

Joost Bucker, Erik Poutsma*

How to Assess Global Management Competencies: An Investigation of Existing Instruments**

Managers and employees need global leadership competencies in order to operate effectively in international business. In order to prepare both managers and employees for operating in the global arena an instrument measuring global leadership competencies would be very useful. In this article we design a framework for systematically assessing measurement instruments designed to measure Global Management Competencies (GMC). Based on an elaborate search, we found 23 instruments of varying quality, that measure GMC, with a special focus on measuring ways of coping with cultural diversity. These instruments mostly involve self-reporting survey questions only, often measuring attitudes, without referring to actual behaviour in cross-cultural interaction. Using the assessment framework we selected a limited number of instruments that may be useful for assessing global management competencies.

Key words: international business, global management competencies, methodology, measurement instruments, intercultural adjustment, assessment

* Joost Bucker (corresponding author), Senior Lecturer International Human Resource Management in the Department of Business Administration at the Nijmegen School of Management, Radboud University Nijmegen, P.O. Box 9108, 6500 HK Nijmegen, The Netherlands. E-mail: J.Bucker@fm.ru.nl.

Erik Poutsma, Associate Professor of Labour Relations at the Institute for Management Research of Radboud University of Nijmegen. E-mail: E.Poutsma@fm.ru.nl.

** Article received: July 7, 2009

Revised version accepted after double blind review: April 15, 2010.