

INTRODUCTION:

I think you're going to find these results very interesting. By the end of our session, we hope to have a better understanding of your Global Competency Inventory (GCI) profile and an action plan to guide your future development.

ASSURANCES:

Remember that the assessment is for your own development and everything we discuss is confidential. Do you have any concerns about the survey? (Address any other concerns they may have.) First, I'm going to ask you some questions of a more general nature so that I can understand your situation well enough to help me help you interpret the results and focus on the competencies that might be most important.

CONTEXT QUESTIONS:

What would you like to get out of knowing the results of your GCI? (If the individual, rather than the boss, initiated taking the survey, you could use the following sentence.) What was your purpose in taking the GCI?

Is there a job-related reason for focusing on your leadership or intercultural competencies (e.g., new promotion, unsatisfactory feedback from team members, complex assignment, etc.)? If so, let's keep that in mind as we discuss your results. (If they are not currently thinking in terms of promotion, transfer, etc., you might still debrief the results session in terms of how it might affect their promotion opportunities, selection for a new assignment, etc., if that makes sense.)

Tell me about your professional goals.

Is there anything else I need to know about your situation before we begin?

CAVEATS:

Remember that this is a self-report measure that shows how you perceived yourself and your behavior when you filled it out. I assume that you tried to be as honest as possible. The results reflect how you answered the questions, for example, whether you tend to choose answers in the middle or at the extremes of the choices. Bear in mind also that this is just one data point to describe you—no assessment measure will ever capture the whole person or provide a reason for all human behavior. The GCI is very good at measuring how well equipped you are to work in a diverse, intercultural setting and to deal with global leadership tasks. But that is all it does.

INITIAL REACTION AND COMPARISON OF EXPECTATIONS WITH REALITY:

What was your initial reaction to your results? Were there any surprises?

CLARIFICATION:

Let's go through the competencies briefly and see if you have any questions about how the GCI defines and measures them.

OVERALL PERSPECTIVE:

Does this seem like a fairly accurate picture of you?

POTENTIAL ACTIONS:

You have a choice of three follow-up options to take full advantage of this feedback. You can work on (1) leveraging strengths (in this case, high results on a particular competency), (2) learning to compensate for low results, or (3) trying to develop and strengthen low results. For example, I might compensate for having low results in the relationship competencies by hiring an assistant with excellent people skills and extensive networking experience.

IDENTIFICATION OF DEVELOPMENT GOAL:

Is there a particular competency you want to work on?

(If they have trouble deciding). Sometimes it helps to think about goals in terms of urgency, impact, and ease of improvement. Is there any urgency in working on a particular competency? If not, which of them might have the largest impact on the work situation you previously described? What would that impact look like? Which alternative would be the easiest to leverage, compensate for, or strengthen?

DEVELOPMENT IDEAS:

What ideas do you have for working on (the chosen competency)? Which idea are you most motivated to work on?

ACTION PLAN: So if I've understood correctly, you plan to

by _____.

How will you track your progress? Do you need any help from others?

FOLLOW-UP:

When should we check back to see how you're doing?

SIGN-OFF:

Good luck and get in touch if you have any questions or concerns.

DEBRIEFING ESSENTIALS

- Connect with the client
- Establish a psychological contract (How do they want to use you? Do they want your feedback? What are your mutual expectations?)
- Establish a trusting relationship
- Be nonjudgmental
- Ask insightful, open-ended questions
- Actively listen and check for understanding
- Be empathetic
- Let the client do most of the talking and be center stage (this is not about you)
- Avoid prescription and gratuitous advice – (self-determination and plans created by them are more likely to result in behavioral change)
- Ask clients to identify a desired outcome/goal
- Encourage the client to make a feasible action plan
- Maintain confidentiality at all times

COMMUNICATION TIPS

- Periodically summarize what client has said
- Use signposts that clarify where you are in the conversation