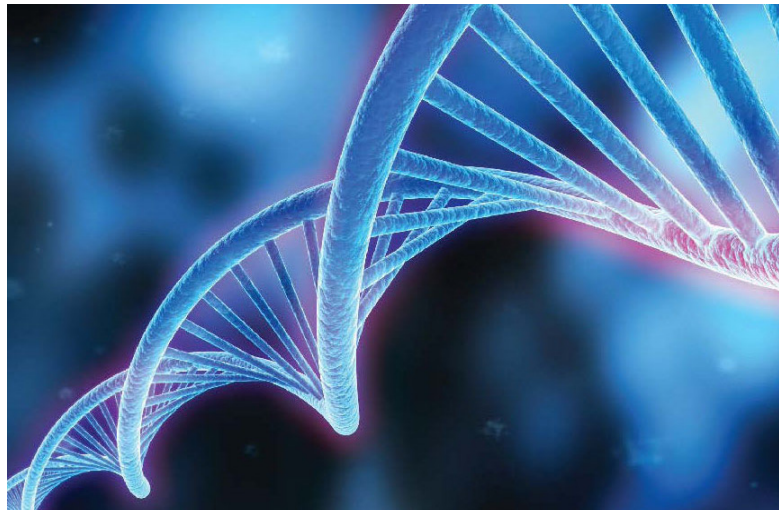


# The International Profiler



The DNA of intercultural effectiveness

Personal Feedback - Interpretive Report

**Personal Details**

Surname/Family Name	Participant
First Name	Sample
Organisation	Worldwork
Job Title	Managing Director
Country of Residence	United Kingdom
Age	30-39 Years
Gender	Male
Email Address	admin@worldwork.global
Questionnaire Completed	17/4/2021

**Business Details & International Experiences**

Functional Area	Administration/Operations
Functional Level	Managing Director/Chief Executive
Native language	Japanese
Do you speak any other languages?	Yes
Second Language and level	Fluent,English
Third Language and level	Basic,Greek
Lived abroad before 18	Yes
Lived abroad as an adult	Yes
International Experience 1	Working back in Japan after spending 10 years of life overseas. Worked in a medium-sized manufacturing company as HR Manager where no one spoke English or had international experience

## Introduction

This booklet provides you with individualised feedback that will help you to understand and interpret the results from the International Profiler (IP) Questionnaire that you have completed. Before working your way through this feedback report, please keep the following points in mind:

1. The International Profiler measures the emphasis you put on a range of different approaches to working in an international or cross-cultural context. It is a reflection of the ways in which you would tend to behave in international settings, especially when under pressure or when you have not specifically thought about your approaches;
2. It does not measure aspects of personality; nor does it directly assess your skills or capabilities, although there may be an indirect relationship between where you place emphasis and the skills you have developed;
3. There are 22 dimensions grouped into 10 overall competency headings;
4. Do not regard the results like examination marks; it is not always good to be 'high' and bad to be 'low'. The most effective behaviours called for in any given international setting are contextual, and what is appropriate in one situation may not be the best approach in another.
5. The behavioural tendencies reflected in your profile can be changed; they are not set in stone and can be improved through experience, increased understanding and practice.

The booklet is divided into two main sections as follows:

## Section 1 - An Overview

This section explains the meaning of the 22 international dimensions measured by the questionnaire and provides you with your scores on each dimension. Each dimension is illustrated with a picture, and you may like to make sure that you can see the link between the picture and the meaning of the dimension. In addition to the explanation there are two scales giving your scores, one labelled "Range Score" with a green dot and one labelled "Normed Score" with a blue dot.

The Range Score gives your absolute score for this dimension on a scale of 1 to 100. The Normed Score is expressed in percentile terms and compares your individual score with the scores of all the individuals who have completed the International Profiler questionnaire to date. For example, if you score at the 60th percentile it means you have given this dimension more emphasis than 60% of the people who have completed the questionnaire.

