Top Level Executive	2.7
Middle Manager	11.4
Entry-level Manager/Supervisor	15.4
Employee	39.1
Other (Including Students)	31.4
Totals	100

KOZAI
GROUP

World Region

	Percent of Sample
North America	46.3
Latin America	1.8
Asia (Japanese)	12.6
Asia (Non-Japanese)	6.2
Europe	10.1
Africa	0.1
Middle East	1.4
Pacific Islands	0.4
Not reported	21.1

KOZAI
GROUP

Ethnicity

	Percent of Norm Sample
Asian	34.2
Black	3.0
Hispanic	6.9
Middle Eastern	1.7
Pacific Islander	1.1
White	46.5
Other (inc. non-reported)	6.6
Totals	100

KG

KOZAI
GROUP

The Intercultural Effectiveness Scale

The IES examines three main dimensions of intercultural adaptability, and each dimension consists of two sub-dimensions:

Continuous Learning	Interpersonal Engagement	Hardiness
Exploration	Global Mindset	Positive Regard
Self- Awareness	Relationship Interest	Resilience

An *Overall IES* score is generated by combining the scores of the six sub-dimensions

KOZAI GROUP

Continuous Learning

- The degree you engage the world by continually seeking to understand the world around you.

- It influences your intercultural success by acting as an motivator to learn about why people in other cultures behave and think the way they do.

- People who strive to learn new things are more successful at living and working with people from other cultures than those who are comfortable with what they already know.

- Two specific sub-dimensions comprise this factor: *Self-Awareness* and *Exploration.*

Self-Awareness

- The degree to which you are aware of your personal values, strengths, weaknesses, interpersonal style, and behavioral tendencies, as well as their impact on others.

- The degree to which you reflect on this knowledge in order to engage in personal development and learning activities.

KOZAI
GROUP

Exploration

- Openness to understanding ideas, values, norms, situations, and behaviors that are different from your own.

- Fundamental inquisitiveness, curiosity, and an inner desire to learn new things.

- Willingness to seek out new experiences that can cause learning or a change in your perspective.

- Ability to learn from mistakes and to make adjustments to your personal strategies to ensure success in what you do.

KG
KOZAI
GROUP

Interpersonal Engagement

- This factor assesses your interest in other cultures and the importance of developing relationships with people from other cultures in general.

- The development of positive interpersonal relations is essential for effective performance in an intercultural environment. This factor is comprised of two dimensions: Global Mindset and Relationship Interest.

Global Mindset

- The degree to which you are interested in – and seek to actively learn about – other cultures and the people that live in them.
- The degree to which you seek out such learning by your own choice in order to expand your global knowledge about people and their cultures

KOZAI GROUP

Relationship Interest

- The extent to which you initiate and maintain relationships with people from other cultures.

- You find that engaging others is an energy-producing vs. an energy-depleting activity.

- Your willingness to use a foreign language in developing new relationships.

Hardiness

- Managing your thoughts and emotions in intercultural situations, along with your ability to be open-minded and nonjudgmental about ideas and behaviors that are new to you.
- The tendency to not get upset, stressed, frustrated, or angry when you encounter situations, people, behavior, and ideas that are different from what you are used to.
- Managing your emotions constructively and learning from failures and setbacks.
- This factor is comprised of two dimensions: Open-Mindedness and Resilience.

Positive Regard

- Assuming the best about people and being more accepting of different behaviors.

- Not resorting to negative stereotypes about other cultures or people.

KOZAI
GROUP

Resilience

- Your level of emotional strength and ability to cope with challenging emotional experiences.

- Your capacity to recover quickly from psychologically and emotionally challenging situations.

KOZAI GROUP

Competency Profiles

- Everyone's profile of their competency strengths and weaknesses is unique.

- The next three slides illustrate how competencies interact to create different behavioral tendencies.

KOZAI GROUP

Higher Resilience

These individuals typically

tend to have a narrow range of things they do and people they see, yet they are able to manage novel situations with little emotional strain.

have routines and/or an innate ability to manage stress and therefore can often take on challenging situations.

are more likely to evaluate new situations without having that much information to really know the true picture.

are not that interested in understanding different view points on issues but can manage difficult situations when they arise.

