

## FREQUENTLY ASKED QUESTIONS

### WHAT DOES THE GCI MEASURE?

The Global Competencies Inventory (GCI) assesses personal qualities associated with effectiveness in intercultural situations. The GCI assesses an individual's core capacity for intercultural adjustment.

Because intercultural interactions are predominant in the success of international assignments and transitions, the GCI can be used both as an aid to selection as well as a tool for training and development. Numerous assessments are available that identify cultural differences between and among individuals, which can be useful in highlighting “gaps” where cultural friction and the need for intercultural adjustment may occur.

The GCI focuses on three main factors influencing intercultural adaptability:

- **Perception Management:** How an individual mentally approaches cultural differences.
- **Relationship Management:** An individual's orientation toward developing and maintaining relationships with, and awareness of, culturally different others.
- **Self Management:** The strength and clarity of an individual's sense of self-identity and ability to effectively manage thoughts, emotions, and responses to stressful situations.

These factors are further differentiated into sets of 17 dimensions, allowing for more detailed evaluation. Taken as a whole, the factors are aggregated to generate an Overall Global Competencies Index, which can be used to provide a general indicator of intercultural capability.

The GCI identifies qualities an individual may not have previously recognized as strengths; it may also reveal areas for growth and development.

### WHAT'S THE FORMAT, AND HOW LONG DOES IT TAKE?

The GCI is a self-report inventory consisting of 171 items and takes most people approximately 45–60 minutes to complete. Online and paper versions of the inventory are available. Language support for the paper version of the GCI includes English, French, German, Japanese, and Spanish, with a Chinese version in development. The online version is available in English, with a Japanese version in development.

## **IS THE GCI VALID AND RELIABLE?**

The GCI assesses the targeted content domain of intercultural capabilities in the same way as other rigorously developed psychological assessment inventories. The current 171-item iteration of the GCI has been developed and validated according to the highest professional standards of psychological measurement and test development. Reliabilities of all instrument subscales fall within the ranges of 0.72 to 0.83 (coefficient alphas). In addition, we have established significant convergence with other similar inventories and predictive validity with important global business management skills learning and transfer. In addition, no gender, age, race, or ethnic bias, or disparate impact has been found in any of our analyses. Further details of this empirical evidence can be provided upon request.

## **WHAT IS ITS SCOPE?**

The organizational domain of the GCI is global in scope. It is valid for use across functions and levels. It has been used with middle management, technical and top management personnel. Nearly 70 different nationalities are reflected in the norm population of the GCI. Regionally, North America is the largest sub-population (56%), followed by Asia (26%), Europe (11%), with the remaining 7% coming from countries across Latin America, Africa, and the Middle East.

## **ARE THERE DIFFERENT POPULATION NORMS?**

The GCI has population norms based on world regions, some select countries, age, education level, gender, job level, ethnic group, and purpose of the international assignment.

## **CAN ANYONE GIVE IT? IS THERE TRAINING SUPPORT?**

Administration and debriefing of GCI results must be conducted by qualified GCI administrators. Qualification seminars, two days in length, are offered throughout the year; for available dates, please contact GCI sales and administration at the address given at the end of this document.

The Kozai Group assists companies in assessing and developing the global skills and competencies of their managerial cadre through the GCI and through the custom-designed training programs we develop based on assessment results. Our assessment inventories and training program designs are grounded in empirical research and provide the necessary rigor in content to ensure actual development of competencies associated with global leadership, global mindset, and strategic thinking.

We also assist companies in developing state-of-the-art mobility management programs, including selection, training, support, and repatriation management of expatriate managers and their families:

- Debrief sessions are available, depending on the client's needs. Such sessions are typically offered as part of a training program, but they can also be done as separate, stand-alone coaching and feedback sessions.
- A train-the-trainer option is available.
- Although the GCI itself cannot be "customized" (since that would compromise its psychometric integrity), feedback and interpretation of results can be customized depending on the needs and interests of the client organization.

## WHAT'S THE RETURN ON INVESTMENT?

Organizations with international operations face the critical challenge of developing a cadre of managers and executives who can operate globally, from a global business mindset, and manage culturally diverse units across geographic boundaries. To create this cadre, global firms continually wrestle with how best to

- assess current managerial and executive cadres' global managerial and leadership abilities;
- assess the global and managerial and leadership abilities of prospective managers in selection processes;
- create global management and leadership development processes that are sophisticated enough to zero in on managers' specific global weaknesses, thus avoiding the "one size fits all" training trap;
- avoid the costs of expatriate failure and "brown-outs" through the development of effective expatriate assessment, training, in-country learning, and repatriation processes; and
- leverage global knowledge and savvy of repatriated managers and executives by developing effective "transfer of knowledge" processes.

The GCI provides assessment in all five categories above, providing managers and executives with a clear self-understanding of their current level of expertise in the comprehensive set of fundamental global competencies that have been proven from empirical research to be critical to global management and leadership success.

The competencies assessed by the GCI have been empirically demonstrated to positively influence the acquisition of global business management skills and the subsequent transfer of those competencies to the firm, which in turn lead to heightened work commitment and performance.

The GCI provides the potential for significant return on investment as a tool for guiding firms—and their managers—to create selection, development, coaching, expatriate management, and knowledge transfer processes that are built upon a clear awareness of individuals' current strengths in empirically valid global competencies. This allows for telescopic and sophisticated program design on the part of firms as opposed to overly general, "one size fits all" traditional training formats that are common when attempting to "globalize" managerial and executive cadres.

## WHAT DOES IT COST?

The standard price is \$130 per assessment for both the paper and online versions. Volume discount rates are as follows:

- 100+ = 10% discount
- 500+ = 20% discount
- 1000+ = 20% discount

## HOW DO I ORDER THE GCI AND ASSOCIATED SERVICES?

### Administration and Sales

The Intercultural Communication Institute

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## DO YOU OFFER OTHER CULTURAL COMPETENCY SURVEYS?

Yes. The IES is a less complex version of the GCI and was developed to address the need for an assessment tool that can be used in contexts such as those found in many educational settings where economy and ease of administration are critical program elements.