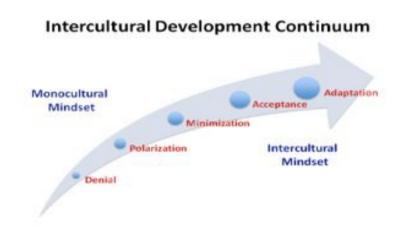# IDI Program Guidelines

Introduction to the IDI

The Intercultural Development Inventory® (IDI®) assesses intercultural fluency—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities.

The IDI assesses ideas, attitudes and beliefs and uses a developmental continuum that defines a person's cultural fluency based on the evolution from a Monocultural Mindset to an Intercultural Mindset. The IDI can be used for individual, group and organizational development. There are intersections in all paths of development, so it is not uncommon for the tool to be used at multiple levels.

Importantly, the IDI is about self-awareness and analysis to move to action to further one's cultural fluency. Using the IDI is similar for both individual and group participation: individuals complete the assessment, which is about 50 questions; a trained and certified IDI Qualified Administrator (QA) works with participants to interpret and discuss the results; and participants work with the Qualified Administrator to identify personal development opportunities to help them move along the continuum.

Enterprise Vision for Using the IDI to Foster Workplace Inclusion

Minnesota state agencies are encouraged to use the IDI as one tool to develop employee and organizational intercultural fluency, strengthen conversations, promote better decision-making, and influence equitable and inclusive practices. Cultural fluency is a key component of inclusivity and has a

significant impact on employee retention. All employees are responsible for creating an inclusive work environment.

Enterprise Talent Development (ETD) has resources in place to support agencies in implementing the IDI in their workplace inclusion programs. The IDI can be implemented at the individual, team, or organizational level and often they are interconnected.

Key Components of an IDI Program

Agencies that would like to use the IDI for staff or team development should have the following components in place before launching their IDI program:

- An employee to lead the program,
- An IDI Program plan or road map that includes the employees and teams that will participate, a high-level schedule for implementation, and resource needs for implementation,
- A team of trained IDI QAs, and
- Ongoing learning and development opportunities for IDI participants.

How does an agency get started?

1. **Identify employees:** Select a person(s) to lead the IDI initiative.
2. **Identify the goal:** Review the components of implementing IDI on the individual, team, and organization levels, outlined below.
3. **Create a plan of action**: create a plan or roadmap to implement the IDI initiative.
4. **Form a Team of IDI QAs:** It is each agency's responsibility to form its own team of QAs. MMB will partner with agencies to train and support QA teams.

The Role of the IDI Qualified Administrator (QA)

A QA is a person trained and certified by Intercultural Development Inventory, LLC, the company that created the IDI. IDI QAs play an important role when implementing an IDI program within an Agency. The role of the IDI QA is to be a non-judgmental guide to facilitate an individual debrief and relay the IDI assessment results to an employee. Experienced IDI QAs can also coach individuals around their IDI results. They can also facilitate group debriefs.

What is the Agency's role in identifying and creating IDI QA Teams?

In general, agencies should have their own QAs. An agency can partner with ETD to train a team of QAs or hire external QAs. If the agency chooses to train its own employees to be QAs, it should identify employees to attend the IDI Qualified Training Seminar that is offered by Intercultural Development Inventory, LLC. The number of QAs needed by each agency will depend on the scope of the agency's IDI initiative.

Suggestions for Building an IDI QA Team

Explain to potential QAs what the IDI is and why you are looking for team members. Here is some language you can use:

The Intercultural Development Inventory® (IDI®) assesses intercultural competence—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. We are looking for people who are interested in advancing diversity, equity, and inclusion at our agency by helping their colleagues develop their cultural fluency.

Define the process, benefits, and commitment.

