



EVALUATION REPORT

Introduction



The **Intercultural Effectiveness Test (TEI)** assesses your intercultural skills in relation to cognitive, social, and emotional factors. It also presents a risk analysis of your ability to adapt and integrate.

Intercultural effectiveness is a very popular topic in the context of economic globalization, diversification and international business development. This test evaluates to what extent individuals are ready to occupy a position in a culture different from their own. Also, the test helps identifying the comfort and risk zones which must be taken into consideration when evaluating the relevance of working outside one's country of origin. The cognitive, social, and emotional factors are assessed in light of various cultures found internationally.

You can discuss your results with your manager, or with someone else you trust, to consider various opportunities for personal and professional development.

It is important for you to remember that this test does not evaluate your competencies. It assesses the compatibility between your profile and the culture to which you could easily adapt or to which you might have difficulty adapting.

Rating Scale

The rating scale used in this report is the following:

5	Very High
4	High
3	Moderate
2	Low
1	Very Low

* Confidentiality

This report is confidential and is intended for your use only. It cannot be sent to anyone else without your authorization. The test results should not be used as part of a hiring process. As the name indicates, this test refers to your intercultural effectiveness and does not touch upon your competencies in any way. The test is an exploratory and professional development tool.

INTERCULTURAL EFFECTIVENESS TEST (TEI)

Candidate: John Smith

Date: March 31, 2011

Results Summary



The participant's intercultural effectiveness results are shown below. For each aspect, the results range from "Very Low" to "Very High." Pay close attention to those aspects with low or very low results. Training in these areas might help increase the participant's effectiveness.

Intercultural Aspects	Participant's Results	Degree of Fit
I. Cognitive Aspects	Moderate	
II. Social Aspects	Moderate	
III. Emotional Aspects	Moderate	
IV. Risks	Adaptation Skills	
	Commitment	

V. Personal Cultural Style	Participant's preference	Interpretation		
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #d9ead3;">Status Orientation</td> <td style="background-color: #1a3d54; color: white;">Achievement Orientation</td> </tr> </table>	Status Orientation	Achievement Orientation	Slightly prefers to work in an environment where competence is more important than status, where there are few hierarchical levels and where employees can show initiative and take important decisions by themselves.
Status Orientation	Achievement Orientation			
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #d9ead3;">External Control</td> <td style="background-color: #1a3d54; color: white;">Internal Control</td> </tr> </table>	External Control	Internal Control	Firmly believes that it is possible to influence the environment and is comfortable working in an ambiguous environment.
External Control	Internal Control			
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #1a3d54; color: white;">Collectivism</td> <td style="background-color: #d9ead3;">Individualism</td> </tr> </table>	Collectivism	Individualism	Believes to some extent that people should belong and be loyal to strong and cohesive groups taking responsibility for its members.
Collectivism	Individualism			
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #1a3d54; color: white;">Indirect Communication</td> <td style="background-color: #d9ead3;">Direct Communication</td> </tr> </table>	Indirect Communication	Direct Communication	Believes to some extent that people should be modest, use tact and diplomacy and be sensible to others.
Indirect Communication	Direct Communication			
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #d9ead3;">Particularist</td> <td style="background-color: #1a3d54; color: white;">Universalist</td> </tr> </table>	Particularist	Universalist	Believes to some extent that some truths are universal and that people should respect the rules, laws and contracts mutually agreed upon or set by society
Particularist	Universalist			
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #d9ead3;">Affective Approach</td> <td style="background-color: #1a3d54; color: white;">Neutral Approach</td> </tr> </table>	Affective Approach	Neutral Approach	Firmly believes that personal and work-related communications should be done in a calm and poised manner, emotions and feelings rarely being expressed.
Affective Approach	Neutral Approach			

INTERCULTURAL EFFECTIVENESS TEST (TEI)

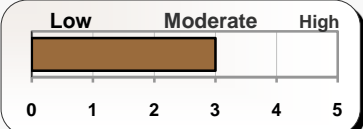
Candidate: John Smith

Date: March 31, 2011

I. Cognitive & Work Aspects

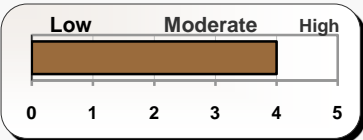
When working in a foreign environment, it is essential to have a good understanding of the culture and its impact on people. Effective intercultural employees proactively seek appropriate information. They are focused on achieving results.