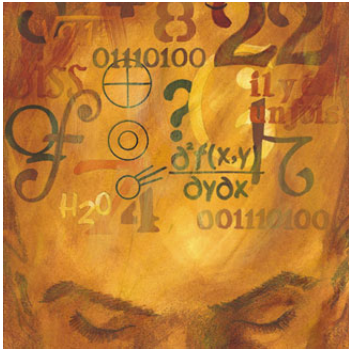
## Section 2 - Your High and Low Scores

In this section you will find listed more detailed explanations of your highest and lowest scores. In each case there are listed some possible advantages and disadvantages that could arise from your score. These will not apply universally, so you will need to test them in your own mind as you make sense of the feedback in your own particular situation. The high scoring dimensions are listed in descending order starting with the highest, and the low scoring dimensions are listed in ascending order starting with the lowest.

## Personal Development Plan

A separate document is available which provides you with some guidance and a framework to help you build a plan in order to bring about some personal development in order to improve your readiness for working in the particular international context that is relevant for you. This document can be downloaded for free from the WorldWork web site [https://worldwork.global/wp-content/uploads/Personal\\_Development\\_Plan.pdf](https://worldwork.global/wp-content/uploads/Personal_Development_Plan.pdf).

# 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.

Your Score

Year Score																						
Low					Low Mid					Mid			Mid High					High				
1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99		

Ranged Score																								90
Normed Score																								94



## 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.

Your Score

Year Score																								
Low					Low Mid					Mid					Mid High					High				
1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99				

Ranged Score																								67
Normed Score																								76



## 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.

Your Score

Four Score																								
Low					Low Mid					Mid					Mid High					High				
1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99				


Ranged Score																								70
Normed Score																								69

## Flexibility

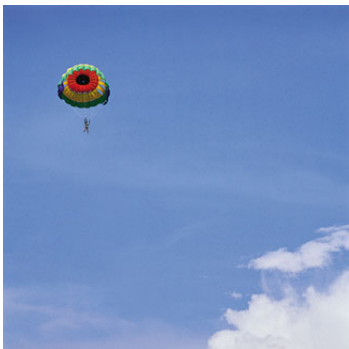


### Flexible Behaviour

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.




	Your Score																									
	Low					Low Mid					Mid					Mid High						High				
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95		99				
Ranged Score																						57				
Normed Score																						82				



### 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.

	Your Score																					
	Low					Low Mid				Mid				Mid High				High				
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	
Ranged Score									●												40	
Normed Score											●										53	



### 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.

	Your Score																					
	Low					Low Mid					Mid			Mid High				High				
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	
Ranged Score	<div></div>																				0	
Normed Score				<div></div>																	16	

## 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.

#### Your Score

	Low					Low Mid					Mid					Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99					
Ranged Score																										54
Normed Score																										66



### Focus on Goals

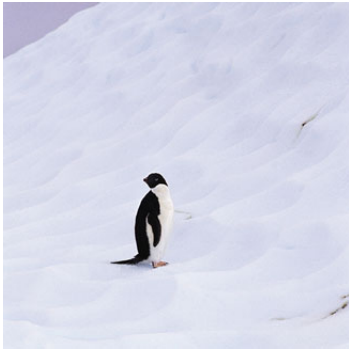
Sets specific goals and tasks for international projects and pursues them with a high degree of persistence, regardless of pressures to compromise and distractions on the way. Believes in a strong element of control over own life, and can make things happen in the surrounding world.

#### Your Score

	Low					Low Mid					Mid					Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99					
Ranged Score																										10
Normed Score																										4



## Emotional Strength

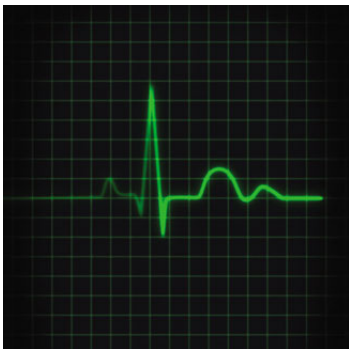


### Resilience

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.