- **Process:**
  - Each agency should develop their own QA recruitment process but interested participants should obtain supervisor approval and write a short statement explaining why they are interested in becoming an IDI QA.
- **Benefits:**
  - They will receive IDI QA Training to become a certified IDI Qualified Administrator.
  - They will strengthen their own cultural fluency. Studies show that working with others on your intercultural development strengthens your cultural competencies.
  - It could be considered a committee assignment.
  - It could enhance professional skills and development.
- **Commitment:**
  - Define the hourly commitment that is expected for IDI work so that potential QAs and their supervisors can plan accordingly. This could differ greatly by agency. Each agency may want to determine the number or percentage of employees to complete the IDI

each year. This will help determine how many hours a QA should expect to devote to IDI debriefs and the Intercultural Development Plan (IDP) overview/assistance.

- o QAs will need to attend the IDI Qualified Administrator Training (approx. 14 hours) through IDI, LLC.
- o QAs should also participate in the IDI QA Community of Practice, which is supported by ETD's DEI Learning and Development Consultants.

IDI Database and Tracking

If an agency forms a team of QAs they will have their own IDI database portal. The database will house the QAs and the IDI assessments for their employees. One of the QAs will be designated as the Primary QA for each agency. The Primary QA is the person responsible for managing the database for the agency and determining access for other QAs.

Note: There can only be one primary QA for each agency and someone cannot be the primary QA for more than one agency.

IDI QA Training

Upon completion of the training, employees will be certified IDI QAs. The training is comprised of three (3) half days of IDI QA training facilitated by IDI, LLC (14 hrs). Upon completion of the training, QAs should contact Minnesota Management & Budget's (MMB) Enterprise Talent Development (ETD) team at etd.training@state.mn.us to be added to the Statewide IDI QA Community of Practice that supports QAs with ongoing training and development. This community of practice meets monthly and creates an opportunity to network with other QAs across the enterprise.

Registering for IDI QA Training Seminar:

1. Interested participants register for IDI QA Training through the IDI LLC website, Select Register for Public Qualifying Seminar Event (idiinventory.com).
2. Once enrolled, participants will receive training materials and pre-work from IDI LLC.

IDI QA Community of Practice

All Statewide IDI QAs are welcome to attend the IDI QA Community of Practice meetings. The IDI QA Community of Practice is structured as follows:

- **IDI QA Community of Practice:** MMB will invite all QAs from across the state to learn and network monthly. QAs will also self-identify if they are willing to support other agencies in facilitating individual debriefs when an agency is launching a large IDI initiative and needs extra assistance.

Contact Enterprise Talent Development at etd.training@state.mn.us for more information or to participate in any of these meetings.

Individual Development

The IDI can be taken on an individual level if the agency is offering the IDI. IDI Participants have the best results when they work with an IDI QA in a coaching capacity, work with others, and consistently engage in educational activities. Studies show that it takes 30- 60 hours of intentional and consistent learning and development to grow from one developmental orientation to the next on the IDI continuum. The following is a suggested approach for implementing the IDI at the Individual Development level:

- The participant contacts an IDI QA and takes the assessment.
- After taking the assessment, an IDI QA will be assigned to the participant. Once the IDI QA is assigned, they will reach out to the participant to set up a time to facilitate an individual debrief. IDI assessment results are provided during the individual debrief with an IDI QA.
- Upon completion of the Individual Debrief, the participant receives an Individual Development Plan. The IDI QA gives an overview of the IDP to the participant and leaves time for the participant to ask questions.
- Participants commit to developing their IDP. The IDI QA offers to meet with the participant again in 4-8 weeks to review the participant's crafted plan, help them where they are stuck, and answer any questions. This helps participants stay in the work.
- IDI QAs will offer contact information of IDI QAs or Diversity, Equity, and Inclusion (DEI) contacts for their respective agencies, as needed.
- The IDI QA will suggest the participant reach out with questions and create/find an IDI group to share learnings, answer questions, stay in the work, and have an accountability coach to keep them on track to deepen their intercultural fluency. QAs may also suggest resources and other development opportunities to support the participant's development needs.

