

# 8

## Organizational skills

### Major Competency

IEPs strive to improve the quality of organizational structures, processes, and staff morale, and promote a positive atmosphere in the workplace.

### Core Competency

- 8.1** IEPs find a workable balance between the need to adapt their behaviour to local norms (“when in Rome...”) and the need to maintain their own cultural identity and values (avoiding “going native”).

### Behavioural Indicators

- 8.1** Interculturally Effective Persons are:

- able to adopt behaviours that are crucial to achieving results in the host organization or culture, (e.g. an Asian manager in the West may have to adopt a more direct style in order to be understood and followed), as evidenced by:
  - being able to identify how to change behaviour in different situations
- are patient in their approach to
  - 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