Your Score

	Low					Low Mid					Mid					Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99					
Ranged Score													●													60
Normed Score																				●						90



### 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'.

Your Score

	Low					Low Mid					Mid					Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99					
Ranged Score			●																							10
Normed Score		●																								4



### 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.

Your Score

	Low					Low Mid					Mid					Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99					
Ranged Score													●													60
Normed Score																	●									81

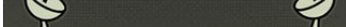


## Perceptiveness



### 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.




	Your Score																									
	Low					Low Mid					Mid					Mid High						High				
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95		99				
Ranged Score						●																27				
Normed Score					●																	19				



### 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.


	Your Score																					
	Low					Low Mid					Mid			Mid High				High				
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	
	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>																					
Ranged Score																						57
Normed Score																						64

# 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.



	Your Score																								
	Low					Low Mid					Mid					Mid High						High			
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99				
Ranged Score										●												43			
Normed Score					●																	22			


## Transparency



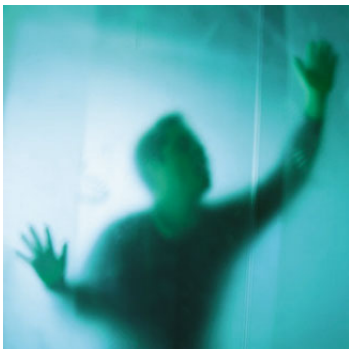
### Clarity of Communication

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.

#### Your Score



Ranged Score																									
Low					Low Mid					Mid					Mid High					High					
1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99					
Ranged Score																						63			
Normed Score																						87			



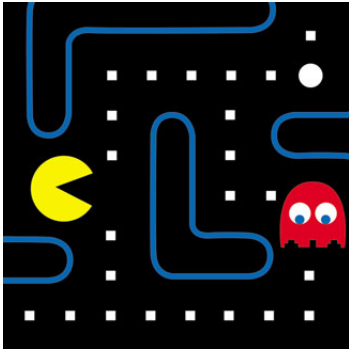
### Exposing Intentions

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

#### Your Score

	Four Score																										
	Low					Low Mid					Mid					Mid High					High						
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99						
Ranged Score																											67
Normed Score																											59

## Cultural Knowledge



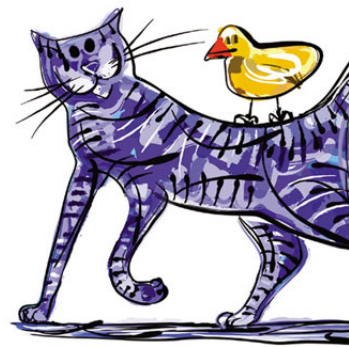
### Information Gathering

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.

#### Your Score

Year Score																						
Low					Low Mid					Mid			Mid High					High				
1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99		

Ranged Score																								77
Normed Score																								90



### 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.

#### Your Score

Year Score																				
Low					Low Mid					Mid			Mid High					High		
1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99

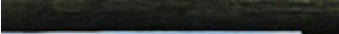
Ranged Score																								70
Normed Score																								40

## 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.

	Your Score																								
	Low					Low Mid					Mid					Mid High					High				
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99				
Ranged Score															<div></div>						70				
Normed Score													<div></div>								61				



### 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.

	Your Score																					
	Low					Low Mid					Mid			Mid High				High				
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	
Ranged Score																	<div></div>					80
Normed Score																				<div></div>	98	



### 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.

	Your Score																							
	Low					Low Mid				Mid				Mid High				High						
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99			
Ranged Score								●													37			
Normed Score							●														29			

## 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.

Your Score

	Low					Low Mid					Mid					Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99					
Ranged Score																										53
Normed Score																										17

## Your Highest Scores

### Range of Styles: 98%

Your score on 'Range of Styles' suggests that you give a high emphasis to tuning into and adopting the style of communication of those you are seeking to influence. You seem ready and able to use a wide repertoire of approaches that have worked with different audiences in the past in order to influence people in an international context. This gives you a greater capacity to 'lead' someone in a style with which he or she feels comfortable, even when that person is from a very different cultural background. You would probably be effective in an international posting that required you to build trust and promote ideas across a range of local contexts.

### Potential Advantages:

- an effective advocate who can be influential and effective in a range of different cultural settings
- effectively motivates a broad range of people
- builds effective reciprocal relationships with business partners
- builds and maintains trust by responding appropriately to diverse needs

### Potential Disadvantages:

- may focus on 'selling' own ideas at the expense of listening to others
- different approaches with different people may create distrust
- may give too much weight to the method of communicating a message and not enough to the validity of the content
- failure to communicate consistent messages



## New Thinking: 94%

Your score on 'New Thinking' suggests that you seek to extend your understanding into new and unfamiliar fields, whether this is into different professional areas, different ways of looking at problems, or learning how people from different cultures make sense of the world around them. You may enjoy the opportunity to seek new ideas and ways of understanding issues in an international context. You are likely to be well read and well informed in a wide range of different subjects. You are excited by new ideas and able to change your perception of issues and see things from different perspectives. You may have a strong sense of curiosity that drives you to look for new facts, and new insights into complex questions.

