

INTRODUCTION

- d) The description of competencies and behavioural indicators in the profile tend to reflect an "average" or most typical situation for international workers. It is usually possible to find some real-world exceptions. For example, indicators such as "avoiding returning home" or "building harmonious relations between foreigners and local colleagues" might require significant adaptation or even removal in some situations (for example, the more dangerous work of peacekeepers or international relief workers). Similarly, having an "attitude of modesty and respect" is probably more necessary for Northerners working in the South than in the reverse scenario (some Southerners working in Northern countries have been known to have almost too much respect and/or modesty, bordering on timidity). Again judgment will be required by profile-users in such special cases.
- e) It should be noted that the successful adaptation of an accompanying spouse and other family members is known to be a critical factor in an individual's success in another culture. Although this profile applies most directly and fully to the individual undertaking an international assignment, it is also relevant to a non-working spouse.
- f) With some adaptation, this profile could be useful in defining the intercultural competencies required of workers in many domestic fields where multiculturalism is a major factor in the work environment (diverse workforces, police, educational organizations).

All of the above caveats and issues serve to emphasize that this intercultural effectiveness profile is a beginning, a work in progress, that will benefit from future improvement. We trust that it remains, nonetheless, a unique tool with several immediate uses in the areas of personnel selection, training and appraisal, and we hope that it may also inspire additional products and instruments in other related areas, such as domestic multiculturalism and defining interculturally effective institutions as well as individuals.