

## INTRODUCTION

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b) Furthermore, not all competency areas will be needed by all international or domestic multicultural workers. A person on a short-term assignment, for instance, will likely require a narrower range of desirable skills than someone on a longer placement. Also, the cultural distance or gap between one's home country and the host culture will affect the range of competencies needed. Perhaps most importantly, some of the competencies or particular behavioural descriptions given in the profile will vary in priority according to the occupational sector being discussed. For example, the corporate culture of a multinational organization within which the visitors and local

colleagues work may be as important an influence on their behaviour as the national cultures from which they come. Profile-users will have to use their judgement in adapting it to their fields or situations. However, even where substantial adaptations are necessary, we believe this profile can be a valuable tool for selection.

c) The language used in this profile is probably most suited for use in personnel performance appraisal. The behavioural indicators tend to be stated in terms of observable behaviours that can be assessed. The specific phrasing of the competencies and associated behaviours might need to be modified in using the profile as inspiration for selection or training.