C1 UNDERSTANDING CULTURE AND ITS IMPACT



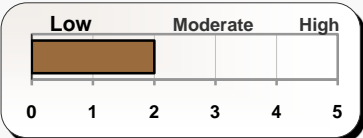
Culture has an important impact on people. Effective intercultural employees understand this impact. They have a good understanding of culture and they know how it affects both themselves and others.

C2 INFORMATION SEEKING



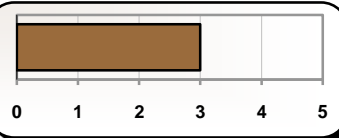
The importance of gathering information before acting depends on the situation or the culture in which an event occurs. Effective intercultural people know their "Information Seeking" style and can appropriately adapt it to different situations. People who have very high results for this element tend to rely on their logic and are hesitant to make decisions without knowing all of the facts. On the other hand, people who have very low results for this element tend to rely on their intuition and make decisions even when they do not have all the necessary information. Both approaches need to be balanced depending on the situation and culture.

C3 WORK FOCUS



Interculturally effective people can achieve results. They clearly communicate their expectations and they are willing to seek changes or to modify their own approaches, if necessary. Work is an important part of their life and they are motivated to succeed.

OVERALL



3.0

INTERCULTURAL EFFECTIVENESS TEST (TEI)

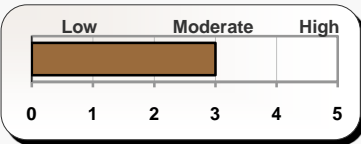
Candidate: John Smith

Date: March 31, 2011

II. Social Aspects

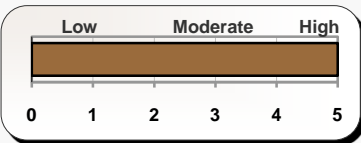
Interculturally effective people are capable of building strong relationships with others. They can communicate effectively with others despite cultural differences. They show tact and diplomacy and are in control of their emotions while communicating with others. They function well within an organization or a team where they have an impact on others.

S1 RELATIONSHIP BUILDING



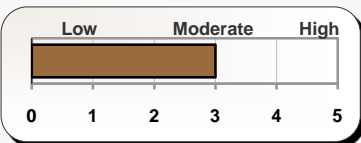
People who have high results for this element like to socialize with others. They have a high tolerance for diversity of thoughts or actions. They are interested in others and they can easily establish contact with people from other countries.

S2 COMMUNICATION



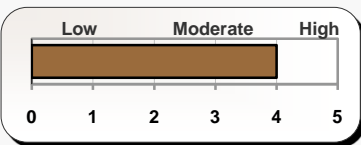
Effective intercultural people can easily communicate with others, despite differences in culture or background. They understand that people are different and they know how to overcome any communication problem. They can adapt the way they are behaving and dealing with people in order to get their messages across. They can use basic communication techniques to their advantage. They can overcome the stereotypes they may have about people in different parts of the world in order to effectively communicate with their counterparts.

S3 TEAMWORK & COOPERATION



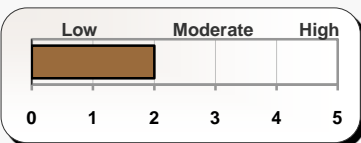
Teamwork and cooperation are essential parts of any project. Interculturally effective people can work within a team and positively contribute to the group. They enjoy teamwork and they can get people to actively participate.

