

Cultural Agility

Self Assessment

19 Sep 2018

Sam Sample

This report provides a summary of your cultural agility. Cultural agility is an ability to quickly, comfortably and effectively work in different cultures and with people from different cultures. Cultural agility helps professionals succeed in multicultural environments by enabling them to vary their behaviours and responses to the needs and demand of the cultural environment.

The information contained within this report is likely to remain valid for 12 to 24 months, depending upon circumstances.

Confidential Information

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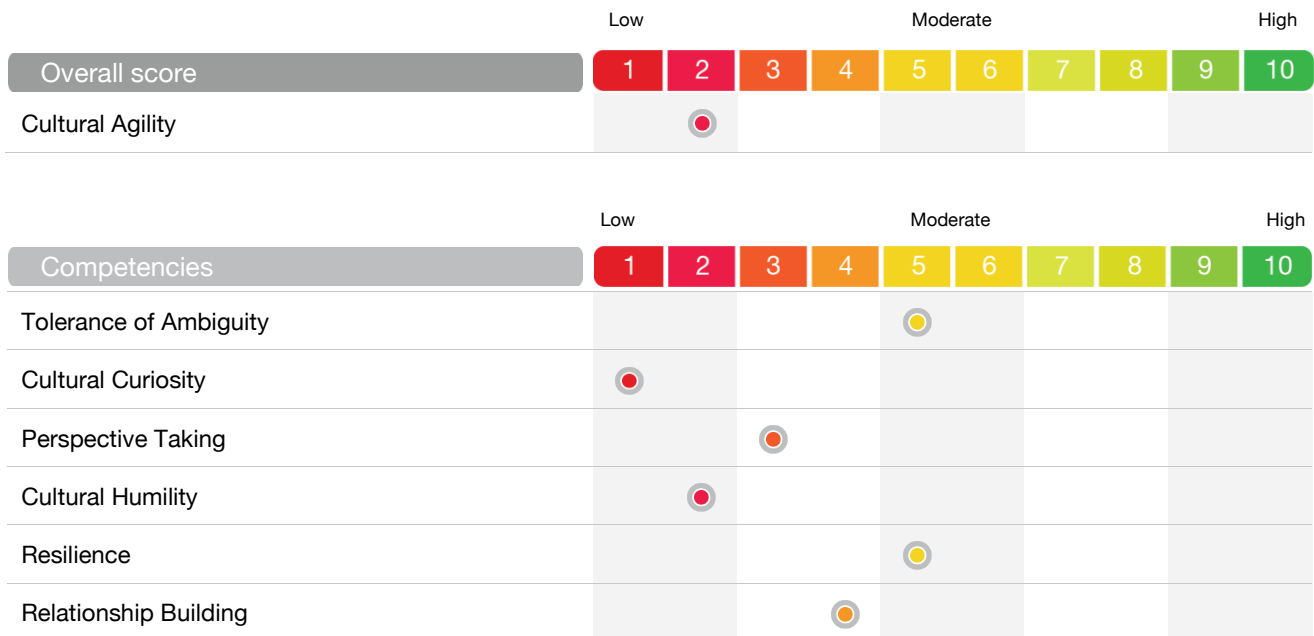


Summary Profile

Cultural agility is an ability to quickly, comfortably and effectively work in different cultures and with people from different cultures. Cultural agility helps professionals succeed in multicultural environments by enabling them to vary their behaviors and responses to the needs and demands of the cultural environment. The Cultural Agility assessment is composed out of two parts, each covering an important component of cultural agility.

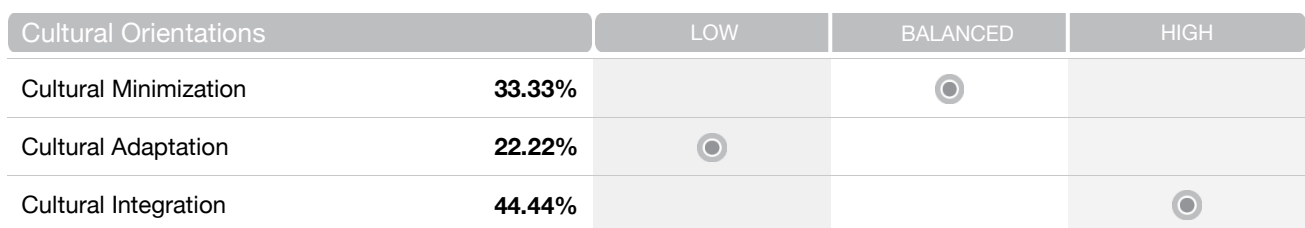
PART 1: Cross-Cultural Competencies

These competencies have been found to affect psychological comfort in different cultures, interactions with people from different cultures and professional success when working in different cultures or with people from different cultures. Each of your cross-cultural competencies is comprised of your knowledge, skills, abilities and personality characteristics.



