

INTRODUCTION

Core Competencies

The 30 core competencies constitute a comprehensive list of the specific core qualities that an effective intercultural worker should possess (the relative priority of each core competency varies, depending upon the professional group). These core competencies should make it easier to focus training, selection, and evaluation efforts on the most important aspects of intercultural effectiveness, but they too need to be more detailed to provide precise guidance to trainers, selectors, and evaluators. A third classification was therefore created:

Behavioural indicators may be of the greatest practical use in designing the content of training programs or selecting and evaluating individuals.

Behavioural Indicators

These are the observable, concrete actions displayed by intercultural effective individuals. They indicate that a person possesses the desired major and core competencies (given that these, inasmuch as they are attitudes, motivations, and feelings in many cases, are not always directly observable). Therefore the behavioural indicators may be of the greatest practical use in designing the content of training programs or selecting and evaluating individuals. For example, they might form the basis for defining specific learning objectives in training programs (i.e., participants should exhibit such behaviours if they are to be effective overseas). It is perhaps in these behavioural indicators that this profile makes its most original contribution – by going beyond what is merely desirable to behaviourally-defined, and therefore more usable, guidance for designing training content and selection/evaluation criteria.