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Editorial

In discussions with HR specialists and managers in the field, questions about measuring intercultural competencies regularly come to the fore. What competencies should we be looking for when hiring? How can we measure the abilities of existing employees and therefore identify areas for improvement? Are there reliable tools we can use?

In this month's newsletter, writing to us from Italy, Marianna Amy Crestani takes us through her use of a coaching tool to prepare an expatriate for an assignment in China.

It's worth noting that Marianna paid careful attention to the cultural context in which the expatriate would have to operate. Indeed, while a number of competencies—such as the capacity to listen or to question one's assumptions—are trusted friends when interacting anywhere around the world, other abilities will prove more or less indispensable depending on the values and norms of the cultural group with whom an international assignee has to relate and collaborate.

When you reach the end of Marianna's article, you might find it interesting to ask yourself if the competencies she underlines would be necessary to succeed in your country. As always, we look forward to reading your comments.

Best wishes from the editorial team in Paris where Spring has been kind enough to pay us a long-awaited visit!

**Laurent Lepez, Managing Partner**

Assessing Intercultural Competencies: Coaching with TIP

By Marianna Amy Crestani

Nowadays, there is a wide range of tools and methods available for trainers, consultants and coaches who want to assess managers' intercultural skills. Among these, *The International Profiler*, a psychometric questionnaire developed and produced by WorldWork Ltd, provides unique insights into an individual's preferred way of working internationally, thereby helping the person to identify his or her key improvement areas.

The International Profiler (TIP) is a deep probing DEVELOPMENT instrument designed to aid people explore their own approach to international work and, with the help of a coach, to understand what qualities and competencies are most critical to success in their present or future international activity. More specifically, TIP is based on a set of **10 core competencies** that are associated with **22 key skills, attitudes and areas of knowledge** needed to transpose leadership, managerial and other professional skills into an international context.

Let's have a look at a concrete example. Some months ago, I coached an Italian project manager who was about to move to China for three years to coordinate a project in the Asia region for a German multinational. The main challenges of his new international role included the need to explain highly technical matters to a less mature market and persuading local managers that they needed support in the implementation and coordination of the project.

Once the coachee had completed the TIP questionnaire, we discussed his background, present role and challenges. I was then able to highlight the value that the feedback session would bring, stressing how the process would lead the coachee to reflect on whether his current emphasis on certain competencies was in line with the specific challenges he would soon be facing. Furthermore, I explained that the **feedback session** would be **aimed at pinpointing areas of strength and potential development to close gaps** in his toolbox of attitudes, skills and knowledge.

Bearing in mind the candidate's main challenges and taking into consideration the results of his questionnaire, we identified 3 key areas for competency development....tbc

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