Frequently Used 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, contact information, and a brief description of the major aspects of each of them.

Aperian Global
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 Online [SM] (GTO), Global Collaboration Toolkit [SM], Global Innovation Online [SM], Self-Assessment Questionnaire [SM], Global Leadership Online [SM], GlobeSmart[®]

- **Global Teams Online[SM] (GTO)** is a web tool that supports a number of 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 Toolkit[SM]** provides individuals, teams, and organizations with a way to assess their collaboration practices and to identify opportunities for improving teamwork across organizational lines. As a part of a consultative process, the tool helps organizations to leverage their internal resources for the benefit of the organization as a whole, and also to improve collaborative efforts with customers and external partners.
- **Global Innovation Online[SM]** 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[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 Online[SM]** helps assess an individual's leadership strengths and weaknesses, or can assess an organization's global mindset. Self and 360 assessment processes indicate a person's attitudes and ability to work globally. The first step is completion of an online self and 360 from which a summary report is generated, including overall score, gap analysis, and written comments. The second step involves a three-hour individual interview with an Aperian consultant. The third step is a meeting between the individual and an HR contact.

An optional fourth step consists of a post assessment involving the GlobeSmart Assessment Profile.

- **GlobeSmart**® is a web tool providing global organizations with easy access to information on conducting business with people from more than 80 countries. GlobeSmart addresses the greatest cause of difficulties in global business interactions—the challenges of relating and communicating successfully with counterparts from other countries. The tool develops awareness on three levels: individual self awareness, awareness of other cultures, and awareness of global business. GlobeSmart helps organizations avoid costly mistakes and lost productivity by enabling them to leverage their global diversity. Currently GlobeSmart is also used in international education for study abroad students.

Argonaut
www.argonautonline.com
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 portfolio of intercultural services. Accreditation to use the services is available online or in person. The Argonaut Assessment is a questionnaire that uses 12 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.

Beliefs, Events, and Values Inventory (BEVI)
www.bevi@thebevi.com
Craig N. Shealy
The Beliefs, Events, and Values Inventory (BEVI) is an accessible, adaptable, and powerful analytic tool that can be used as an independent or dependent measure in a wide range of applied settings, evaluative contexts, and research projects. The BEVI helps individuals understand better what they believe and value about themselves, others, and the world at large and reflect upon how such beliefs and values may, or may not, be conducive to learning, personal growth, relationships, and the pursuit of life goals. The BEVI seeks to understand "who the person is "prior to participating in a learning experience, "how the person changes" as a result of the experience, and how these factors interact to produce a greater or lesser likelihood of learning and growth. The specific conceptual framework for the BEVI is called Equilintegration or EI Theory, which "explains the processes by which beliefs, values, and 'worldviews' are acquired and maintained, why their alteration is typically resisted, and how and under what circumstances their modification occurs" (Shealy, 2004, p. 1075). The BEVI is designed to investigate how overall response patterns predict various processes and outcomes, from the beliefs and values associated with ethnocentrism, religious tolerance, partisanship, and gender-based practices and policies, to issues of openness, self-access,

and emotional attunement. As a web-based inventory, the BEVI typically requires between 35 and 45 minutes to complete.

Connective Leadership/Achieving Styles Inventory (ASI)
www.achievingstyles.com/asi/connective_leadership.asp
Connective Leadership Institute
The Connective Leadership Model based on the Achieving Styles Inventory stresses the need for leaders to engage an 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.

Cross-Cultural Adaptability Inventory (CCAI)
www.ccaiassess.com
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. It 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 (CRIS)
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, and C. M. Alexander (Eds.), *Handbook of Multicultural Counseling* (2nd ed., pp. 371-393). Thousand Oaks, CA: Sage.
William E. Cross, Jr., is author of the Nigrescence Model, a 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)
www.culturalq.com/
Cultural Intelligence Center
Cultural intelligence (CQ) 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
www.knowledgeworkx.com
KnowledgeWorkx
The Cultural Mapping Assessment tool examines intercultural dynamics in the work environment. It is a 72-question online inventory that creates a profile along 12 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 such as Individual Coaching, Inter-Cultural Intelligence, Inter-Cultural Team Building Interventions, Inter-Cultural Team Development and Dynamics, Inter-Cultural Conflict Resolution, Inter-Cultural Negotiations, and Inter-Cultural Communication.

