

3M

MANAGING DIRECTOR SELECTION

As a component of 3M's Leader Effectiveness Assessment for Development: Managing Director (LEAD – MD), TASCA Global's Cultural Agility Selection Test was used. The broad goal of this assessment program was to identify managing directors who can be immediately operational in expanding economic markets in Asia and Eastern Europe. LEAD-MD has many deliverables to 3M including a verification of local/regional talents' readiness levels in key geographic areas, individuals who can

be up-to-speed quickly in economies and incumbents who are culturally agile in advance of taking the MD job. With this better assessment (of which cultural agility assessment is one part), new managing directors will make fewer mistakes of judgment or on finance matters.

3M described the program as producing top talent who are self-aware and confident, capable of handling complex roles and are poised to have positive impact. They have identified extremely motivated talent who are working aggressively to master job and are responsible for growing the business.



PRODUCT IN THIS CASE

The Cultural Agility Selection Test (CAST) was used as part of 3M's LEAD-MD. CAST assesses the six most critical cross-cultural competencies of culturally agile professionals: tolerance of ambiguity, perspective-taking, cultural humility, resilience, relationship-building, and cultural curiosity. The CAST also assesses cultural orientations which affect professional success: cultural minimization, cultural adaptation, and cultural integration.

The CAST takes only 15-minutes to complete, resulting in an automatically-generated report. Each CAST report contains a structured interview and associated behaviorally-anchored rating scales.