

ORGANIZATIONAL SKILLS

- are approached by local colleagues voluntarily to seek advice and exchange ideas on how to pursue work objectives
- give advice and direction to local colleagues in a way that does not offend local cultural sensitivities and authority structures

Core Competency

- 8.4** IEPs maintain a focus on the task to be achieved while managing cultural and organizational resistance.

Behavioural Indicators

8.4 Interculturally Effective Persons:

- have a vision of where the assignment should be going in the future
- persevere in advancing the larger purposes of the assignment (e.g. sustainable development, transfer of knowledge and skills, diplomacy, peacekeeping, business operations), by:
 - being able to state why they are there, and how local colleagues perceive their presence
 - encouraging agreement on goals, objectives, management procedures, and dispute resolution
 - promoting clarity of expectations among all colleagues
 - meeting the assignment goals even when local traditions would make it easy to back away from change
- while maintaining cultural sensitivity and interpersonal tact, do not abdicate their management responsibilities. They:
 - do not adopt local conceptions and practices merely to avoid being seen as ethnocentric
 - are able to communicate to others their expectations regarding the assignment's goals and process
 - are able to be critical and demanding when appropriate (after having carefully assessed the influencing factors)
 - have methods of confronting situations of inaction or inappropriate action