Cultural Perspectives Questionnaire (CPQ)
www.imd.org/research/projects/CPQ.cfm
IMD
Lausanne, Switzerland
This 79-question online questionnaire measures 11 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
www.pfeiffer.com
Roger Harrison & Herb Stokes
Pfeiffer, 989 Market Street, San Francisco, CA 94103-1741. Phone: (415) 433-1740. Fax: (415) 433-0499. E-mail: customer@pfeiffer.com. Note: Pfeiffer is now part of John Wiley & Sons.
This supports organizations in investigating their own cultural climates and determining how they can be structured for future success. The *Trainer's Package* contains all the information, guidance, and support materials needed to lead a senior team through each step of the program's advanced, results-oriented design. The workshop is designed 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
www.corexcel.com/html/diversity.prod.htm

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: Knowledge, Understanding, Acceptance, and Behavior. The Discovering Diversity Profile contains 80 statements: 20 Diversity statements that measure attitude and beliefs, and 60 Diversity statements that measure personal behavior.

Diversity Awareness Profile (DAP)
www.wiley.com/WileyCDA/WileyTitle/productCd-0787995541.html
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 and how it 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 Competence Aptitude Assessment (GCAA)®
www.globalcompetence.org
Global Leadership Excellence, LLC

The Global Competence Aptitude Assessment (GCAA)® is a unique online instrument based on original worldwide research of the skills necessary for global effectiveness. Used around the world by corporations, government, and academia, the GCAA® objectively measures the eight components of global competence that were identified in the research and which comprise the Global Competence Model™. Results are presented for each dimension as well as in their appropriate overall readiness category: Internal Readiness, which measures personal traits and attitudes, and External Readiness, which assesses global knowledge and people skills. The assessment delivers immediate individual analytical and interpretative feedback reports as well as segmented group reports. Such diagnostics provide objective insight that can supplement hiring selection, promotion criteria, and the creation of effective personal development plans, as well as identifying individuals who are appropriate for global projects or international assignments. In addition, the GCAA® is used to evaluate the effectiveness of international educational programs, student learning outcomes, and students' growth and maturation, as well as their degree of readiness for the global workforce. A 360° feedback version is also available.

Global Learning
www.egloballearning.com/

Global Learning is a full-service consulting and training organization that provides innovative diversity, inclusion, and cross-cultural solutions to enhance the workplace. The 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.

Global Mindset Inventory (GMI)
www.thunderbird.edu
Global Mindset Leadership Institute
Thunderbird Global Mindset Inventory (TGMI) is a 76-item internet-based survey. It is designed to measure an individual's and a group's 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 for three arenas: corporations, academic institutions, and nonprofit 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.itim.org/feedback/assessment-solutions
Itim Focus has developed the Hofstede model© Quick Scan in cooperation with Geert Hofstede. This analytical tool quickly assesses the cultures and sub-cultures of organizations. The Itim-Focus Hofstede model consists of six autonomous dimensions and two semi-autonomous dimensions.

iChangeWorld
www.ichangeworld.com/index.html
David Matsumoto
iChangeWorld is an international organization providing tools and locally deployed management consulting services. Their solutions support the performance improvement efforts of companies and consulting practitioners. It provides two assessment tools that add measurement to organizational development efforts linked to business issues: the Intercultural Adjustment Potential Scale (ICAPS), and the Organizational Alignment Assessment (OAA).
- **Intercultural Adjustment Potential Scale (ICAPS)** The ICAPS is a scale that predicts 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 Emotion Regulation, Openness, Flexibility, and Critical Thinking. This tool examines strengths and weaknesses prior to departure to maximize intercultural experiences. It can be used for assessment, training, coaching, or evaluation, or used as a research instrument for measuring cross-cultural adaptability.
- **Organizational Alignment Assessment (OAA)** The Organizational Alignment Assessment (OAA) is an agile web-based survey that provides key information to align organizational culture with strategy, process, leadership and the market. The OAA contains results from 13 key areas in a detailed and easy-to-understand report that is broken down by department, location, level, and function allowing, an accurate assessment of key growth opportunities.

Intercultural Awareness Profiler (IAP)
http://www2.thtconsulting.com/tools/
Fons Trompenaars

- **The IAP** is an international cross-cultural assessment tool that measures an individual's cultural values on seven 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) as 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.
- **The Intercultural Competence Profile (ICP)** is an online tool that provides an overall assessment of your current intercultural competence, showing your approach to dealing with cultural differences. ICAD stands for InterCultural Competence and Development. This is the combination of training workshops and learning processes based on the ICP tool.

Intercultural Conflict Style Inventory (ICS)
www.hammerconsulting.org
www.icsinventory.com
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.

Intercultural Development Inventory (IDI)
www.idiinventory.com
Mitch R. Hammer, IDI LLC.
The IDI is a 50-item psychometric instrument based on the Developmental Model of Intercultural Sensitivity (DMIS). The IDI is a multipurpose instrument useful for personal development and self-awareness, audience analysis, organizational assessment and development, and data-based intercultural training. The IDI generates a graphic profile of an individual's or group's predominant stage of development. The IDI is also available online.

