Appendix C: First questionnaire

Dear Sir/ Madam

I am in the course of exploring the competencies needed for senior managers and leaders of Iranian companies who are seeking international presence. In pursuance of this objective, I have conducted an exhaustive review of the research papers published on this topic. The competency models employed by a wide range of global and internationalised companies have also been studied. As a result of these studies, around 100 competency frameworks, encompassing some 1000 competencies, have been selected. Through content analysis of the competency frameworks, 28 common themes emerged as the higher-level competencies shared by the majority of the reviewed competency frameworks and research findings.

My purpose for conducting present semi-structured interview is obtaining the viewpoints of the members of a panel of experts on the importance of the identified competencies in the context of Iranian companies. I would be extremely grateful if you could express your view points by answering the questions of the attached questionnaire.

Before proceeding to the next stage, please provide me with the following information about yourself:

1.Gender	Male	◯	Female	◯			
2.Age	< 35 years	◯	36-40 years	◯	41-45 years	◯	
	46-50 years	◯	51-55 years	◯	56-60 years	◯	
	> 60	◯					
3.Academic education	BSc./BA	◯	MSc./MBA	◯	PhD./DBA	◯	
	Executive Director	◯	HR Manager	◯	Consultant	◯	
4. main profession	HR Specialist	◯	Faculty member	◯			
	Others:……………						
5. Professional experience	< 10 years	◯	11-15 years	◯	16-20 years	◯	
	21-25 years	◯	26-30 years	◯	> 30 years	◯	
6. Have you ever worked as senior manager in internationalised companies?	Yes	◯	No	◯			

7. If your answer is yes please specify how many years?

Your kind cooperation is highly appreciated

The questionnaire:

In order for Iranian companies to successfully internationalise their operations, how important are the following higher-level competencies for their leasers? Please assign marks from 1 to 5, indicating the importance of the corresponding factors as follows:

1= Not Important

2= Somewhat Important

3= Important

4= Very important

5= Critical

ID	Competency	Definition	1	2	3	4	5
1	Accountability	Taking responsibility for the organisation, community, self, and the people that the leader serves.					
2	Adaptability	Adjusting behaviours to work efficiently and effectively in changing situations and /or different environments.					
3	Analytical Thinking	Interpreting, linking, and analysing information to logically evaluate situations by utilising inductive and deductive logic to make inferences and understand issues.					
4	Change Leadership	Facilitating effective organisation, group and individual change, developing a sustainable change strategy, creating a positive and optimistic climate for change and resolving blockages to firm's success.					
5	Conflict Management	Identifying sources of conflict between oneself and others, or among other people and to take steps to overcome disharmony by focusing on solving the problems without offending egos					
6	Creative Thinking	Questioning conventional approaches, exploring alternatives and responding to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives.					
7	Cultural and Cross Cultural Awareness	Understanding of the country and its society's norms, beliefs, rites, rituals, behaviours and motivations and appreciating and leveraging the cultural diversities.					
8	Decision Making	Identifying and understanding issues, problems, and opportunities comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable					

		consequences.					
9	Empowering Others	Fostering the development of others by providing a supportive environment to increase capabilities, to maximise their potential for enhanced performance and professional growth.					
10	Functional Awareness	A deep understanding of the organisational functions in the firm and how they contribute to outcomes.					
11	Global Business Awareness	Understanding and comprehending of the business environment in its totality including industrial, cultural, economical, political, technological and legal conditions in the regions and countries where firm's products are made, bought or sold.					
12	Global Economic Awareness	Understanding of the different economic conditions and policies governing each country and how they impact business operations by assessing and analysing the effects on global operations of the firm.					
13	Global Political Awareness	Understanding the interplay of political systems in a global work place and also understanding the different governmental structures and decision making processes across borders.					
14	Global Technology Awareness	Understanding the impacts of new technologies, information systems and telecommunications on the firm's production processes by assessing and analysing the effects on local and global operations of the firm.					
15	Influencing Others	Persuading, convincing and motivating others to take action in a desirable manner to bring the firm's mission to reality.					
16	Leading Team	Being able to work collaboratively in teams and creating an environment in which people can work together to meet organisational goals.					
17	Managing Uncertainty	Acceptance of complexity and its contradictions in order to manage the complex, ambiguous and unpredictable situations.					
18	Managing Yourself	Manage one's emotions, personal life, and work.					
19	Networking	Creating, developing and maintaining internal and external contacts, relationships and links to facilitate the accomplishment of business goals.					
20	Organisational Awareness	Understanding the practices, structure and culture of the organisation as well as the political, social and economic issues, to achieve results.					
21	Relationship Development	Establishing and maintaining healthy and effective working communications with all staff and stakeholders through building trust, empathy, good listening.					
22	Results Orientation	Focusing personal efforts on achieving results consistent with the organisation's objectives					

23	Risk Management	Identifying, assessing and taking reasonable job-related risks by recognizing alternative or different ways of meeting objectives, while at the same time recognising the potential negative outcomes and monitoring the progress toward set objectives.					
24	Self Awareness	Having a realistic awareness of personal values, interpersonal style, personal strengths and weaknesses, and personal emotions, understanding their impact on relationships with others.					
25	Self Development	The commitment to continuous improvement in knowledge, skills and attitude, and creating new knowledge, skills and approaches and eagerness to engage in new experiences.					
26	Strategic Thinking	Conceptualising the future of firm to develop and articulate a vision and accompanying strategy that encompass the firm's local and global needs.					
27	Stress Management	Maintaining effectiveness in the face of multiple types of work, life, health and career stresses and managing pressures.					
28	Values & Ethics	Defining, developing, promoting and/or exemplifying an agreed set of values, codes, ethical principles and ensuring that high standards for ethical behaviour are practiced throughout the firm.					

Please specify any other higher-level competencies, not mentioned above, which you deem required for the leaders of successful international/global companies and rank its importance by assigning 1 to 5 marks corresponding to the importance of the suggested competencies:

1.
Importance…………………………

2.
Importance…………………………

3.
Importance……………………..

4.
Importance……………………..