

Prudential Relocation
**Global Assessment Inventory
Development Guide**



This guide was prepared for:

Sample Participant



Prudential Relocation's Intercultural Group

16260 N. 71st Street, Suite 333, Scottsdale, AZ 85254

Tel: 800-433-8672 E-mail: PRERS.Intercultural@prudential.com



Prudential

Introduction

Doing business across cultures is both challenging and rewarding. In global business your success largely depends on your functional skills in your area of expertise, but it is also tied to your attitudes and personal attributes that you bring with you. When working in a multicultural environment, skills for working effectively across cultures will play an important role. Success may be based on your ability to:

- ↳ Recognize areas of cultural difference
- ↳ Effectively adapt your behavior
- ↳ Build both personal and working relationships
- ↳ Utilize different communication styles and business strategies.

About this Guide

This guide is based on your responses to the Global Assessment Inventory (GAI). The GAI contains a series of questions based on a group of personal attributes that are crucial to conducting business across cultures. This guide contains your individual profile which is measured against a norm base of others who have worked and traveled across cultural boundaries and have taken the GAI. The narrative following the graph page explains your results on each attribute with a discussion of the implications of your score for conducting business internationally.

The content of this guide is based on research into building effective working relationships across different cultures. It has been repeatedly corroborated in many different ways.

The GAI is based on a similar measure entitled Overseas Assignment Inventory (OAI). The OAI is the product of an extensive and ongoing research and development effort on cultural adaptability for expatriates going on international assignment that began in the early 1970's. The GAI was first launched in 2005 and updated in 2007.

The Successful Global Business Person

Our research shows that those who work effectively across cultural boundaries have several things in common. For example they:

- ↳ Communicate well
- ↳ Listen well
- ↳ Have patience
- ↳ Understand different communication styles
- ↳ Speak at least a few social phrases of the other person's language to demonstrate respect and build relationships
- ↳ They avoid topics of conversation that will be awkward or offensive
- ↳ They have learned basic historical and cultural information about the cultures they work with. Such knowledge gives them a competitive advantage in understanding how to approach everyday business tasks such as negotiating, managing, or training. They also know about issues important to others, which is an indispensable asset in building relationships
- ↳ They feel good about themselves, their company, their jobs and their business counterparts. Their sense of self-confidence is conveyed in culturally appropriate ways to avoid giving the impression of arrogance
- ↳ They accept the cultural values of their international counterparts, no matter how different they are. They appreciate alternative ways of doing business, even if they disagree with some aspects
- ↳ If their work involves travel, understanding non-verbal cues from people of different cultures and being aware of the non-verbal cues they are sending are also important.

History of the GAI

The Global Assessment Inventory (GAI) is derived from the Overseas Assignment Inventory (OAI), which has been used by hundreds of corporations for more than 20 years. The OAI assesses cultural adaptability for employees who will be relocating for extended periods to a different culture. We also used our experience with the International Business Traveler's Inventory (IBTI), which we developed in 2000 to assess individual skill for business travel situations.

Our intercultural experts have taken what we have learned from individuals who travel extensively and those who relocate for a period of several years, to develop a tool to help those who work interculturally, and who might or might not travel as part of that work.

About the GAI

The GAI Is NOT:

- ⓑ A measure of personality
- ⓑ Intended to be judgmental or definitive.

The GAI DOES:

- ⓑ Measure eight distinct individual attributes crucial for successful adaptation to doing business across cultures
- ⓑ Measure two additional distinct individual attributes if your work involves international business travel
- ⓑ Focus on how you can maximize your effectiveness when working with people from different cultures.

Your GAI results should be reviewed in light of:

- ⓑ The countries or cultures you will work with
- ⓑ Your own cultural background
- ⓑ The nature of the work environment and duties of the job.

The information should be of benefit to you as you work with people from other cultures.

Personal Attributes

The circle graph on the following page shows your results on each of the GAI attributes. These attributes are tendencies that you have to behave in a certain way.

There are two elements to pay attention to in the graphic. Your scores are represented by the solid black line. The green band surrounding the center of the graph represents the norm group.

Interpretation

Look at your results versus the norm for each of the attributes:

- ↳ If your results are within the green band, then this factor is very similar to that of most others who have completed the GAI. This is a positive result.
- ↳ If your results are above the green band (towards the outer edge of the circle), then your situation is more favorable than most. This is usually a very positive result, although on some scales too high of a score can be a disadvantage (refer to the specific text for each scale).
- ↳ If your results are below the green band (closer to the center of the circle), then your situation is one that indicates a greater than usual challenge.