### Potential Advantages:

- quick to appreciate how people from different cultures understand issues
- able to make strategic decisions based on wider understanding of more issues
- ready to challenge conventional thinking and your own assumptions about 'best practice'
- in-depth understanding of other cultures
- open to different ideas and concepts from diverse cultures and able to use them creatively in new contexts

### Potential Disadvantages:

- reduced sense of focus and direction in an international context
- frustration when working with familiar but effective approaches
- time wasted on unproductive challenges

## Resilience: 90%

Your score on 'Resilience' suggests that you are prepared to experiment with different ways of doing things and accept the risks of making the inevitable mistakes that such experimentation involves. You may be sufficiently 'thick skinned' not to be embarrassed when you make social gaffes, or you may have enough maturity and self confidence to handle any criticism or negative feedback you encounter as a result of such mistakes. If you don't get things right first time, then you will keep trying until you do. You generally have an optimistic approach to life and tend to 'bounce back' after setbacks or when things go wrong. This readiness to keep trying again when you make mistakes is an important part of the learning process when you are trying to understand different cultures, languages etc.

### Potential Advantages:

- ready to try out new behaviours and different ways of doing things - learns effectively through trial and error
- quick recovery from setbacks

### Potential Disadvantages:

- more likely to make social gaffes
- a more stressful way of experiencing the world
- can unintentionally embarrass others

## Information Gathering: 90%

Your score on 'Information Gathering' suggests that you take an interest in, and take time to learn about, cultures that are unfamiliar to you, especially when they become relevant to your work. You also emphasise the need to research and continually deepen your understanding of those cultures you already know about. As well as local customs, you may develop an interest in the history, economics, politics etc. of a new country in order to understand the values and attitudes of its people.

### Potential Advantages:

- greater understanding and acceptance of differences between people
- builds trust and shows respect towards people from other countries
- greater confidence in new situations

### Potential Disadvantages:

- it takes substantial amounts of time and energy to understand different cultures
- factual information is only part of understanding different cultures - they need to be experienced as well
- collecting information may not be useful if it is not correctly interpreted
- may become lost in trivia and details that are irrelevant to the achievement of key goals

## Clarity of Communication: 87%

Your score on 'Clarity of Communication' indicates that you emphasise the need for clarity and simplicity when communicating your ideas, especially in an international context. You seem to be conscious of the need to speak an international lingua franca in a 'low-risk' style that minimises the potential for misunderstandings. You will normally adapt your method of delivery so you are more clearly understood by your target audience, regardless of their level of fluency in the language concerned. Native-speakers are more conscious, when using English with non-native speakers, to slow down, use clear simple sentence structures, avoid colloquialisms and acronyms, and frequently check they have been understood correctly. You will want to adopt such clarification strategies without being seen to patronise your non-native-speaking partners.

### Potential Advantages:

- reduces risk of being misunderstood
- demonstrates sensitivity to others
- can compensate for lack of foreign language skills
- builds important platform for influencing
- more inclusive in multi-cultural groups

### Potential Disadvantages:

- can be seen as unsophisticated in terms of content
- loss of subtlety and humour in use of language
- may be seen as patronising
- slower means of communication
- may initially feel uncomfortable and un-natural

## Flexible Behaviour: 82%

Your score on 'Flexible Behaviour' suggests that, in an international context, you put emphasis on modifying your behaviour to the different situations you find yourself in. You are ready to adapt and fit in easily in a range of different social and cultural situations. You show chameleon-like qualities and seem happy to copy other peoples' behaviour as a useful way of not standing out or making others feel uncomfortable. You may already have learnt, or are willing to learn, a wide range of different behaviour patterns and can draw on these to find the ones that work best in any given situation. You are ready to experiment with different ways of behaving to find those that are most acceptable and most successful.