S4 ORGANIZATIONAL SKILLS



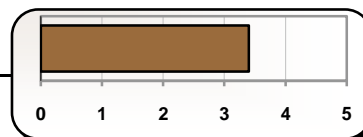
Interculturally effective people possess strong organizational skills. They know the actors, their role, and their importance in view of their own projects and objectives. They establish good relationships with organizational leaders both in the home and host countries.

S5 IMPACT / INFLUENCE



People who have high results in "Impact and Influence" like to direct others. They have the ability to persuade people to do the tasks they want them to do. They exert the necessary influence to reach the set objectives.

OVERALL



3.4

INTERCULTURAL EFFECTIVENESS TEST (TEI)

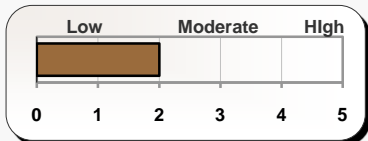
Candidate: John Smith

Date: March 31, 2011

III. Emotional Aspects

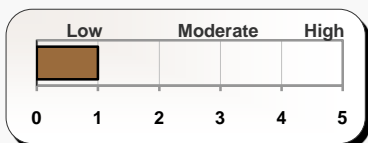
Emotional aspects are related to the emotions felt by people when dealing with others. Interculturally, the capacity to show both modesty and respect towards people from other countries is an advantage. Emotional aspects also include the ability to show empathy, to be self-confident, and to have a good knowledge about oneself.

E1 MODESTY / RESPECT



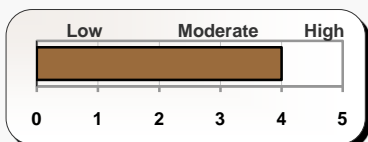
Interculturally effective people realize that they do not possess "the whole truth" and that other ways of doing things might also be appropriate and sometimes even better, taking into consideration all of the relevant cultural elements.

E2 EMPATHY



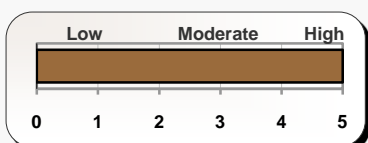
People who have high results for this element make an effort to understand why people are behaving in a certain way. They care about what is happening to others.

E3 SELF-CONFIDENCE



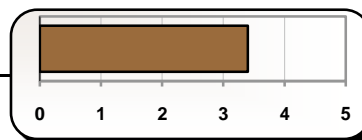
People who have high results for this element have few doubts about their own value or their ability to achieve results. They are not usually anxious and are capable of assertively dealing with stressful events.

E4 SELF AWARENESS



People who have high results for this element can easily describe themselves both in terms of their strengths and weaknesses. They know their limits and how to deal with them.

