



INTERNATIONAL ENTREPRENEURSHIP

Assessment criteria for the training programme for three levels.

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Education and Culture DG

Lifelong Learning Programme

Assessment criteria for the training programme for three levels

	LEVEL A: BEGINNER	LEVEL B: INTERMEDIATE	LEVEL C: ADVANCED
Overview of competence	<p>I am already willing to interact successfully with people of other cultures. I tend to pick things up and learn from them as I go along but I haven't yet the experience to work out any system of dealing with inter cultural situations in general. I respond to events, rather than planning for them. At times I may be perplexed by the different ways of working and organisation of people from other cultures. At this stage I am reasonably tolerant of other values, customs and practices although I may find them odd and surprising and I may approve or disapprove.</p>	<p>As a result of experience and/or training, I am beginning to view more coherently some of the aspects of intercultural encounters I used to deal with in a 'one-off way'. I have a mental 'map' or 'checklists' of the sort of situations I am likely to need to deal with and am developing my skills to cope with them. This means that I am more prepared for the need to respond and adapt to the demands of unfamiliar situations. I am quicker to see patterns in the various experiences I have and I am beginning to draw conclusions without having to seek advice. I find it easier to respond in a neutral way to difference, rather than approving or disapproving.</p>	<p>Many of the competences I developed consciously at the intermediate level have become intuitive. I am constantly ready for situations and encounters in which I will exercise my knowledge, judgement and skills and have a large repertoire of strategies for dealing with differences in values, customs and practices among members of the intercultural group, I not only accept that people can see things from widely varying perspectives and are entitled to do so, but am able to put myself in their place and avoid behaviour I sense would be hurtful or offensive. At this level of operation I am able to intercede when difficulties arise and tactfully support other members of the group in understanding each other. I am confident enough of my position to take a polite stand over issues despite my respect for the viewpoint of others.</p>

I: Creative entrepreneurship mindset

	LEVEL A: BEGINNER	LEVEL B: INTERMEDIATE	LEVEL C: ADVANCED
overview	The candidate at this level has primary awareness of the need to be open and looks for new ideas and ad hoc basis. Does not yet have a deliberate strategy for innovation. Deals with ambiguity on a one off basis, responding to items as they arise. Still needs a very structured environment and support.	The candidate at this level actively looks for alternatives and new possibilities. Is able to pick up on opportunities in a more systematic way. Has begun to acquire approaches to deal with several issues simultaneously. Can deal with ambiguity in situations where the stakes are not too high and the context is relatively predictable.	The candidate at this level systematically applies creative thinking strategies in their problem solving and are motors of innovative. Are at ease and show no visible signs of stress in ambiguous and uncertain situations.
I.C.1 Think creatively	<ul style="list-style-type: none"> ▪ I understand basic creative thinking strategies ▪ I question the most obvious solutions proposed ▪ I am opened minded towards new ideas 	<ul style="list-style-type: none"> ▪ I use creative thinking techniques ▪ I look beyond the ginve framework for new opportunities ▪ With some guidance I search for some and suggest new ideas 	<ul style="list-style-type: none"> ▪ I look for innovative solutions with long term vision ▪ I am active in creative new opportunities for improvement
I.C.2 Tolerate ambiguity	<ul style="list-style-type: none"> ▪ I take events as they come, doing what seems reight at the time ▪ I accept complex situations and with guidance am prepared to modify behaviour 	<ul style="list-style-type: none"> ▪ I often plan for different eventualities and can deal with unexpected events familiar contexts 	<ul style="list-style-type: none"> ▪ When ambiguous situations arise, I am comfortable that i ca can deal with them even when personnally challenged