### Potential Advantages:

- easily accepted and trusted in foreign settings
- versatile in moving between different cultures
- helps when building new relationships
- creates goodwill

### Potential Disadvantages:

- more easily diverted from own goals
- plenty of opportunities for mistakes when practising different behaviours

## Your Lowest Scores

### Coping: 4%

Your score on 'Coping' suggests that you do not currently put a high level of focus on your ability to manage your stress levels and to remain calm and relaxed in unfamiliar environments. If you are working in a familiar context at the moment then the levels of pressure on you will be much less than if you are living or working in a very unfamiliar setting. On the other hand your score could represent a real difficulty in dealing with stress if you are experiencing high levels of pressure or the loss of personal control that can result from living or working in an unfamiliar cultural setting. If this is the case then you may not find it easy to 'switch off' outside the workplace, and may find yourself taking your troubles home with you. In an international context you may find it difficult to cope with the inevitable challenge to your sense of personal identity posed by the psychological effects of 'culture shock'. This can result in an inability to throw off a sense of hostility towards, or rejection of, the cultural setting you find yourself in.

### Potential Advantages:

- a recognition that the current situation is not especially difficult and therefore does not require strategies to deal with high levels of stress
- immersion in unfamiliar cultures may not be experienced as stressful
- individual personality has a naturally high resistance to external pressures
- increased understanding and empathy with others who experience 'culture shock'

### Potential Disadvantages:

- could become emotionally drained
- inhibited performance - loss of energy and drive

## Focus on Goals: 4%

Your score on 'Focus on Goals' suggests that when working internationally you do not see yourself as particularly determined and persistent in your pursuit of targets, especially when distracted in unfamiliar cultural environments. This maybe because you are more motivated by other factors such as establishing long term relationships, or researching and understanding local conditions. You may have an intuitive sense of the direction you need to follow, or the situations you are working in may be so uncertain that setting targets is unrealistic. You like to operate in a flexible manner, responding to events as they develop and concentrating on exploring issues and learning about future possibilities without being constrained by very specific objectives or targets. However, there is a danger that implementing wider organisational strategies may become more difficult, and energies may become unfocused.

### Potential Advantages:

- can operate in a more flexible and responsive manner - more easily accommodates to local ways and priorities
- able to explore different possibilities and opportunities
- operating to a wider agenda
- appropriate for ambiguous situations where clear goals have not been defined

### Potential Disadvantages:

- more easily distracted from the job in hand
- may lack drive and motivation to implement wider organizational strategies
- ambiguity or difference of approach may result in efforts being dissipated
- time and money may be wasted



## Learning Languages: 16%

Your score on 'Learning Languages' suggests that you may not place a high emphasis on learning different languages and you may suffer from a low level of confidence in your ability to pick up a foreign language easily. This may be because you have never had the need or the opportunity to learn another language. It may be because you have already learnt one language to manage your daily international communication needs, and do not intend to invest in other languages. You may see learning languages as a necessary instrument for international work but it does not seem to be a particular hobby or interest of yours from which you get special enjoyment or stimulus. You may tend to avoid situations where you cannot communicate in your native tongue or core international language. This may hinder your ability to build critical relationships, show 'local' commitment and understand how the local language may impact on ways of thinking and behaving.

### Potential Advantages:

- avoids stress and embarrassment
- learning a new language takes a lot of time and energy
- efforts can be concentrated on finding able interpreters
- prevents misunderstandings due to limited language skills
- puts focus on alternative means of communicating in the business context - e.g. establishing a clear medium of communication through one commercial language

### Potential Disadvantages:

- failure to gain insights about the perspectives of international partners
- missed opportunity to establish trust and communicate respect
- generally degrades ability to operate effectively in different countries

## Creating New Alternatives: 17%

Your score on 'Creating New Alternatives' suggests that you do not place a strong emphasis on facilitating groups or using the diversity within groups to achieve creative outcomes. This maybe because you have little experience of working with multi-national groups, and perhaps little interest or opportunity of doing so. On the other hand it maybe because you place more emphasis on finding solutions that provide a quick way forward. You may find it necessary to impose your own solution sometimes, even where this takes little account of the wishes and needs of the other partners. Alternatively you may accept the proposals of other powerful partners in order to appease them, avoid conflict and find a way forward. These approaches may involve negotiations of a win/lose nature, and whilst they may achieve the task objectives, they are likely to reinforce existing power structures and may alienate key partners who do not find the outcomes acceptable.

