

# The Intercultural Effectiveness Scale (IES)

Measures how well individuals are equipped for global work

Lays a path for developing global talent

Evaluates individual competencies critical for effective interaction with people from different cultures

Examines three main dimensions of intercultural adaptability.

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

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

## CONTINUOUS LEARNING



The extent to which people continually seek to

understand the world around them & themselves in it.

### Exploration

- Openness to ideas, norms, behaviors & situations different from one's own.
- Fundamental inquisitiveness, curiosity and desire to learn new things and gain new perspectives.
- Ability to learn & make adjustments to personal strategies to ensure success

### Sample Statements

I treat all situations as an opportunity to learn something.

I have developed significant new skills over time.

I learn from mistakes.

### Self-Awareness

- The degree of awareness of one's interpersonal style, values, behavior as well as their impact on others.
- The degree of reflection on this knowledge in order to engage in learning and personal development.

### Sample Statements

I'm aware of my interpersonal style and can easily describe it to others.

Thinking about my strengths & weaknesses is a good use of my time.

Usually I can tell what impact my behavior has on others.

## INTERPERSONAL ENGAGEMENT



Degree of interest in other cultures and the extent to

which one develops relationships with people from them.

### Global Mindset

- Degree of interest in learning about other cultures and the people who live in them.
- Actively seeking to expand one's global knowledge.

### Sample Statements

I routinely read, watch, or listen to international news.

My friends would say I know a lot about world geography.

Every now and then I watch television programs about other countries and cultures.

### Relationship Interest

- The ability to develop strong positive relationships with people who are different from us.
- Willingness to use a foreign language in developing new relationships.

### Sample Statements

I'm not that interested in meeting people from other cultures.

I like to figure out why people do the things they do.

Getting to know other people teaches you a lot of valuable things.

## HARDINESS



The ability to manage thoughts and emotions

constructively in intercultural situations.

### Positive Regard

- Assuming the best about people.
- Accepting different behaviors as having intrinsic merit.
- Not resorting to negative stereotypes about other cultures or people.

### Sample Statements

I can always find something good in any situation.

My friends would say I always look on the bright side of things.

If I were lost, someone would probably stop and help me.

### Emotional Resilience

- Emotional strength and ability to cope with challenging emotional experiences.
- Capacity to recover quickly from psychologically and emotionally challenging situations.

### Sample Statements

It takes me a long time to get over a particularly stressful experience.

I find that little things often bother me.

I have never been good at coping with negative emotions.

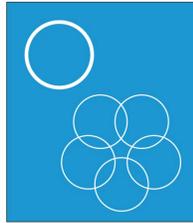
# Key Dimensions of Culture



How do I derive my identity?

## Independent

- Place great importance on individual identity
- Derive identity from personal choices and achievements
- Prefer taking action on one's own



## Interdependent

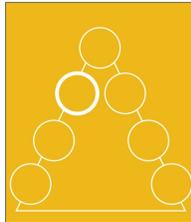
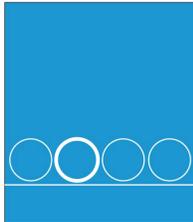
- Place great importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups



What is my preference for how my group should be structured and power should be distributed?

## Egalitarianism

- Be comfortable challenging the views of superiors
- Be flexible about roles
- Treat everyone much the same
- Assume power and authority should be shared broadly among a group



## Status

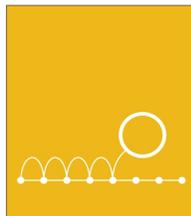
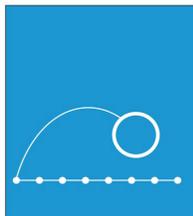
- Prefer not to challenge those above them
- Be deferential to superiors
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group



How do I make decisions in uncertain or ambiguous situations?

## Risk

- Prefer rapid decision-making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness



## Certainty

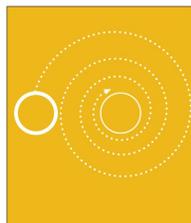
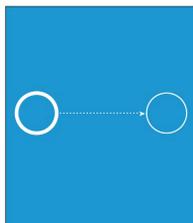
- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed



How do I communicate requests, tasks, and feedback?

## Direct

- Come to the point quickly
- Be forthright in asking questions in most settings
- Be comfortable making requests, giving direction, or disagreeing with others
- Give negative feedback directly



## Indirect

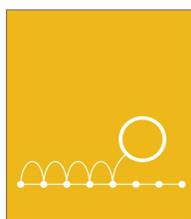
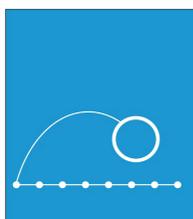
- Spend time explaining the context before coming to the point
- Avoid asking questions in public settings
- Express disagreement in subtle ways
- Give negative feedback indirectly



When working on new projects, do I prefer to address tasks first, or relationships first?

## Task

- Place high value on reaching goals & objectives on schedule
- Prioritize accomplishing tasks over maintaining relationships
- Focus on what people achieve more than who they know



## Relationship

- View time building relationships as key to achieving good results
- Prioritize maintaining relationships over accomplishing tasks on time
- Focus on who people know as much as what they themselves can achieve