II: International leadership mindset

	LEVEL A: BEGINNER	LEVEL B: INTERMEDIATE	LEVEL C: ADVANCED
overview	<p>The candidate at this level demonstrates a basic degree of accountability or personal responsibility in the carrying out of set objectives.</p> <p>Has primary awareness of the need to set his/her own personal and professional objectives. Recognizes diversity as positive input in the work environment. Not yet able to identify between ambitious and realistic goals in terms of risks and consequences. Is in the process of learning the value of feedback and accepting it.</p>	<p>The candidate at this level is able to set his own personal and professional goals with some strategic guidance. Demonstrates personal responsibility for his/her actions and is able to justify choices. Takes measured risks and starts to see problems as challenges. Is proactive in looking for solutions in a safe environment. Acting on feedback and asking for feedback in some circumstances. Adapts and positively regards team diversity in dealing with problems.</p>	<p>The candidate at this level sets ambitious personal and professional goals. Actively motivates and stimulates others to the achievement of these goals. Stays focused on objectives while demonstrating flexibility in his/her approach. Strives for continuous improvement and accepts failure as a learning opportunity. Feedback is used as a tool for continuous improvement. Values diversity and maximizes various qualities present in a multicultural team to maximize performance.</p>
II.C.1 Be personally responsible (‘accountability’)	<ul style="list-style-type: none"> ▪ I am not afraid to make decisions and choices ▪ I can explain the decisions and choices I have made ▪ I ask feedback about my work 	<ul style="list-style-type: none"> ▪ I take responsibility for my own decisions and choices, even when the outcome is different than expected ▪ I use feedback and the expertise of someone else to make decisions and choices 	<ul style="list-style-type: none"> ▪ I make decisions and choices, knowing the risks of the decision or choice ▪ I take responsibility for own mistakes ▪ I use feedback to improve my work
II.C.2 Empower and inspire others	<ul style="list-style-type: none"> ▪ I give positive feedback/compliments to team members ▪ I think it is important to work in a diverse team ▪ I take in account the difference between team members by asking advice 	<ul style="list-style-type: none"> ▪ I stimulate team members to do their best and thank them for their effort ▪ I often underline the importance of team members for the team and the importance of diversity in the team ▪ I make use of the differences between team members by the allocating tasks, giving feedback, etc. 	<ul style="list-style-type: none"> ▪ I create positivism and enthusiasm for new ideas and plans in my team ▪ I am a good example for my team in making use of diversity in my team ▪ When I select team members, I aim to select a wide range of different qualities in my team

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II.C.3 Have a solution focused mindset/be proactive	<ul style="list-style-type: none"> ▪ I try to solve problems, before consulting others ▪ I am proactive in turning ideas into actions 	<ul style="list-style-type: none"> ▪ I make clear decisions ▪ I am proactive in changing work methods, habits, etc., when circumstances change 	<ul style="list-style-type: none"> ▪ I make difficult decisions, even when the outcome is unpleasant ▪ I am flexible, but I keep the goals in mind

III: Negotiating and influencing on an international stage

	LEVEL A: BEGINNER	LEVEL B: INTERMEDIATE	LEVEL C: ADVANCED
overview	The candidate at this level is able to formulate opinions and ideas. First awareness of the necessity to vary his /her approach depending on the communication context (for example multicultural). Is beginning to apply negotiation strategies in familiar situations. Does not yet have sensory acuity to adapt to unprepared objections. Is still reactive in negotiation and cannot yet take the lead and is beginning to gain understanding of influencing internal and external customers.	The candidate at this level is able to vary his/her approach to the negotiation depending on the context. Is more aware of the impact of opinions and ideas on others and deliberately seeks to get others on board. Is able at this level to understand what is at stake in the negotiation and adapt his/her strategy accordingly.	The candidate at this level is capable of gaining added value from the negotiation and getting commitment and involvement of key stakeholders from different cultures in the negotiation process. Demonstrates a high level of sensory acuity and a capacity to fully integrate others concerns and can react rapidly to act accordingly. Is able to calm others down in high-tension situations in order to make the situation more manageable.
III.C.1 Show sensory acuity	<ul style="list-style-type: none"> ▪ I pay attention to non verbal reactions of people ▪ I am dealing with but I respond emotionally to potentially conflict situations that I don't understand 	<ul style="list-style-type: none"> ▪ I take into account non verbal information and actively listen to my counterpart. ▪ I look for the best way to adapt my negotiating strategy to other cultures. I am not always fully able to control my emotions in potentially conflict situations. 	<ul style="list-style-type: none"> ▪ I apply appropriate listening skills and strategies to sense and read my counterparts reactions and I balance emotion with reason to favour the relationship even in potentially conflictual situations
III.C.2 Balance progress on objective with understanding others concerns and motive	<ul style="list-style-type: none"> ▪ I understand that values, norms and perspectives are culturally determined and may affect the way others negotiate. ▪ I may feel frustrated when I don't get the results I want in my own timeframe. 	<ul style="list-style-type: none"> ▪ I understand time considerations are culturally determined but am still sometimes frustrated by some setbacks rather than searching for the best solution. 	<ul style="list-style-type: none"> ▪ I am able to take into account multiple perspectives when deciding on the best negotiation strategy and on what winning and losing means to my counterpart. ▪ I accept and work with different attitudes to time and deadlines. ▪ I consider setbacks as a matter of course when working with other cultures.