These individuals typically

show a great ability to withhold judgment about situations until they understand them better.

do not see or anticipate new situations as challenges they "have to" deal with, but usually see them as learning opportunities.

are quite resilient to the normal stress others feel when dealing with novel situations.

would not feel compelled to draw a premature conclusion about something in order to reduce the uncertainty and the resulting stress from it.

are individuals that others come to for an objective view on something or to be listened to.

Lower Resilience

These individuals typically

are more likely to feel stress in new situations and therefore avoid them whenever possible.

judge others based on a more ethnocentric viewpoint and feel fairly confident in that judgment.

avoid alternative perspectives because they can increase uncertainty about issues or people, thereby increasing stress.

are much more comfortable with the status quo because they have learned to manage those situations adequately

These individuals typically

view others positively in new situations, but their uncertainty about how to act in the new situations creates stress in them.

need to retreat to familiar surroundings from time to time in order to unwind and rejuvenate.

will be seen as people others can talk to without fear of judgment. However, listening in these contexts can be draining for them.

Are able to view issues and actions from various points of view and take a general positive view of events .

Lower Positive Regard   **Higher Positive Regard**

Higher Self-Awareness

These individuals typically

prefer routine activities and tend to have the same set of friends over time.

spend time thinking about how others perceive them via self reflection rather than explicitly getting input from others.

seek to understand themselves well and often have an intuitive grasp of their strengths and weaknesses.

can be very observant in interactions, and naturally tune into how others react toward them.

These individuals typically

like to seek new experiences and learn things both about themselves and others.

reflect on their experiences and always try to understand themselves better.

would choose to go to a foreign country they're unfamiliar with than to a relaxing vacation spot.

have a clear picture of their values and beliefs.

enjoy putting themselves in challenging situations in order to test their capabilities.

Lower Self-Awarenes

These individuals typically

prefer to rely on routine and known situations

prefer the assurance of certainty to the excitement of discovery.

are more likely to accept things as they are than reflect on and learn from new experiences.

have difficulty clearly defining their strengths and weaknesses beyond the superficial.

are unlikely to seek feedback from others.

are fairly unaware of how others perceive them.

These individuals typically

are very interested in the world around them and often read about events going on in other countries .

have a greater intellectual interest in world issues than an emotional connection to the people who are part of those issues.

develop relationships more out of necessity than of interest, but maintain a core set of close friends.

will spend more time visiting and learning about foreign places than interacting with the people.

Lower Exploration   **Higher Exploration**

Higher Relationship Interest

These individuals typically

are more interested in local events than events beyond their borders.

do not see the relevance of international or global affairs to their lives and so tend to ignore them if left to their own devices.

might be exposed to world events or go to foreign countries but due to others' interests and prodding.

might have broad interests—though usually not of a global nature--and engage in doing many different things because they have different sets of friends or friends with diverse interests.

These individuals typically

are very likely to want to travel the world and see and meet people.

they might prefer to hang out in local clubs or other places in order to meet and/or be with the local people.

make an effort to learn some of the foreign language or even learn one language very well so that they can interact with the locals.

find it more interesting and meaningful to be with the foreign people than read about them in a book

pay attention to and are affected by the events that affect people more than institutions.

Lower Relationship Interest

These individuals typically

are not likely to initiate experiences or relationships with others expressly to learn about other places and peoples.

tend to have the same friends they've had growing up because they were in close proximity over time.

maintain friendships that reinforce their narrower band of interest about the world.

could be quite happy going on a vacation by themselves and to a domestic location.

are not very concerned by what's going on in the world and do not see themselves connected to others who are different from them, particularly foreigners.

These individuals typically

enjoy learning new things and consistently seek out new experiences.

are easily bored with routine and are motivated by opportunities to change.

are oriented toward learning things external to themselves rather than developing relationships with new people.

know a lot about different topics but less about individual people and their lives.

will often think about going to places outside their own country.

Lower Global Mindset

Higher Global Mindset

Can We Develop Intercultural Competencies?

- What should we focus on?
- What can individuals do?
- What can organizations do?

KOZAI
GROUP

# Individual Development

Requires:

- Experiential learning and reflection
- Crucible experiences
- Extensive practice
- Challenging cross-cultural exposure
- Extracting and absorbing tacit knowledge
- Ability and willingness to learn and transform oneself
- Self-motivation

What can companies do?