GLOBAL



3.0

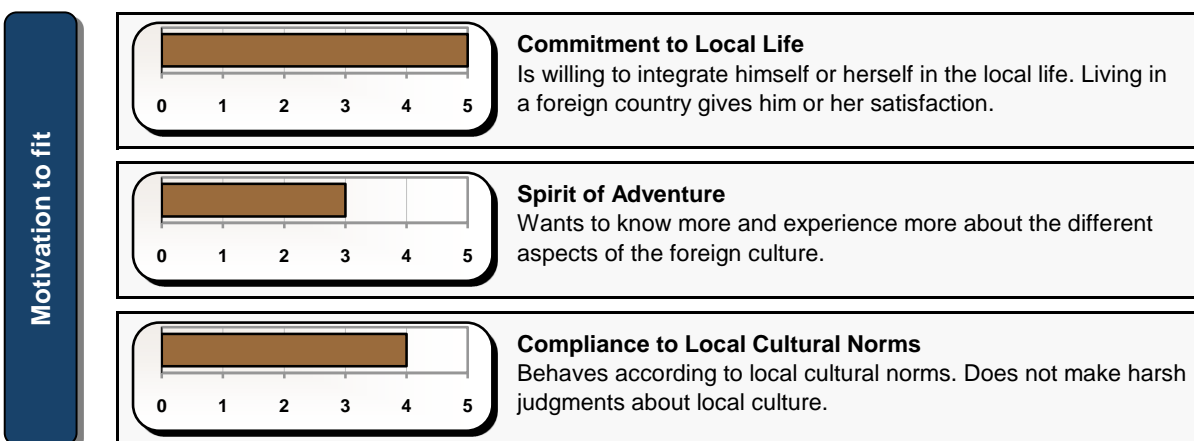
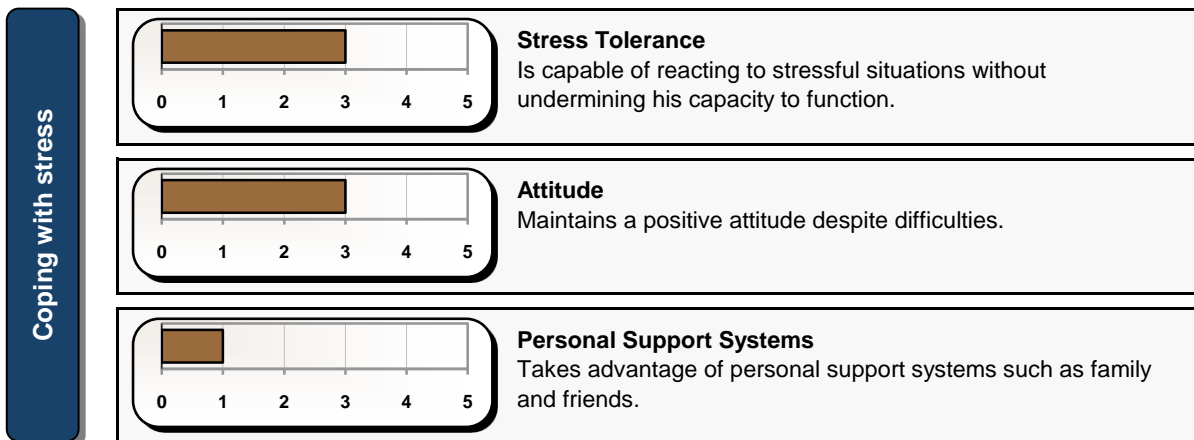
INTERCULTURAL EFFECTIVENESS TEST (TEI)

