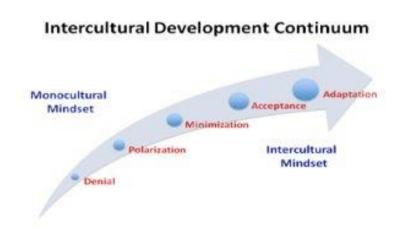# IDI Program Guidelines

Introduction to the IDI

The Intercultural Development Inventory® (IDI®) assesses intercultural competence—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 competency 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.

The process for 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 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 competence, strengthen conversations, promote better decision making and influence inclusive practices. Cultural competence 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 to implement 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
- 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 level, 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 forms their own team of QAs. MMB will partner with agencies to train and support QA teams.

The Role of the IDI Qualified Administrator

An IDI Qualified Administrator (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 to relay the IDI assessment results to an employee. Experienced IDI QAs can also coach individuals and facilitate group debriefs.

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

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 their own employees to be QAs, they should identify employees to attend the IDI Qualified Training Seminar offered through ETD. 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.

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 competency.

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 – an become a certified IDI Qualified Administrator
    - They will strengthen their own cultural competence- 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.
    - QAs will need to attend IDI Qualified Administrator Training (approx. 17 hour).
    - QAs should also participate in the IDI QA Community of practice.

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

Periodically ETD will offer IDI QA training facilitated by representatives from IDI LLC. Upon completion of the training, employees will be certified IDI QAs. The training is approximately 17 hours and includes a pre-training orientation (1hr), a three (3) half days of IDI QA training facilitated by IDI LLC (14 hrs.), and a post-training follow-up (2 hrs.). Upon completion of the training, QAs will be added to the Statewide IDI QA Community of Practice that supports QAs with on-going training and development. This community of practice 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 Learning Management System.
2. Once enrolled, participants will be notified of next steps including how to register on the IDI Administration site, the day and time of the pre-training orientation, follow-up, and other support.

IDI QA Community of Practice

All Statewide IDI QAs are welcome to the attend the IDI QA Community of Practice meetings, even if they were not trained through ETD. 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 on a quarterly basis.
- **QA Learning and Development Group**: All QAs have an option to be part of an accountability group that will support them in their own cultural competence journey. i.e., join a book club, have an accountability partner. These groups meet bi-monthly.
- **IDI QA Coalition:** This is a group of QAs who are willing to support other agencies in facilitating individual debriefs when an agency is launching a large IDI initiative and need extra assistance.

Contact Joy Kluttz-Horton, DEI Training and Development Consultant, ETD at joy.kluttzhorton@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 best results when they work with an IDI QA in a coaching capacity, work with others, and engage in educational activities in a consistent manner. 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:

- Participants 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 you to set-up a time to facilitate an individual debrief. After the scheduled meeting with an IDI QA, the participant will receive assessment results no earlier than 48 hours before meeting. IDI assessment results are not provided until the participant has received an individual debrief with an IDI QA.
- Upon completion of the Individual Debrief, the participant receives assessment results and an Individual Development Plan.

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 competent team. Here are some scenarios for implementing the IDI at Team Development level:

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.
- Learning and development opportunities are recommended for 9-12 months to enable growth.
- After that period has elapsed, the participant is encouraged to retake the IDI assessment to gauge progress.

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.
- Learning and development opportunities are recommended for 9-12 months to enable growth.
- After that period has elapsed, the participant is encouraged to retake the IDI assessment to gauge progress.

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?

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
- All pilot participants take the IDI assessment.
- The person leading the initiative identifies IDI QAs, to facilitate individuals and/or group debriefs.
- Once the participants complete the debrief, they will receive their assessment results and an Individual Development Plan.
- Learning and development opportunities are recommended for 9-12 months to enable growth.
- After that period has elapsed, the participant is encouraged to retake the IDI assessment to gauge progress.

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.
- Learning and development opportunities are recommended for 9-12 months to enable growth.
- After that period has elapsed, the participant is encouraged to retake the IDI assessment to gauge progress.

Scenario 3: Group and Individual Debriefs

- All agency employee's take the IDI assessment.
- The person leading the IDI initiative [or team]? coordinates with an IDI QA to facilitate an IDI group debrief.
- The person leading the team identifies IDI QAs, to facilitate Individuals debriefs for each employee.
- Once the participants complete the debrief, they will receive their assessment results and an Individual Development Plan.
- Learning and development opportunities are recommended for 9-12 months to enable growth.
- After that period has elapsed, the participant is encouraged to retake the IDI assessment to gauge progress.

Additional actions agencies can implement related to providing development opportunities:

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

Provide on-going, organized, agency-wide group development opportunities.

Developing cultural competence is a life-long endeavor and takes intentionality and consistency. It is also an effective way to promote 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 research and 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 competition 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 Joy Kluttz-Horton, DEI Training and Development Consultant, ETD at joy.kluttzhorton@state.mn.us

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