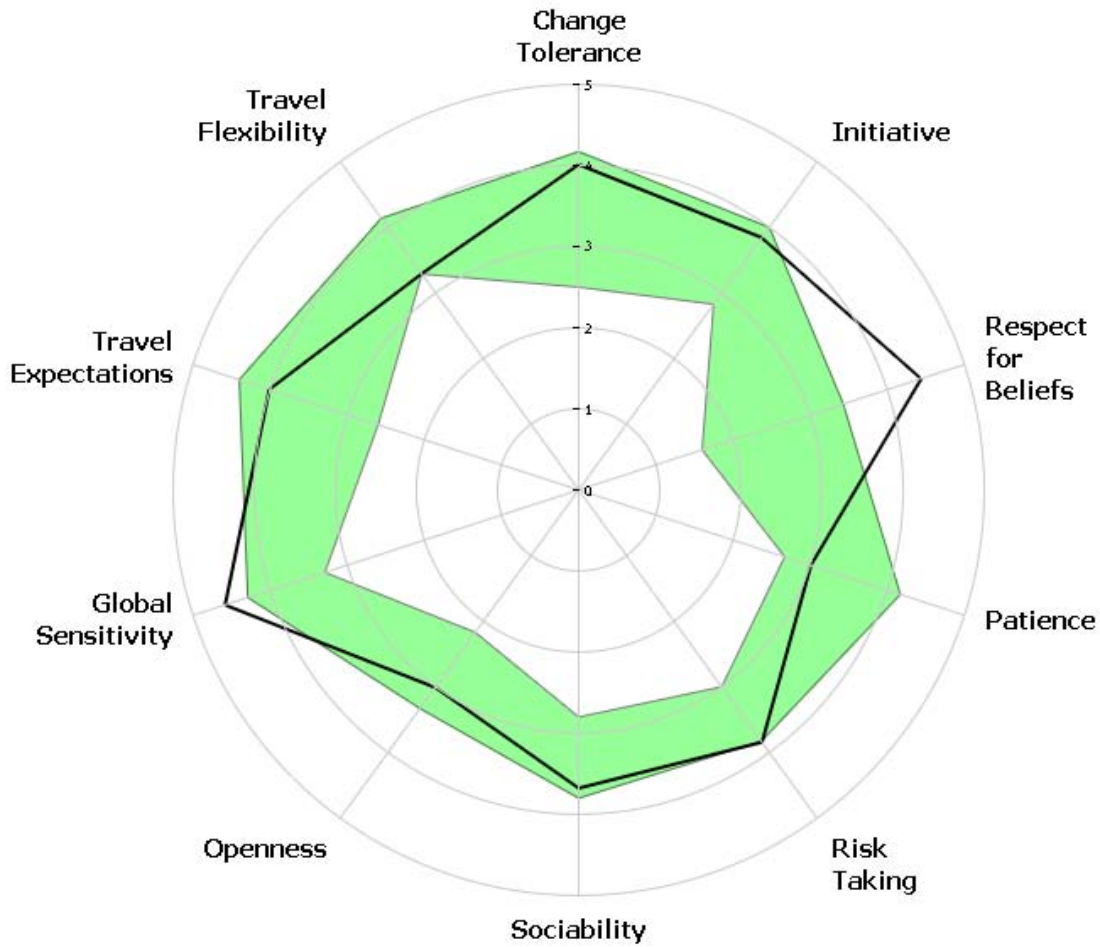
Personal Attributes

Change Tolerance	Willingness to meet new challenges and cope with change
Initiative	Ability to address new or challenging situations
Respect for Beliefs	Receptiveness to new ideas and respect for the beliefs of others
Patience	Ability to remain calm in the face of a frustrating situation or unexpected delay
Risk Taking	Willingness to try new approaches and ways of doing things
Sociability	Extent to which you enjoy being with or communicating with other people
Openness	Willingness to let others know you
Global Sensitivity	Listening and understanding another cultural point of view

And if you indicated in the survey that your work requires you to travel to other countries, you will have results from two additional scales.

Travel Expectations	Anticipation of business travel
Travel Flexibility	Willingness to endure unfamiliar surroundings and circumstances while traveling

Personal Attributes Overview



Change Tolerance



Why this is important

Change Tolerance refers to the ability to adapt to new circumstances and to be willing to try new ways of doing business. It also refers to the degree to which you enjoy new situations, food, places or experiences. People with a high level of change tolerance often have an easier time working with people from a different culture.