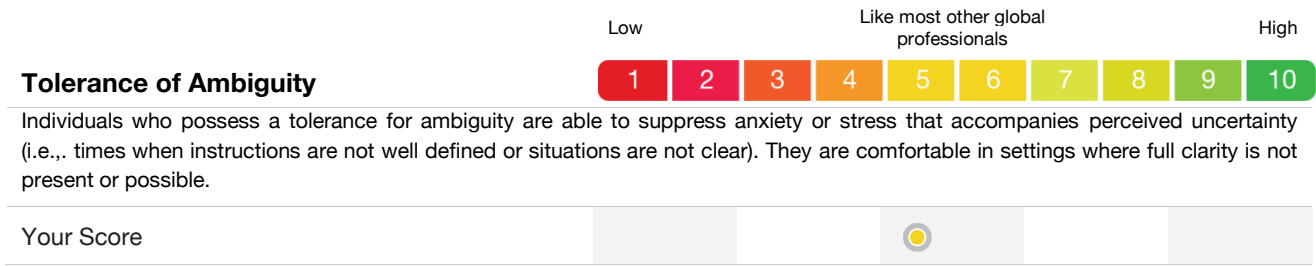
PART 2: Cultural Orientations

These orientations affect the way professionals respond in cross-cultural work-related situations. Your cultural orientations are fostered from your past professional, organizational and functional experiences. Cultural orientations will vary depending on the situation the candidate finds themselves in. If a candidate has a balanced cultural orientation it would be easier to adapt to various situations that might require more or less cultural minimization, adaptation or integration.



* The percentage indicates the number of items selected from the different cultural orientations.

PART 1: Cross-Cultural Competencies



Description

As a culturally agile professional, it will be important for you to develop a higher tolerance of ambiguity. Research has found that professionals with a high tolerance of ambiguity:

- Remain relaxed and patient until they better understand the cultural norms and operating assumptions in a novel culture.
- Are less likely to use negative stereotypes or ascribe incorrect meaning to situations or behaviors.
- Are less vulnerable to the negative effects of job-related stress caused by roles with less clarity and more uncertainty.
- Are effective in multicultural interactions and when working internationally.

Development Tips

To develop your tolerance of ambiguity, you may wish you try these:

- Ask two more questions. Whatever your natural limits are for asking questions – push yourself to ask two more questions. This behavior will create a habit to seek more information.
- Build your professional network with 3-5 credible resources for each country of interest. These individuals comprise your “go-to cultural guides” – knowledgeable friends and colleagues who are able to share insights and interpret cultural nuances for you.
- Do your homework. Before your next business trip or conference call with colleagues from a different culture, learn about cultural norms and values.

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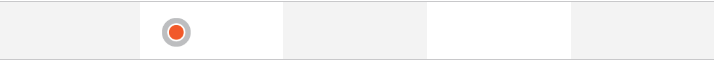
Low Like most other global professionals High

Perspective-Taking



Individuals who take the perspective of others are able to see situations from multiple viewpoints. They use these viewpoints to understand the meaning of behaviors from others' perspectives. They also tend to suspend judgment while they seek to understand the lens from which a situation can be interpreted.

Your Score



Description

As a culturally agile professional, it is important for you to develop a higher-level of perspective-taking. Research has found that professionals with a higher level of perspective-taking:

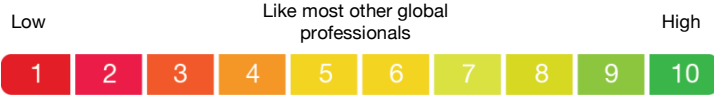
- Are effective in international and multicultural settings because they are able to delay judgment, consider plausible alternatives and test assumptions about others' motivations and behaviours.
- Are better in negotiations.
- Hold fewer stereotypes and biases.
- Have trusted relationships with colleagues from diverse cultures.

