

**VI. Intergenerational and Cross-Cultural Competence: *Interacts effectively with different cultures and generations to achieve organizational mission, goals and objectives.***

Measurement Criteria	Preliminary Checklist	Core Actions	Level One Novice	Level Two Approaching Proficiency	Level Three Proficiency	Level Four Expert/Leader
VI.A. USES RELEVANT INTERGENERATIONAL AND CROSS-CULTURAL COMMUNICATION THAT CREATES CULTURAL SYNERGY IN THE WORKPLACE.	VI.A.P. Awareness of... ✓ Characteristics, values, beliefs, behaviors of predominant cultures in the workplace, local and global. ✓ Customs, social etiquette, and language, e.g. greetings, tone of voice, personal space, body language, eye contact, gestures ✓ Potential “culture bumps,” e.g. conflicts due to differences in how various cultures interact and work together	VI.A.-a. Adapts communication style to engage diverse others	VI.A.1.a. Participates in formal and informal learning in the workplace about the communication practices (norms) of diverse cultures, e.g., how close to stand when talking, preference for talking face to face, Native American respect for elders	VI.A.2.a. Practices cross cultural communication strategies to engage diverse others, e.g., language, gesture, use of space, provides translations, uses active listening skills.	VI.A.3.a/b. Adapts communication style to the preferences and necessities of others appropriate to the situation to achieve work goals while complying with organizational standards of practice for business, e.g., face-to-face or technology-based including phone, email, social networking, video conferencing; gesture, eye contact, language.	VI.A.4.a/b. Models flexible use of communications styles.
		VI.A.-b. Adapts communication style to engage other generations	VI.A.1.b. Acknowledges generational differences in methods of communication, e.g., email, texting, social media, use of phone, face-to-face, walking over to someone’s cube; chain of command.	VI.A.2.b. Aligns communication practices to organizational expectations for business communication in the 21 <sup>st</sup> -century workplace, e.g., balances face-to-face and technology-based communications; avoids jargon and informal language; avoids abbreviations used in social media (“lol,” emoticons).		

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VI.B. CONTRIBUTES TO AN ENVIRONMENT OF ACCEPTANCE AND INCLUSION THAT ENABLES DIFFERENT CULTURES AND GENERATIONS TO WORK TOGETHER.		VI.B.-.a. Demonstrates respect through interactions & behaviors	VI.B.1.a Supports cultural and generational differences in the workplace, e.g., spends time with people of cultures different from one's own (in lunch, at meetings); spells/pronounces names correctly; participates in cultural celebrations other than one's own; participates in diverse work teams; relates in a positive manner to diverse others to complete work tasks; relies upon the experience of coworkers (seniority in workplace, youth and social media); supports various cultural initiatives; seeks opportunities to learn about diverse others; takes classes/trainings in cultural competence; participates in diverse teams.	VI.B.2.a Engages diverse coworkers to accomplish work goals, e.g., initiates discussion with an intergenerational group of coworkers regarding changing procedures, work issues; asks for input from a variety of cultural or generational viewpoints; communicates one's cultural orientation to others; practices behaviors modeled by culturally sensitive people; participates in a diversity committee at work; utilizes strengths of individual team members.	VI.B.3.a Demonstrates respect for diverse others through interactions/behaviors in the workplace: e.g., volunteers to acclimate new employees; practices social etiquette that responds to cultures and generations in the workplace; provides feedback and encouragement in support of the work group; embraces cultural and generational diversity as added value to the workplace; draws upon the skills and experience of coworkers regardless of ethnicity, age, gender; integrates the ideas and perspectives of diverse others.	VI.B.4.a Mentors others to thrive in a diverse workplace, e.g., organizes or leads diverse work teams; incorporates a variety of world views and perspectives into work; provides encouragement for success; promotes the value of diverse viewpoints and practices in achieving work goals; takes action in support of different perspectives.
		VI.B.-.b. Addresses challenges with intergenerational and cross-cultural sensitivity	VI.B.1.b Recognizes cross-cultural and intergenerational situations and incidents that require sensitivity.	VI.B.2.b Interacts in a manner that demonstrates cross-cultural and intergenerational sensitivity.	VI.B.3.b Resolves situations and incidents that require intergenerational and cross-cultural sensitivity.	VI.B.4.b Models for others how best to apply cultural sensitivity.

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VI.B CONTRIBUTES TO AN ENVIRONMENT OF ACCEPTANCE AND INCLUSION THAT ENABLES DIFFERENT CULTURES AND GENERATIONS TO WORK TOGETHER (CONTINUED).		VI.B.-.c. Celebrates achievements and contributions of diverse others	VI.B.1.c Participates in employee recognition ceremonies.	VI.B.2.c Recognizes successes of individuals and teams, e.g., nominates for awards and accomplishments regardless of gender, culture, etc.	VI.B.3.c Celebrates the contributions of diverse others.	VI.B.4.c Creates opportunities to celebrate the contributions and successes of diverse others.
		VI.B.-.d. Functions comfortably in the global marketplace	VI.B.1.d Identifies organization's ties to the global marketplace.	VI.B.2.d Interacts with others in the global marketplace as required by work.	VI.B.3.d Performs with ease in the global marketplace, e.g., works across time zones; engages multilingual teams; attends to meeting schedules, deadlines, non-work days (Fri/Sat weekend in Egypt), holidays.	VI.B.4.d Guides others in conducting work in the global marketplace.
		VI.B.-.e. Relies upon the wisdom and experience of others to accomplish work	VI.B.1.e Recognizes the wisdom, experience, and institutional knowledge in the workplace.	VI.B.2.e Draws upon the experience and wisdom of others, as well as institutional knowledge, to perform work.	VI.B.3.e Integrates the wisdom and experience of others and institutional knowledge into work.	VI.B.4.e Contributes wisdom and experience to institutional knowledge.
		VI.B.-.f. Addresses intergenerational tensions	VI.B.1.f Recognizes issues that contribute to intergenerational tensions, e.g., lifestyle choices, expectations, work/life balance.	VI.B.2.f Practices communication styles and collaborative methods to communicate and collaborate across intergenerational divides.	VI.B.3.f Seeks feedback on how to manage intergenerational issues.	VI.B.4.f Models behaviors that promote intergenerational collaboration.

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VI.C RESPECTS GENERATIONAL DIFFERENCES RELATED TO THE USE OF TECHNOLOGY IN THE WORKPLACE.		VI.C.-. Selects from technological and non-technological methods/tools to communicate across generations	VI.C.1.a Participates in formal and informal learning opportunities to develop technological and non-technological skills.	VI.C.2.a Practices use of technological and non-technological methods and tools that are available in the organization, e.g., recognizes one’s own and others’ comfort level with technological and non-technological tools; exercises patience with coworkers and clients.	VI.C.3.a Applies technological and non-technological methods/tools to communicate and collaborate in various situations, e.g. utilizes mix of direct, interpersonal communication with electronic messaging; stays current with technologies available; tailors use of technological and non-technological tools to comfort level of coworkers/clients; scales use of technology to the audience (coworker, customer); draws upon technology skills to improve work processes, products or services.	VI.C.4.a Coaches coworkers to improve or increase technological and non-technological skills, e.g., introduces new technologies into the workplace.