Intercultural Readiness Check (IRC)
www.ibinet.nl/assessment.htm
Ursula Brinkmann and Oscar van Weerdenburg

The Netherlands

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 as a means of determining training and development needs, identifying strategies/recommendations to bridge cultural differences, and as part of 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, including input for detailed action plans and follow-up learning.

Intercultural Sensitivity Inventory (ICSI)

http://www.intercultural.org/tools.php

D.P.S. Bhawuk and Richard Brislin

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 cultural value orientations and flexibility in adapting to new cultures.

International Personnel Assessment (iPASS)

http://www.international.gc.ca/cil-cai/hr_services_rh.aspx?lang=eng

Foreign Affairs and International Trade of Canada

The Centre for Intercultural Learning has a 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: the Behavioural-Based Interview (BBI) and the Intercultural Adaptation Assessment (IAA).

- **Behavioural-Based Interview (BBI)** evaluates candidates on competencies that have shown to be critical for intercultural effectiveness. The interviewer evaluates to what extent the candidate has demonstrated the required competencies.
- **The Intercultural Adaptation Assessment (IAA)** measures a candidate's ability to judge intercultural situations. The test presents the candidate with challenging incidents that might be encountered on an international assignment. In response to each situation, the candidate is presented with four or five possible actions that can be taken to deal with the situation described. The candidate must choose the most effective response to each situation.

International Training and Development, LLC

http://www.diversityinclusioncenter.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: DiversiScan™, Diversity Leadership 360°™, and Diversity Competencies Assessment™.

- **DiversiScan™** is a tool to increase 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 vision and ability to recognize diversity-related indicators within the typical organization.

- **Diversity Leadership 360°™** is an assessment tool that measures the key behaviors that each leader in an organization needs to possess and demonstrate for diversity to be successfully valued and managed. This instrument is used by organizations to continually improve and to hold leaders accountable for inclusion.
- **Diversity Competencies Assessment™** is a 65-item assessment tool that measures the many distinct skills and areas of expertise that contribute to diversity competency, in particular, the ability to value and leverage diversity. 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 in seven skill areas.

ITAP International
www.itapintl.com
ITAP International is a full-service consulting firm specializing in building human capability across functional, global, and cultural boundaries. ITAP has developed two assessments specifically related to intercultural competence: The Culture in the Workplace Questionnaire™ and 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 online instrument that consists of 60 questions. The responses provide a profile using Hofstede's dimensions of individualism, power distance, certainty, 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 global assignments, global work teams, and overall work-place interactions that are impacted by employees from different countries.
- **The ~~Global~~ Team Process Questionnaire™** 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.

Kozai Group
www.kozaigroup.com
www.intercultural.org/kozai.php
Alan Bird, Mark Mendenhall, Gary Oddou, Joyce Osland, and Michael Stevens
The Kozai Group assists global organizations 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: the Global Competencies Inventory (GCI) and the Intercultural Effectiveness Scale (IES).
- **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: 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.

- **Intercultural Effectiveness Scale (IES)** is an instrument used by profit and nonprofit organizations, including government agencies and educational institutions, especially in international education. 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 with those 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.

Learning Styles Inventory (LSI)
http://learningfromexperience.com/tools/kolb-learning-style-inventory-lsi/
David Kolb
The LSI is a 12-item self-report instrument that measures 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 nonthreatening way to explore diversity. The LSI, which includes interpretive materials, is a self-scored inventory that does not require certification.

NEO-Pl
Need to find a new organization that can administer the test
The NEO-PI is a personality assessment tool based on the Big Five Model of personality, which consists of five critical dimensions that account for major individual differences in personality. The Big Five is one of the few personality models that is valid across cultures. 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 their management style, and it 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 more than 70 countries. The tool consists of 25 questions that can be used by both teams and

individuals to compare their profiles and discuss the implications of the custom-generated reports.

PICO Profiler
http://www.pico-global.com/Profiler/ProfilerHome.aspx
- **The PICO Profiler** is an online instrument intended for those who live or work in an intercultural environment. It is used to create a PICO Profile, an individualized analysis of how the user adapts to 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.
- **PICO Deep Culture Survey** collects information about cultural values from people in different countries. This survey is testing the idea that people will tend to answer these questions differently based on unconscious cultural assumptions.
- **The Intercultural Language Learning Profiler (ILL-P)** helps English learners reflect on their feelings about their foreign language self and intercultural identity. Learners take a short questionnaire which produces a profile of their "Intercultural Language Learning Self".