Your score is in the average range, indicating that you

- are open to different ways of getting a job done
- enjoy going to new places and trying new things
- are comfortable with people who do their work differently than you do

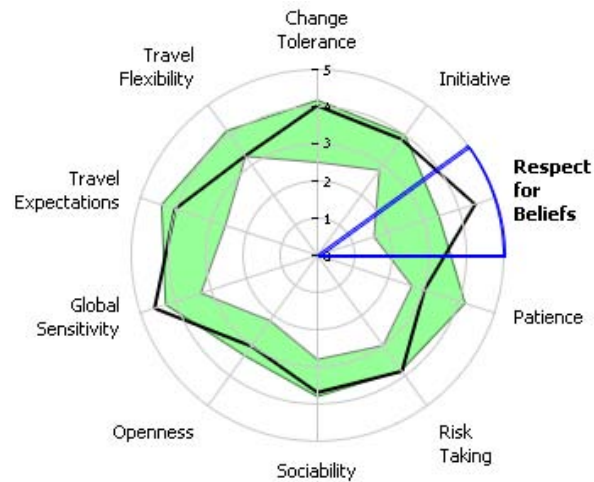
What your score means

Your responses suggest that you are flexible in working with people who are different from you. Working across cultures often entails working with a different work pace, different business approaches, new conflict resolution strategies and more. Your comfort with doing things differently than you usually do them can be an important part of your success. Continue to look for ways to have positive, new experiences, including trying new activities and foods, and going to new locations; note the ways your flexibility aids your enjoyment of these new experiences.

Questions to ask yourself

- What are some of the things I enjoy about different cultures or people? What other aspects of other cultures might I also like?
- What is one new food, activity or location I have been wanting to explore?
- Could I try a different approach to a business problem I am having?

Respect for Beliefs



Why this is important

Respect for Beliefs refers to the ability to demonstrate respect for the political, religious and other views of people in other cultures. Those high on this scale may love their own culture and be proud of its ideals and values, but still be receptive and open to the ideas and ways of other cultures. They do not feel they are compromising their own views while maintaining an open mind. Showing respect for beliefs is important in establishing meaningful intercultural business relationships.

Your score is above the average range, indicating that you

- do not feel that your culture's ways of doing things are inherently superior to others
- refrain from engaging in political or religious discussions
- do not attempt to convince others over to your beliefs

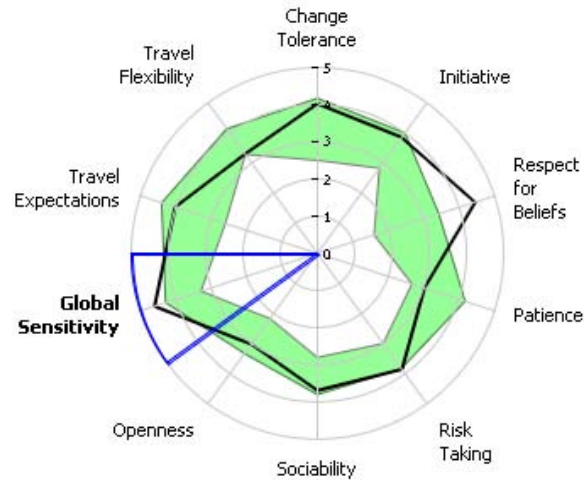
What your score means

Your responses suggest that you have a great deal of respect for others' values and political views, and are interested in learning about new ideas. Even though you may hold strong beliefs of your own, you are not inclined to impose your views on others or make unfavorable comparisons between your own values and those of your co-workers. This is an area of strength for you; by demonstrating a willingness to learn about the religious and political systems and cultural values of those in your multicultural work group, you will be able to build positive relationships with its members.

Questions to ask yourself

- What are the norms in the different culture about appropriate topics for discussion? Are politics and religion acceptable topics?
- How can I learn more about the different culture's values?

Global Sensitivity



Why this is important

Global Sensitivity refers to the ability to recognize the perspective of someone with a different set of experiences and values than you. Those who are globally sensitive understand that issues, priorities, and work solutions differ across cultures. They are willing to accept and work with these differences, and enjoy learning new approaches to solving problems. When a conflict arises that seems to be based on fundamental differences in approach, they are adept at labeling, explaining and resolving this conflict.

Your score is above the average range, indicating that you

- are especially aware of and open to different ways of approaching a problem
- enjoy learning about other ways of working and explaining these perspectives to people you work with
- are quick to address misunderstandings in a group

What your score means

Your responses suggest that you have a very positive approach to working with people from other cultures and adapt your style to that of colleagues when appropriate. You are able to help others in your group understand perspectives other than your own, and to address conflicts in perspective before they impact a work project. Your skill at reaching across a cultural gap has the potential to lead to new and innovative solutions and improved work relationships. This is a very important skill for you.

Questions to ask yourself

- What is an example of when I have worked successfully with someone from another culture, with different ways of working?
- Thinking of a time when I helped others understand the perspectives of others, what did I do right? What made them be able to see this new perspective?
- What is the most interesting new skill or perspective I have learned from others?