

The International Profiler: Licensing Process (Example)

Most international managers are selected for international roles more on their technical skills and less on their skills and motivation in working across cultures.

Therefore, there is the need for a well-researched International Competency set which represents the attitudes, skills and areas of knowledge which people need in a range of international contexts to be highly effective in transferring their skills across cultures.

By linking role requirements to people's present emphasis across key international competencies, commitment to personal change can be produced which will ensure international managers work towards a more strategic fit between the challenges they face and the skills they need.

WorldWork Ltd has developed a set of 10 competencies (with 22 associated skills, attitudes and areas of knowledge) that define the special capabilities required to transfer leadership, managerial and professional skills to an international context. The competencies have been derived from research in the multi-cultural field and the practical experience of consultants and trainers in intercultural management.

The International Profiler is a psychometric questionnaire that provides individuals with structured feedback in terms of the energy, emphasis and attention they typically bring to the international competency set.

The first day of the licensing process to administer and give feedback on the results of this instrument focuses on understanding the international competency set on which it is based and on how best to give structured feedback to a range of candidates.

Day One

Morning (9.00-12.00)

- 🌀 Introductory session
 - Experience in coaching in an international context
 - Individual vs Group development: helping individuals to understand the link between roles and the need to close personal gaps
 - Historical background to the development of the instrument
- 🌀 What is The International Profiler?
- 🌀 Introduction to the International Competency Set on which the instrument is based
- 🌀 Sample profiles
 - Push vs Pull competencies
 - Typical patterns of results and how to interpret them
 - Standard results vs expert system results

Afternoon (13.00-16.30)

- 🌀 The process of feedback
- 🌀 The different methods of feedback – face-to-face and by phone
- 🌀 Reflection and interpretation of personal profiles
- 🌀 Modelling a feedback process
 - Using the biographical section
 - Handling the highs and lows
- 🌀 Peer coaching and feedback
- 🌀 Appropriate coaching styles when feeding back on The International Profiler
- 🌀 Challenging but supportive questions
- 🌀 Developing personal action plans

Day two

The second day of the licensing process starts by exploring some of the research results that the WorldWork team have discovered through analysing over 2000 International Profiler scores. The participants will also learn how to handle objections and typical 'difficult' feedback contexts, select the right people who will benefit from going through the feedback process and lastly, administer the site and position this instrument with others on the market.

Morning (9.00-12.00)

- 🌀 Review of recent research results on The International Profiler
- 🌀 Role-play on handling a 'difficult' candidates during the feedback process
- 🌀 Overcoming resistance when feeding back on the instrument – a summary
- 🌀 The key applications of The International Profiler
- 🌀 Identifying a range of cases where The International Profiler can be beneficial

Afternoon (13.00-15.30)

- 🌀 Creating introductory emails and managing expectations before giving feedback
- 🌀 Global View as a complementary instrument – when to use it?
- 🌀 Understanding the positioning of The International Profiler vis-à-vis other international tools
- 🌀 Using the WorldWork Website to administer the instrument
- 🌀 Marketing the instrument
- 🌀 Arranging practice feedbacks and debrief sessions to complete the licensing process
- 🌀 Review, feedback and close