Polaris® *Global* **Leadership Competency Model and 360° Assessment Survey**
www.espritgloballearning.com
www.orgsysint.com
Carolyn Feuille and Bruce Griffiths
These pioneering tools, developed by Esprit Global Learning in collaboration with Organization Systems International, assess the essential competencies for global leaders' success across cultural borders. The Polaris® Global 360° provides individual managers with multi-rater feedback on essential global leadership competencies from as many as 17 respondents. It is designed as a professional development tool for managers with global responsibilities. Organizations can also use the Polaris® Global 360° to identify candidates for expatriate assignments. The assessment is conducted with a debriefing by a certified coach, an action plan, and a development guide, the Polaris® Global Leadership Competency Dictionary.

Survey on Intercultural Relocation Adaptability (SIRA)
www.grovewell.com/expat-360-assessment.html
Richard Mansfield & Cornelius Grove
Created by GROVEWELL LLC and R .S. Mansfield Associates, the Survey on Intercultural Relocation Adaptability (SIRA) is an online, 360º assessment instrument that enables global business leaders and professionals who are contemplating relocation to clarify their own expectations and decision-making about global business relationships, obtain 360º feedback about the extent to which they demonstrate the personal skills and qualities that promote or inhibit adaptation effectiveness with diverse others, identify behaviors that can inhibit adaptation and effectiveness, learn ways to enhance effective skills and qualities and reduce ineffective behaviors, and identify what else they need to learn about a global assignment.

TMC

www.tmcorp.com

TMC, a consulting and learning solutions company, helps organizations to leverage differences and similarities for maximum performance to reduce risk and enhance innovation and effectiveness. They have developed the following assessment tools: the Cultural Orientations Indicator ® (COI), and the Inclusive Leadership Profile (ILP).

- **Cultural Orientations Indicator ® (COI)**
  The COI is a statistically valid online 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 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 and practices. The standard ILP™ report displays readiness levels and provides the answers and scores for individual questions. A multi-rater/360º version of the ILP™ is also available.

The International Profile (TIP)

http://www.chariscorp.com

- **The International Profiler (TIP)** is a questionnaire and feedback process that helps professionals reflect on where their strengths and limits are for working internationally. TIP is an online questionnaire that is used to generate personal feedback profiles that portray the way individuals typically work with people from cultural backgrounds different from 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; personal development plans and 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.

- **The engineeringTrust™ Scale (ETS)** is a personal assessment tool to measure how people decide to trust across cultures. It identifies four personal trust strategies, predicts how others are motivated to trust, and enables teams to build trust, engagement and collaboration across cultures.

- **International Team Trust Indicator** (ITTI) is an assessment for intact teams that assesses trust levels and trust deficits within existing teams, along 10 culturally sensitive trust criteria.

- **Organization Trust Index** (OTI) is a validated assessment that measures trust levels in five dimensions, and offers comparisons of data with eight countries. Areas of strength and weakness are identified that can be used to develop plans to build or reinforce trust in the organization.

Tucker International, LLC
www.tuckerintl.com
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: International Mobility Assessment (IMA), Overseas Assignment Inventory (OAI), and International Candidate Evaluation (ICE), which is linked to the OAI.

- **International Mobility Assessment (IMA)** is a self-assessment process for international assignment candidates and their families. It is designed 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 assessments available online, one for families and one for singles.
- **Overseas Assignment Inventory (OAI)/International Candidate Evaluation (ICE)** are linked self-response instruments. 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.
- **The TAP® Tucker Assessment Profil**e is an assessment instrument and developmental coaching process used by companies to select and/or develop their expatriate personnel. It measures an individual's motivations, expectations and twelve other competencies required for successful intercultural adjustment. The assessment is based on our fourteen competency model featuring scales that predict intercultural adjustment over time, which is highly correlated with expatriate performance.
- **The Global Leader TAP® Tucker Assessment Profile (GLTAP)** is a leadership development instrument and feedback process measuring nine key competencies essential for global leadership success. This assessment is used by companies to assist in the development of their global leaders.
- **The Survey of Global Business Experience (GBEsm)** is an assessment instrument that measures the following three critical areas of global leader success. The GBE employs a unique 20-point scale that measures the three success areas with very high reliability.
- **The Survey of Expatriate Training and Development (SETD)** contains highly reliable scales that measure six factors that have proven to differentiate between expatriates who adjust well to their countries of assignment and those who do not. These factors account for some 45% of successful expatriate job performance. Our SETD Feedback Guide helps Expatriates to benchmark themselves against our database and to deepen their intercultural adjustment during the remainder of their assignment.

Worldprism Profiler
www.tmaworld.com
Terence Brake
This is 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 differences. There are three levels of users for the Worldprism Profiler: first, individuals who manage and/or interact with different cultures through various business roles; second, cross-border teams who can increase awareness of differences among members; and third, organizations who want to profile their dominant organizational culture.