Team Development

As a director, supervisor, or manager, the IDI can be used to support groups of employees in building a more cohesive and culturally fluent team. Here are some scenarios for implementing the IDI at Team Development levels:

Scenario 1: Group Debrief Only

- Each team member takes the IDI assessment.
- The person leading the team coordinates with an IDI QA to facilitate a group debrief.
- Teams are encouraged to develop team goals and opportunities to deepen intercultural fluency.

Scenario 2: Group and Individual Debriefs

- Each Team member takes the IDI assessment.
- The person leading the team coordinates with an IDI QA to facilitate a group debrief.
- The person leading the team identifies IDI QAs to facilitate Individual debriefs for each participant.
- Once an employee completes an individual debrief, they will receive their assessment results and an Individual Development Plan at the time of their debrief or just before the debrief, depending on the QA's practice.

Organizational Development

The IDI can be used at the macro level to promote organizational change. It takes a significant amount of coordination, resources, and support. The following are questions to ask as you are planning and designing the IDI program for an agency:

- How does the agency want to use the IDI? What are the goals?
- Who are the decision makers to implement the IDI at the agency?
- Is there buy-in and sustained commitment from the senior leadership of the agency?
- Does the agency have a Diversity, Equity and Inclusion Office or someone who leads DEI efforts who may be a resource?

How you approach the IDI at the Organization Development level is going to vary depending on the size of the agency and its resources. It can be implemented at this level using the following scenarios:

Scenario 1: Initiate a Pilot Program (recommended)

- Identify an individual to lead the pilot initiative.
- The agency identifies a pilot group(s) to take the IDI assessment. This is a great opportunity for senior leadership to experience and engage with the IDI.
- Identify the number of QAs needed and provide training, if necessary.

- o If unable to provide training, reach out to ETD at etd.training@state.mn.us to find other IDI QAs statewide who are available to deliver debriefs.
- All pilot participants take the IDI assessment.
- The person leading the initiative identifies IDI QAs, to facilitate individual and/or group debriefs.
- Once the participants complete the debrief, they will receive their assessment results and an Individual Development Plan.

Scenario 2: Group Debrief Only

- All employees in the Agency take the IDI assessment.
- The person leading the IDI initiative coordinates with an IDI QA to facilitate a group debrief.

Scenario 3: Group and Individual Debriefs

- All agency employees take the IDI assessment.
- The person leading the IDI initiative coordinates with an IDI QA to facilitate an IDI group debrief, first.
- Then the person leading the team identifies IDI QAs, to facilitate individual debriefs for each employee.
- Once the participants complete the debrief, they will receive their assessment results and an Individual Development Plan.

Additional Development Opportunities Agencies Can Provide

Employees will have more success in developing their cultural fluency if their agency supports their IDI development in these ways:

Provide ongoing, organized, agency-wide group development opportunities.

Developing cultural fluency is a life-long endeavor and takes intentionality, commitment, and consistency. It is also an effective way to promote professional and personal growth.

Identify and provide resources for individual development.

Each employee is on their own development journey. It is important to identify a central place for employees to access educational resources in an efficient and effective so that they can readily engage in learning.

Evaluation and Assessment:

It is important to measure progress toward agency-specific goals in the development journey. Consider creating a method to track progress for both individual and agency-wide activities. Here are some suggestions:

- Consider identifying specific Diversity, Equity and Inclusion learning programs or opportunities that could enhance cultural competence.
- Use the Learning Management System or some other method to track and document the completion of these activities.
- Document and discuss progress through performance management (i.e., 1:1s, performance reviews, development planning).
- Partner with your agency's training and development professionals as you implement these initiatives.

Accountability:

Creating a more inclusive environment is everyone's responsibility. Consider including cultural development as a part of the individual performance management process.

Resources:

For more questions and information email the Enterprise Talent Development team at etd.training@state.mn.us.

For more information about the IDI, go to: https://idiinventory.com/