Development Tips

Perspective-taking is a skill, a motivated behavior that can be practiced and developed. To develop your perspective-taking, you may wish to try these:

- Share your observations – just the facts – with someone who understands both a target culture and, ideally, your culture lens. Bicultural guides are often best able to explain not only what you are seeing but the underlying cross-cultural values that have resulted in the observation.
- Practice forming alternative explanations as a creative process. Like any other muscle, your brain needs to continually exercise abstract thought.
- Cultivate your curiosity in others. When appropriate, ask for reasons others have made certain decisions – such as why they selected a profession, accepted a specific job, lived in specific location, and the like. This habit will help you to avoid assumptions about behaviors.
- Seek cues from the environment. Imagine channeling your inner cultural anthropologist and continually look for patterns and possible reasons for those patterns. Once you understand the patterns you can seek the explanations.
- Practice discerning assumptions from fact. Practice differentiating between what you observe in others -- the fact -- from what you infer from their behaviors – the assumptions you make.

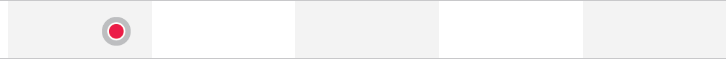
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Cultural Humility

Culturally agile professionals need cultural humility because it enables them to be open to feedback and learning from those who are different from themselves. They see the contextual limits of their knowledge and seek advice from others. As a result, they are more successful in their cross-cultural roles.

Your Score



Description

As a culturally agile professional, it is important for you to develop a higher level of cultural humility. Research has found that professionals with a high level of cultural humility :

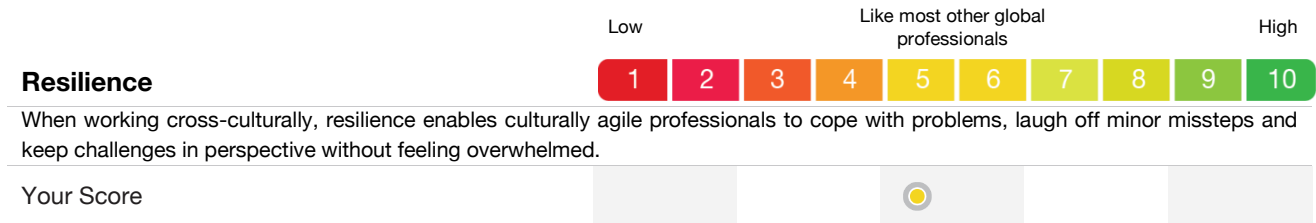
- Are effective in their multicultural and international roles.
- Receive more feedback and support from those in their cross-cultural work environments.
- Are more effective leaders, being viewed as more trustworthy and better able to foster a learning-orientation and engagement in the team.

Development Tips

Humility is a competency that can be readily developed through experience. To develop your humility, you may wish to try these:

- Engage in a volunteer project where you can leverage your skills. Skill-based volunteerism opportunities are natural situations where, like cross-cultural ones, you need to understand the contextual limits of your knowledge and abilities, learn from others, and receive feedback to be successful.
- Appreciate the contributions of others. Be quick to recognize the contributions others have made and the skills others have that you do not. Praise with authenticity and specificity.
- Learn something from someone junior to you. Allow yourself to be open and willing to make mistakes as you learn from those who, either on an organizational chart or on a calendar, are junior to you.
- Share your own past mistakes with followers. If you are in a senior leadership role, you can be caught in a trap of needing to – and believing you do -- have all of the answers. By sharing your own past mistakes, you can remind yourself of your own limits while modelling humility for those you lead.
- Make a habit out of feedback-fostering questions. One simple question can be the most comfortable way to receive feedback after any professional activity. Ask a person you trust who observed your performance: “How do you think I could have been even more effective in this meeting, presentation, etc.?”

Notes



Description

As a culturally agile professional, a higher-level of resilience is important for you to develop. Research has found that professionals with higher resilience:

- Cope with stressful situations in a healthier manner – and adjust after a reasonably short period of time.
- Have a higher self-efficacy to succeed cross-culturally.
- Feel less stress when working in international or multicultural situations.

