

# IPI Business Solutions

## Introduction

The International Preferences Indicator (IPI) is typically used as an element within a wider programme concerned with intercultural or leadership issues. It can be used as a 2-hour module within a longer programme, or it can be used as the basis for a full day's workshop.

The following 4 business needs, voiced from a variety of perspectives inside and outside an organisation, highlight some of the contexts in which the IPI can be used most effectively.

### 1. Global Mindset

We need, through L&D solutions, to help integrate a global mindset throughout our organisation to back up our global strategy. The exponents of this mindset should not be just confined to a limited number of people who are currently embarked or about to embark on expatriation or international assignments. We require a learning intervention that helps us to create a platform for self-reflection and development planning for a broader number of people. This should be integrated on all training programmes where global collaboration is a theme.

*L & D Manager*

### 2. Global Leadership Development

We have a Leadership Development programme where we bring our high-potential managers together from around the world. We need to address the issue of global collaboration as there is an increasing dependence of the organisation on sales in emerging cultures, and many of our high-potential are already involved in diverse teams. Yet we don't currently get people thinking enough how they can approach working with other cultural locations, and what they can do to improve. We want to promote self-awareness about working in a global environment, and not just rely on generalisations about how cultures differ.

*Head of Leadership Development*

### 3. Team Development

In our team we are not only multi-cultural in terms of the locations, nationalities and functions we represent, but we need to deliver solutions across a number of geographies. How can we reflect as a team on the different skills we each bring to handling people in the diverse environment we operate in? How are we different? Where are our gaps as a team? What do we need to do to fill those gaps moving forward? For example, are we being flexible enough in dealing with our international clients? Or should we be more focused on pushing forward our goals in a consistent way?

*Project team leader*

### 4. Personal Development

In our programme we have people from a wide range of organisations who are here to gain an overview of the information they need and skills they require for building their career in a global business environment. We stress the importance of 'softer' skills for influencing and collaborating with others as much as the 'harder' skills (such as strategy and financial planning) for contributing to high performance. But how do we engage and challenge them with how best to apply and develop their soft skills in a diverse global operating environment?

*Academic Programme Director*