Candidate: John Smith

Date: March 31, 2011

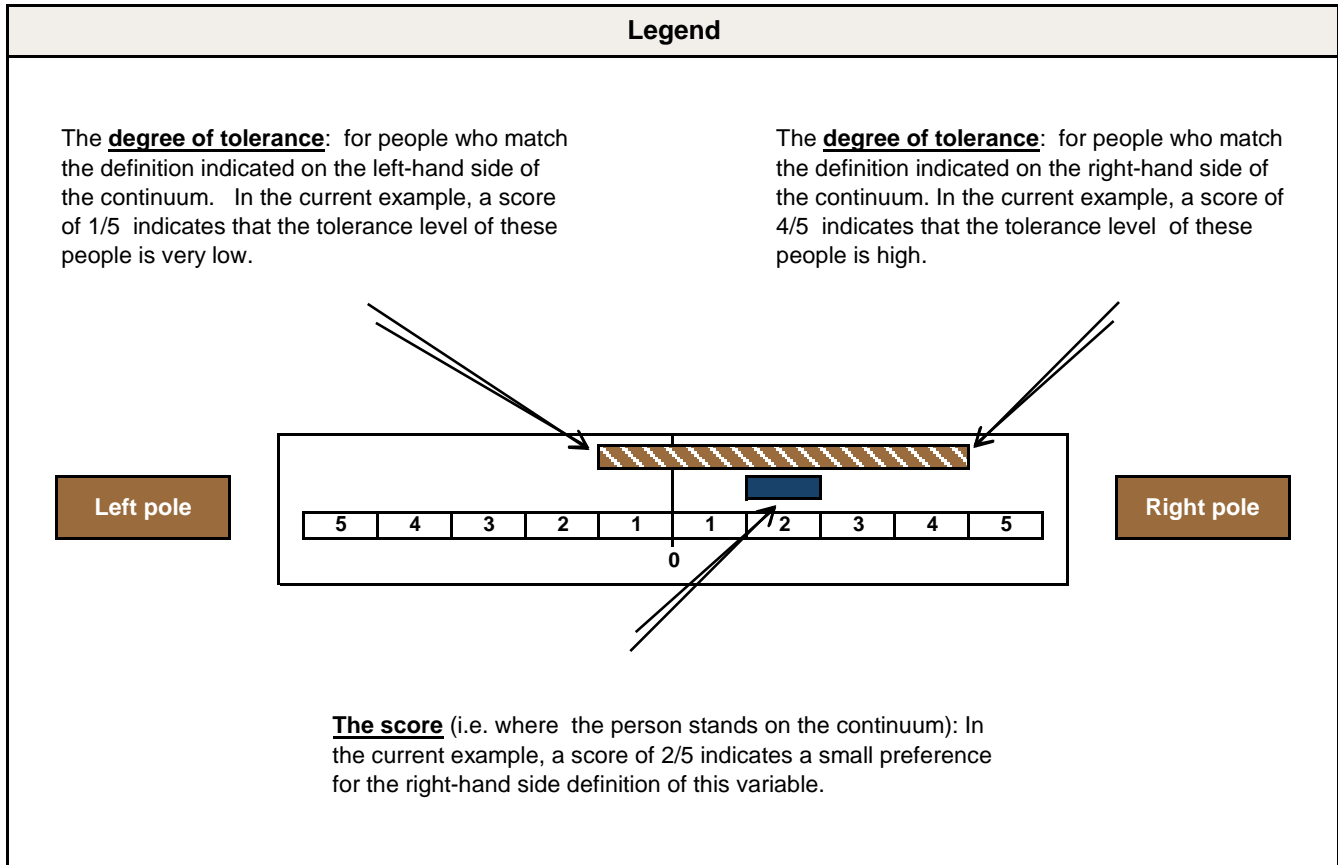
IV. Risks & Environmental Fit

Expatriates often face difficult environments when working abroad. Adapting to a new environment requires basic adaptation skills, motivation, and commitment on the part of the expatriate. Each of these elements represents a risk. The higher the motivation, commitment, and adaptation skills of the expatriate, the greater the chances of succeeding in a new environment, even a foreign one. Conversely, lower results represent a greater risk, particularly for foreign environments, which are strikingly different from the home base.



V. Cultural Comparisons

For an appropriate interpretation of the results of this section presented on the next page, please refer to the following legend:



INTERCULTURAL EFFECTIVENESS TEST (TEI)

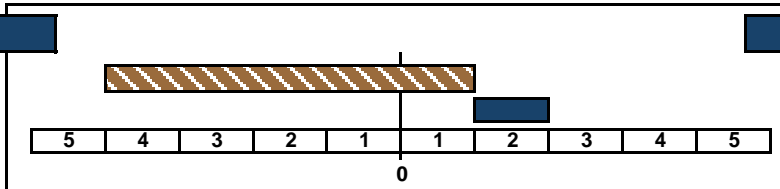
Candidate: John Smith

Date: March 31, 2011

V. Cultural Comparisons (continued)

Status Orientation

Status oriented people value seniority and hierarchy over achievements and performance. Position titles bring respect and commitment to the organization.