Development Tips

To develop greater resilience you may wish to try these:

- Practice some techniques to manage stress. Three of the most helpful are (1) the frequent expression of gratitude to help with cognitive reframing and focusing on the positive side of situations, (2) improving your physical health to ease your body’s response to stress, and (3) practicing meditation or mindfulness to become more attuned to the present and your authentic responses to stressors.
- Identify your tendencies for coping strategies. Be sure you practice the more positive, problem-focused strategies, before engaging in significant cross-cultural experiences.
- Cultivate appropriate self-efficacy for your ability to work effectively in cross-cultural settings. Review your self-assessment results and observe yourself during times when you demonstrate your strengths. Remind yourself that you already have important tools in your professional toolbox.
- Accept a cross-cultural stretch challenge. If work in cross-cultural setting produces anxiety, take a small first step, such as working with a colleague from a different culture rather than accepting a long-term international assignment.

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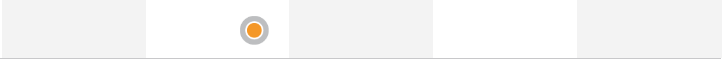
Low Like most other global professionals High

Relationship Building



Individuals who are able to form relationships express a genuine interest in connecting with others on a personal level. They have an ability to form trusting, professional relationships, are naturally sociable and seek opportunities to have meaningful interactions. They enjoy meeting people and getting to know them.

Your Score



Description

As a culturally agile professional it is important for you to develop a higher-level of relationship-building. Research has found that professionals who have a higher level of relationship-building:

- Learn from intercultural environments through the people with whom they interact.
- Have a greater number of peer-to-peer interactions with people from different cultures, interactions which accelerates cross-cultural learning.
- Have a wider and deeper professional network of trusted colleagues around the world.

Development Tips

To build relationships across cultures you may wish to try these suggestions:

- Foster relationships with colleagues from different countries. While on a business trip in another country, schedule some time to spend socially with colleagues from different cultures.
- Have a greater number of peer-level interactions. Exchange language lessons or cultural coaching with a colleague from another culture.
- Make friends with peers from different cultures. Do some things together socially, perhaps alternating cultural experiences (e.g., you invite an Indian friend to an American football game; then you go to a cricket match with your Indian friend).
- Work on a global team. Ask to be put on a work-related project that will involve collaboration with colleagues from different cultures. If that is not possible, join a club or recreational sports team in which some of teammates or club members are from diverse cultures.
- Gain cultural understanding. When on a business trip or conference in another country, take time to have lunch or dinner with colleagues from that country.

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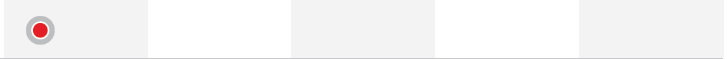
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Cultural Curiosity and Desire to Learn



Individuals with cultural curiosity have an interest in learning about other cultures. They pursue this interest to form a greater understanding of other cultures. They are more likely to ask questions, independently search for information and read deeply on topics that pertain to other cultures.

Your Score



Description

Research has found that professionals, like you, who have a higher-level of cultural curiosity:

- Have greater understanding of other cultures and the systems influencing their values.
- Have a deeper understanding of international affairs, the geopolitical landscape, and other issues related to global interconnectedness.

Development Tips

As a culturally agile professional, it is important for you to develop a higher-level of cultural curiosity. To develop cultural curiosity, you may wish to try the following:

- Identify three cultures of interest and learn about them. These should be the countries or cultures you most need to understand for your own professional growth. Once you have them identified you will be more attuned to news and information about them.
- Use travel as an opportunity to learn. Whether vacationing in a different country or working with a colleague from another country, you can ask questions about norms, customs, values, behaviors, and other aspects of culture that are unfamiliar to you.
- Select a target country and learn about it. Actively seek out credible information about the history, religion, legal system, and other aspects of this country.
- Foster a cross-cultural version of a current interest. Whether your interest is a hobby, sport, music, dance, or film, start fostering an interest in a target culture's version of your current interest.
- Stay current on global affairs by reading and watching international news. Some news stations are available which broadcast from different countries and cultures.

