

## Appendix D: Second questionnaire

Dear Sir/ Madam

In the course of identifying needed competencies for senior managers and leaders of Iranian companies to do successfully internationalise their operations, 28 common themes have emerged, through synthesis of the finding of research works and competency frameworks adopted by international companies, as the higher- level competencies shared by the majority of the reviewed frameworks and models.

I would be extremely grateful if you, as a member of panel of expert, could complete the attached questionnaire.

Before proceeding to the next stage, please provide 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            BSc./BA             MSc./MBA             PhD./DBA              
education            Executive Director  HR Manager             Consultant
4. Main profession    HR Specialist             Faculty member              
                          Others: .....

5. Professional            < 10 years             11-15 years             16-20 years              
experience            21-25 years             26-30 years             > 30 years

6. Have you ever worked as senior            Yes                        No              
manager in internationalised companies?

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

Your kind cooperation is highly appreciated

## Section 1:

You are requested to point out at least 4 salient characteristics of 4 senior managers of Iranian companies, whom you consider as successful players in international markets, or senior managers with high potential of becoming successful leaders of internationalised companies.

Please specify their names (if you are willing to do?)

- 1.
- 2.
- 3.
- 4.

Now, please select at least four competencies from the below list that you have observed in them.

1	- - - -
2	- - - -
3	- - - -
4	- -

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<b>ID</b>	<b>Competency</b>	<b>Definition</b>
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 & 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.

<b>11</b>	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.
<b>12</b>	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 local and global operations of the firm.
<b>13</b>	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.
<b>14</b>	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.
<b>15</b>	Influencing Others	Persuading, convincing and motivating others to take action in a desirable manner to bring the firm's mission to reality.
<b>16</b>	Leading Team	Being able to work collaboratively in teams and creating an environment in which people can work together to meet organisational goals.
<b>17</b>	Managing Uncertainty	Acceptance of complexity and its contradictions in order to manage the complex, ambiguous and unpredictable situations.
<b>18</b>	Managing Yourself	Manage one's emotions, personal life, and work.
<b>19</b>	Networking	Creating, developing and maintaining internal and external contacts, relationships and links to facilitate the accomplishment of business goals.
<b>20</b>	Organisational Awareness	Understanding the practices, structure and culture of the organisation as well as the political, social and economic issues, to achieve results.
<b>21</b>	Relationship Development	Establishing and maintaining healthy and effective working communications with all staff and stakeholders through building trust, empathy, good listening.
<b>22</b>	Results Orientation	Focusing personal efforts on achieving results consistent with the organisation's objectives.
<b>23</b>	Risk Management	Identifying, assessing and taking reasonable job-related risks by recognising 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, and personal strengths and weaknesses and personal emotions and 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.

## Section 2:

Please also notify your own point of view about the important competencies for international leaders who are working in Iranian context:

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3-

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