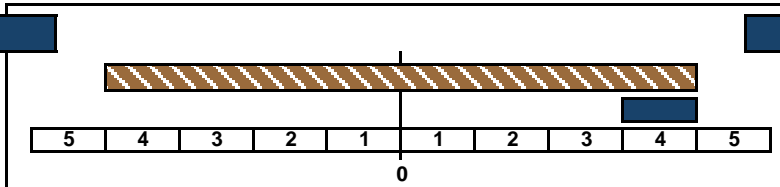


Achievement Orientation

Achievement oriented people value performance and achievements over formal status. Competency, rather than seniority or position titles, inspires respect.

External Control

People with an external control believe that we should adapt rather than control the environment. They try to avoid uncertainty and prefer to follow clear rules of conduct.

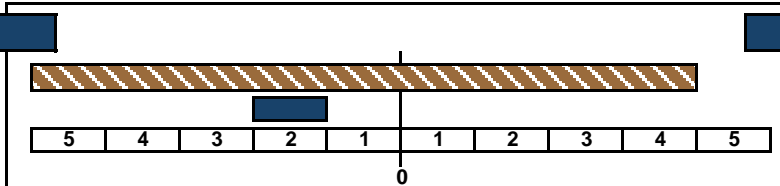


Internal Control

People with an internal control believe that we can shape and control the environment. They readily adapt and cope with ambiguity. They can function and make decisions despite uncertainty.

Collectivism

Collectivists like to take decisions and work in groups. They are community oriented and they put a lot of emphasis on positive working relationships with others.

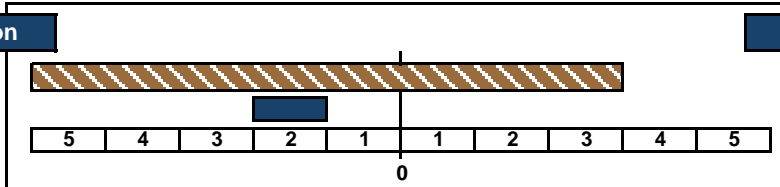


Individualism

Individualists believe that people assume personal responsibilities and are entitled to make decisions for a group.

Indirect Communication

People using indirect communication present messages in a tactful and diplomatic manner. Important efforts are invested in building positive relationships, both on a professional as well as a personal level.

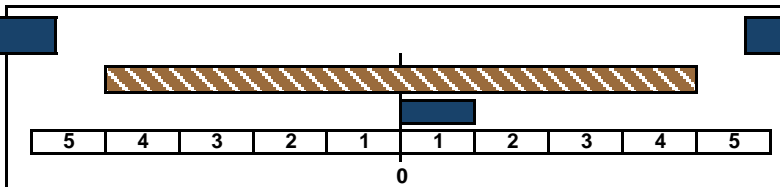


Direct Communication

People using direct communication go straight to the point in their relations with others. Different parts of life (e.g. business, family and friends, etc.) are clearly separated from one another.

Particularist

Particularists believe that people come before rules. Perspectives evolve / change depending on the circumstances and the people involved.

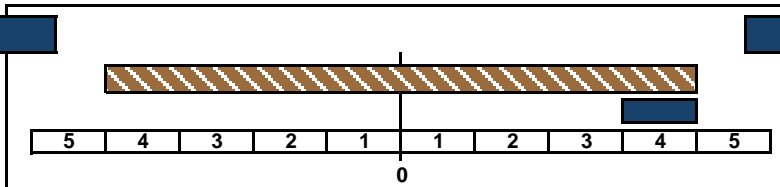


Universalist

Universalists focus on rules which are considered to be universal. For them, rules should be applied consistently to all, independently of the circumstances and the persons involved.

Affective Approach

Affective people spontaneously reveal their thoughts and feelings verbally and non-verbally. They often engage in heated discussions. Physical contact, gesturing and strong facial expressions are common.



Neutral Approach

Neutral people do not tend to reveal their thoughts and feelings. Self-control is admired. Physical contact, gesturing, and strong facial expressions are avoided.