IV: Knowing yourself and others

	LEVEL A: BEGINNER	LEVEL B: INTERMEDIATE	LEVEL C: ADVANCED
overview	The candidate at this level is able to identify own emotions in a tension situation, but not control them. Can understand other's emotions only through open demonstrations or explanations. May give in to stress and let it influence his relations with others. Can evaluate a situation against own abilities, but superficially. May become stuck in stressful situations.	The candidate at this level is able to suppress unproductive emotions to a certain degree, but does not yet have techniques in place to do it in any situation. He is aware of other's mood and emotions by analysing the situation, but cannot always foresee them. Can organise own work, but may become overwhelmed when everything doesn't go as planned.	The candidate at this level is able to identify the factors that have an impact on his emotions, isolate and control them. He is able to foresee other's reactions based on their mood and personality. He is able to stay calm and take coherent decisions even in high-tension situations. He knows his own abilities very well and is able to organise his work in order to play to own strengths and ask for help when necessary.
IV.C.1 Be emotionally intelligent and use all senses as valid information sources	<ul style="list-style-type: none"> I get emotional in situations I don't understand and I find it hard to understand the emotions strangers may experience. I try to pick up on non verbal communication signals. 	<ul style="list-style-type: none"> I seek out verbal and non verbal information about strangers. I am able to analyse feelings in interpersonal relations and am beginning to control behaviour. 	<ul style="list-style-type: none"> I am attentive to verbal and non verbal behaviour, to the communication context and to interpersonal relations. I am resilient and able to deal with stressful feelings in a constructive way.
IV.C.2 Suspended disbelief about other cultures and belief about one's own culture	<ul style="list-style-type: none"> I am aware that stereotypes may influence my behaviour but I do not yet have a consistent strategy for moving beyond them. 	<ul style="list-style-type: none"> I am open to different ways of thinking, learning, behaving but am still uncomfortable when I feel challenged or that my identity is questioned. 	<ul style="list-style-type: none"> I enjoy interacting with people who think differently and I have a high degree of sensitivity to interpersonal relationships. But I also maintain my personal beliefs and identity when challenged.

V: Intercultural communication

	LEVEL A: BEGINNER	LEVEL B: INTERMEDIATE	LEVEL C: ADVANCED
overview	The candidate at this level tends to see cultural foreigner's differences and behaviour as strange. Attempts to relate problems of intercultural interaction to different conventions but lacks knowledge to identify differences and tends to hold on to own conventions.	The candidate at this level is capable in familiar situations of seeing the other's point of view and differing perceptions. Begins to relate communication difficulties to differing conventions and attempts to clarify and adapt.	The candidate at this level accepts fully the "other" as a coherent individual and uses decentring skills to maximize communication. Can identify and adapt to different communication and behaviour conventions or to negotiate new discourse rules to avoid misunderstandings or solve them when they arise.
V.C.1 Understand others concerns and motives	<ul style="list-style-type: none"> ▪ I recognize that strangers with whom I am communicating may have different points of view than I do. ▪ I try to find culturally related reasons why strangers behave in a way I perceive as strange. 	<ul style="list-style-type: none"> ▪ I am aware that there are different culturally related perceptions. ▪ I am able to see the point of view of others. 	<ul style="list-style-type: none"> ▪ I am able to decode other people's communication according to their cultural background ▪
V.C.2 Build mutual trust	<ul style="list-style-type: none"> ▪ I am able to adapt my behaviour to people from another cultural background once I know what behaviour is required. 	<ul style="list-style-type: none"> ▪ I am able to adapt my behaviour when communicating with people from another cultural background and can help to clarify ambiguous situations. 	<ul style="list-style-type: none"> ▪ I can deal successfully with ambiguous and conflict situations that are related to different communication conventions