### Potential Advantages:

- solutions and outcomes can be found more quickly
- may avoid open conflict or disagreement
- easier to ensure that team objectives are aligned with the needs of stakeholders and the wider organization
- more familiar and comfortable for the dominant sub group within a team

### Potential Disadvantages:

- may unintentionally alienate key international partners
- some team members may not be committed to decisions or solutions that are apparently accepted
- team solutions will be sub-optimal
- minorities may loose motivation if they feel under-valued
- fails to release the creative potential of an international group

## Attuned: 19%

Your score on 'Attuned' indicates that, when communicating with people from different countries and cultures you place a lower emphasis on understanding the subtler forms of communication such as intonation, eye contact and body language. You may concentrate more on the content and meaning of the words spoken than reading between the lines to understand the indirect signals that accompany the words. You may simply give less energy to observing other people and be more interested in other aspects of your environment. Alternatively, even when communicating with foreign partners, you may continue to interpret such indirect signals using familiar frames of reference instead of seeking to understand them differently in the new context.

### Potential Advantages:

- direct and straightforward communication with less opportunities for misunderstanding
- appropriate where the focus is on ideas or more tangible aspects of the environment
- greater attention to the content and meaning of the literal spoken and written word
- avoidance of ambiguity
- Your thinking and ideas are more predictable and easier for others to follow.
- no need to re-learn 'body language' for different cultural settings

### Potential Disadvantages:

- in some cultures may cause loss of face for international partners
- other peoples' real intentions may not be understood or may be misinterpreted
- difficulty being accepted on equal terms in some situations
- insensitivity towards other people making close relationships more difficult

## Active Listening: 22%

Your score on 'Active Listening' indicates that you do not emphasise the need to show respect for your international partners by listening attentively to them and by finding clear and explicit ways of signalling that you are listening. This may be because, in your current context, you feel that you usually understand quite well what is being said, and/or because you rely on habits you have developed in your own culture when responding. Or it could be that you take it for granted that others share your understanding of what is said, and so may be less sensitive to cues from others that common understanding has not been achieved. Perhaps you find it hard to concentrate closely on another person, and what they are communicating, for an extended period of time. When communicating with people from a different country or culture there is a danger that misunderstandings could arise.

### Potential Advantages:

- faster communication
- in a group, allows the speaker to attend to others
- lower requirements for energy and attention
- better big picture understanding

### Potential Disadvantages:

- frequent misunderstanding
- misjudgments and misevaluations
- key differences in perspective remain unexplored
- failure to validate partner's ideas

## Ranged Score

Low	Low Mid	Mid	Mid High	High
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### Openness

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

New Thinking																				90
Welcoming Strangers																				67
Acceptance																				70

### Flexibility

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Flexible Behaviour																				57
Flexible Judgment																				40
Learning Languages																				0

### Personal Autonomy

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Inner Purpose																				54
Focus on Goals																				10

### Emotional Strength

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Resilience																				60
Coping																				10
Spirit of Adventure																				60

### Perceptiveness

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Attuned																				27
Reflected Awareness																				57

### Listening Orientation

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Active Listening																				43
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### Transparency

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Clarity of Communication																				63
Exposing Intentions																				67

### Cultural Knowledge

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Information Gathering																				77
Valuing Differences																				70

### Influencing

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Rapport																				70
Range of Styles																				80
Sensitivity to Context																				37

### Synergy

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Creating New Alternatives																				53
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## Normed Score

Low	Low Mid	Mid	Mid High	High
-----	---------	-----	----------	------

### Openness

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

New Thinking																				94
Welcoming Strangers																				76
Acceptance																				69

### Flexibility

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Flexible Behaviour																				82
Flexible Judgment																				53
Learning Languages																				16

### Personal Autonomy

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Inner Purpose																				66
Focus on Goals																				4

### Emotional Strength

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Resilience																				90
Coping																				4
Spirit of Adventure																				81

### Perceptiveness

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Attuned																				19
Reflected Awareness																				64

### Listening Orientation

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Active Listening																				22
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### Transparency

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Clarity of Communication																				87
Exposing Intentions																				59

### Cultural Knowledge

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Information Gathering																				90
Valuing Differences																				40

### Influencing

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Rapport																				61
Range of Styles																				98
Sensitivity to Context																				29

### Synergy

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Creating New Alternatives																				17
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