Notes

PART 2: Cultural Orientations

Three cultural orientations are present in culturally agile professionals: **cultural minimization, cultural adaptation, and cultural integration.**

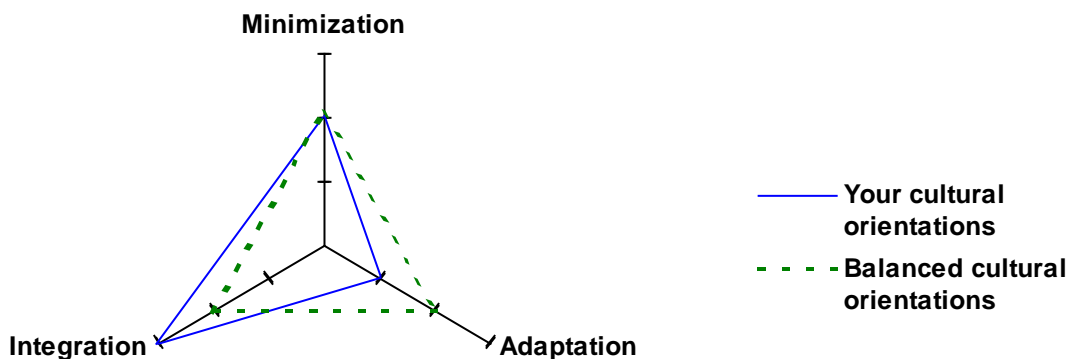
Cultural minimization is an orientation global professionals have to reduce the perceived influence of cultural differences. When culturally agile professionals operate with cultural minimization they are able to create consistency and standardization, irresponsive to culture.

Cultural adaptation is an orientation global professionals have to be sensitive to the cultural differences. When culturally agile professionals operate with cultural adaptation they adjust their behaviors to those expected in the other culture.

Cultural integration is an orientation toward creating a new cultural norm. When operating with cultural integration, culturally agile professionals are able to create a new set of norms and respond with collaboration to find solutions acceptable to all cultures (without favoring any one culture over another).

Roughly sixty percent of all professionals more naturally favor one of these cultural orientations. Research has found that culturally agile professionals with a balanced approach will leverage each of these - at the appropriate time - depending on the contextual and business needs of the situation. Whatever your favored cultural orientation(s), it is important to think about your current role. It might be the case that your natural or favored cultural orientation is the one most appropriate for your current role. This is ideal. In other cases, knowing your natural tendency will provide a self-awareness to more consciously determine your cultural response.

Your Score



Cultural Minimization

You have a balanced level of cultural minimization. You are more likely to reduce the perceived influence of cultural differences and are able to create consistency and standardization irresponsive to culture.

Cultural Adaptation

With a lower level of cultural adaptation, you might have a challenge adapting your behaviors when needed in critical situations such as sales, marketing, customer service, communications and government relations. You will need to be sensitive to the best ways to motivate or influence others. To build cultural adaptation, we suggest you try some of the following:

1. Identify activities in which you need to interact with influential national institutions, such as country-level government or country-level regulatory agencies. These will require cultural adaption to accommodate a different set of rules, regulations, and laws.
2. Identify activities that might involve the development and design of products or services where you might need to understand and accommodate differences in taste and preferences.
3. Identify activities in which you need to develop relationships, build trust and credibility and meet the expectations of a client or customer. Speak with professionals who have these responsibilities in various countries – or think of your past situations when you needed to adapt your behaviors to be effective. What strategies were used most effectively?

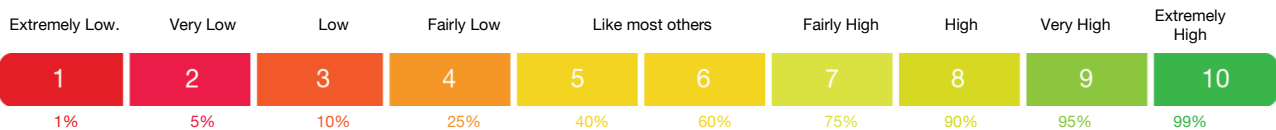
Cultural Integration

Your high level of cultural integration is especially helpful in situations requiring the creation of a new policy, practice, or project through the input of many diverse perspectives. Cultural integration is needed when working in global teams -- where the creation of a team-level hybrid culture is the best approach for the team’s functioning. This orientation is also needed when managing joint ventures and during post-acquisition or post-merger integration activities.

The downside of cultural integration - especially in the absence of the other cultural orientations - is the potential to take too much time or money to build consensus and processes acceptable for all to follow, especially in situations where either the company’s approach or a local approach would be the more appropriate response.

More about the scores used in this report

The results from this assessment are integrated and presented using the rating scale below.



*Percentage better than comparison group

In development contexts, scores can be interpreted as follows:

