GLOBAL DIVERSITY RATER COMPETENCY REVIEW

Directions: After a performance session, review each behavior. Check which descriptor best describes your preferred or demonstrated behaviors. Based on that data, prioritize which of the competencies will be most important to address for training or enhancement. If you feel equally competent in both behaviors, check both boxes.

1. Mirror communication style of ratee
   - Able to speak in a linear, unemotional manner for low-context employees
   - Able to talk in metaphors, allegories, and indirectly for high-context employees

2. Switch communication patterns respecting national styles in conjunction with other diversity dimensions
   - Able to switch style respecting gender and religion within a national cultural pattern
   - Able to understand racial, sexual orientation, disability, and ethnicity implications

3. Leverage relationships to accomplish goals of performance session
   - Able to use formality to direct and lead hierarchically focused employees
   - Able to use informality with more egalitarian-focused employees

4. Reframe questions to obtain required information
   - Provide multiple-choice question formats to elicit responses from high risk-averse ratees
   - Able to express clear, focused questions for direct responses for low risk-averse ratees

5. Provide negative feedback in fitting manner
   - Express clear, unemotional, fact-based data for low-context employees
   - Demonstrate a supportive, warm, “parental” disposition when providing feedback to high-context employees

6. Direct corrective/developmental process for change
   - Create collaborative plan for egalitarian, individualistic, and low-context employees
   - Able to direct ratees who value hierarchy by setting clear objectives

7. Demonstrate socially appropriate communication patterns
   - Able in informal cultural environments to demonstrate familiarity and ease of appearance as equals, yet recognize different levels of accountability
   - Able to act in formal manner modeling cultural norms for hierarchical and leader-dependent ratees

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8. **Balance individual and group acknowledgement**
   - Able to identify individual accomplishments for ratees who are from collectivist-focused cultures
   - Able to identify collective accomplishments for ratees who are from individual-focused cultures

9. **Analyze and interpret written data for cultural insight**
   - Able to read “between the lines” for implied and understated comments of high-context communicators
   - Able to intuit what is “outside the lines” of linear, succinct, and low-context communicators

10. **Manage others toward inclusivity and multi-perspective thinking**
    - Able to identify personal and professional exclusion and suggest inclusive behavior modification
    - Able to expand monocultural perspectives in ratees to the importance of cognitive inclusion, value reciprocity, and behavioral exploration