Provide Experiences via:

- Multicultural teams
- International education
- Long-term international assignments
- Short-term international assignments
- Mentors from other cultures

KOZAI GROUP

Developmental Methodologies
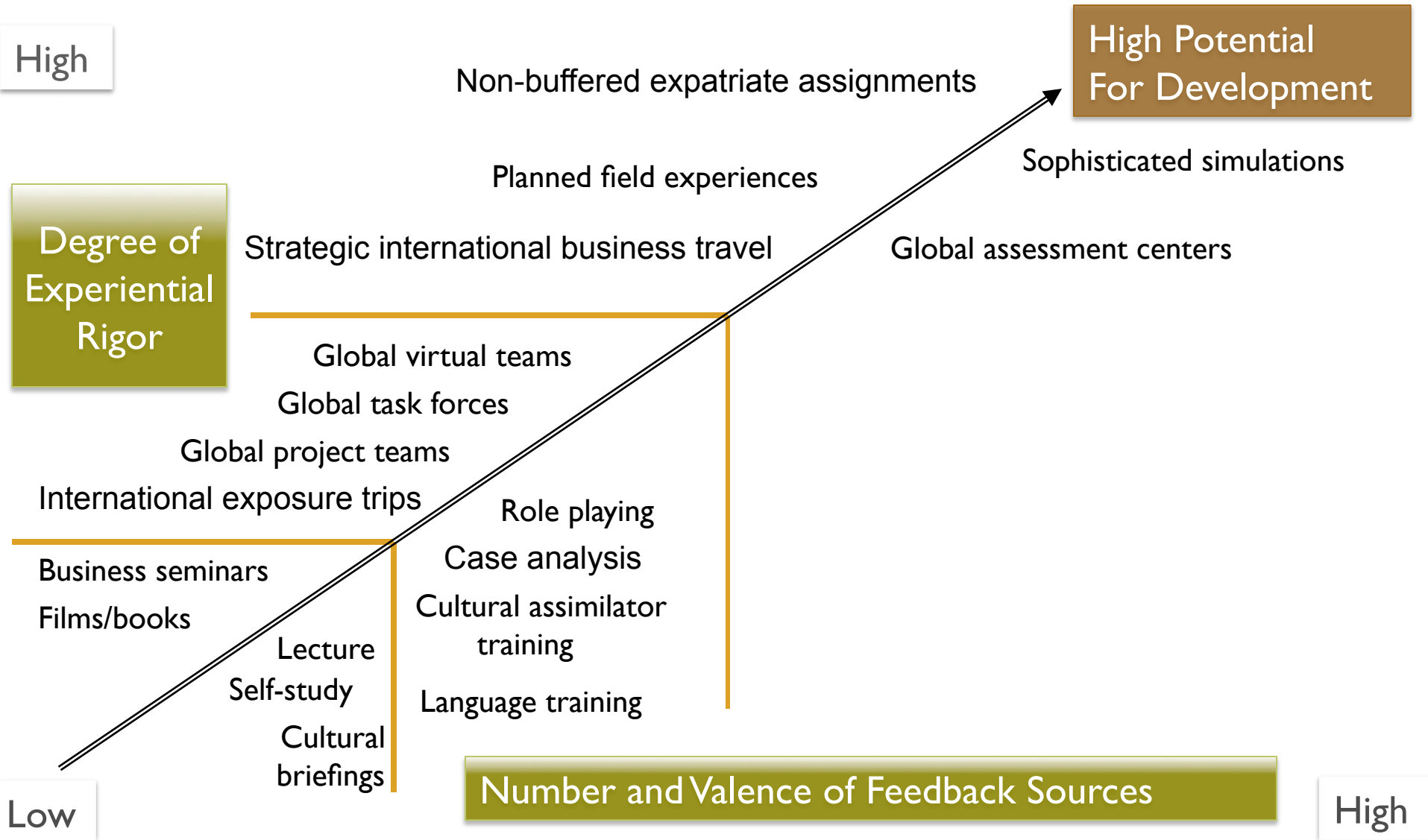
More specifically, companies can:

- Design integrated, holistic developmental programs for managers
- Start developmental processes early in managers' careers
- Leverage previous global experiences
- Bolster with multi-method training and coaching
- Ensure organizational support for personal competency development processes

KOZAI GROUP