

DIMENSION DEFINITIONS

Openness



New Thinking:

Receptive to new ideas, and typically seeks to extend understanding into new and unfamiliar fields. Likes to work internationally as this brings exposure to fresh ideas and approaches.



Welcoming Strangers:

Keen to initiate contact, and build relationships, with new people, especially those who have different experiences, perceptions and values. Often takes a particular interest in strangers from different and unfamiliar cultural backgrounds.



Acceptance:

Readily accepts behaviour that is very different and unfamiliar. In an international context rarely feels threatened by, or intolerant of, working practices that conflict with understood sense of best practice.

Flexibility



Flexible Behaviour:

Adapts easily to a range of different social and cultural situations. Has either learned or is willing to learn a wider range of behaviour patterns. Ready to try out different behaviours to discover those which are most successful and appropriate.



Flexible Judgment:

Avoids coming to quick and definitive conclusions about new people and situations. Can also use each experience of people from different cultures to question assumptions and modify stereotypes about how people operate.



Learning Languages:

Motivated to learn and use the specific languages of important business contacts, over and beyond the lingua franca in which they conduct their everyday business activities. Ready to practise key expressions and words from the languages of international contacts to build trust and show respect.

Personal Autonomy



Inner Purpose:

Holds strong personal values and beliefs that provide consistency or balance when dealing with unfamiliar circumstances, or when facing pressures that question judgement or challenge sense of worth. Such values also give importance and credibility to the roles and tasks undertaken.

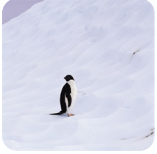


Focus on Goals:

Sets specific goals and tasks for international projects and pursues them with a high degree of persistence, regardless of pressures to compromise and distractions on the way. Believes in a strong element of control over own life, and can make things happen in the surrounding world.

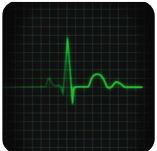
DIMENSION DEFINITIONS

Emotional Strength



Resilience:

Ready to try things out and risk making some mistakes in order to learn. Can overcome any embarrassment, criticism or negative feedback. Has an optimistic approach to life and tends to bounce back when things go wrong.



Coping:

Able to deal with change and loss of personal control in unfamiliar situations. Remains calm under pressure, and has well developed means of coping with stress. Has the personal resources necessary to deal effectively with the anxieties that can accompany 'culture shock'.



Spirit of Adventure:

Seeks out variety, change and stimulation in life, and may become bored in safe and predictable environments. Moves into uncomfortable and ambiguous situations even when unsure about possessing the skills required to be successful.

Perceptiveness



Attuned:

Focuses on picking up meaning from indirect signals such as intonation, eye contact and body language; adept at observing these signals of meaning and reading them correctly in different contexts - almost like learning a new language.



Reflected Awareness:

Very conscious of how they come across to others; in an inter-cultural context particularly sensitive to how their own 'normal' patterns of communication and behaviour are interpreted in the minds of international partners.

Listening Orientation



Active Listening:

Checks and clarifies, rather than assuming understanding of others, by paraphrasing and exploring the words that they use and the meaning they attach to them.

Transparency



Clarity of Communication:

Conscious of the need for a 'low-risk' style of communication that minimises the potential for misunderstandings in an international context. Able to adapt how a message is delivered to be more clearly understood by an international audience.



Exposing Intentions:

Able to build and maintain trust in an international context by signalling positive intentions and putting personal needs into a clear and explicit context.

DIMENSION DEFINITIONS

Cultural Knowledge



Information Gathering:

Takes time to learn about unfamiliar cultures, and to deepen understanding of more familiar ones. Employs various information gathering strategies in order to understand specific and relevant cultural contexts.



Valuing Differences:

Likes to work with colleagues and partners from diverse backgrounds, and sensitive to how people see the world differently. Wants to explore and understand others' values and beliefs, and also to communicate respect for them.

Influencing



Rapport:

Exhibits warmth and attentiveness when building relationships in a variety of contexts. Puts a premium on choosing verbal and non-verbal behaviours that are comfortable for international counterparts, thus building a sense of 'we'. Able in the longer-term to meet the criteria for trust required by international partners.



Range of Styles:

Has a variety of methods for influencing people across a range of international contexts. This gives greater capacity to 'lead' an international partner in a style with which he or she feels comfortable.



Sensitivity to Context:

Recognises where political power lies in organisations and understands how best to use this to achieve objectives. Puts energy into absorbing the different cultural contexts in which messages are sent and decisions are made.

Synergy



Creating New Alternatives:

Uses a careful and systematic approach when facilitating groups to ensure that different cultural perspectives are not suppressed, but are properly understood and used in the creative problem solving process.