

Core Competency

- 8.3** IEPs have the ability to create organizational practices that reconcile the various cultural perspectives present.

Behavioural Indicators

8.3 Interculturally Effective Persons:

- promote the establishment of an organization that has processes, systems and values in harmony with the values of its member cultures, by being able to:
 - explain how local colleagues conceive and define organizational practices (e.g. how they define what would constitute appropriate process and outcome)
 - verify acceptance of organizational practices through culturally appropriate feedback mechanisms
 - explain the value of considering local ideas and methods (e.g. exploring changes to plans and methods based on local suggestions)
- encourage discussion of problems and solutions between locals and foreigners, without violating local practices in these areas, by:
 - sharing and exchanging information and knowledge with colleagues
 - asking local colleagues how they can contribute and how expatriates can contribute
 - defining in mutual terms the concepts, processes and intended outcomes of the endeavor
 - being able to identify compromises and new solutions with local colleagues
- are patient in their approach to bringing about reconciliation, as well as in pushing for organizational change, by:
 - allowing the organization and its personnel to learn by making mistakes
 - letting colleagues receive credit for work initiated by the IEP, as culturally appropriate
 - helping colleagues assume leadership and responsibility, as necessary and culturally appropriate