

Global Assessment Inventory Development Guide



Partial Sample Report

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THIS REPORT IS PREPARED FOR:

test 2 gai New Server

This Report is Prepared By BGRS Intercultural Group

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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.

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The Successful Global Business Person

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

- b Communicate well
- b Listen well
- b Have patience
- b Understand different communication styles
- b Speak at least a few social phrases of the other person's language to demonstrate respect and build relationships
- b They avoid topics of conversation that will be awkward or offensive
- b 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
- b 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
- b 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
- b 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.

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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.

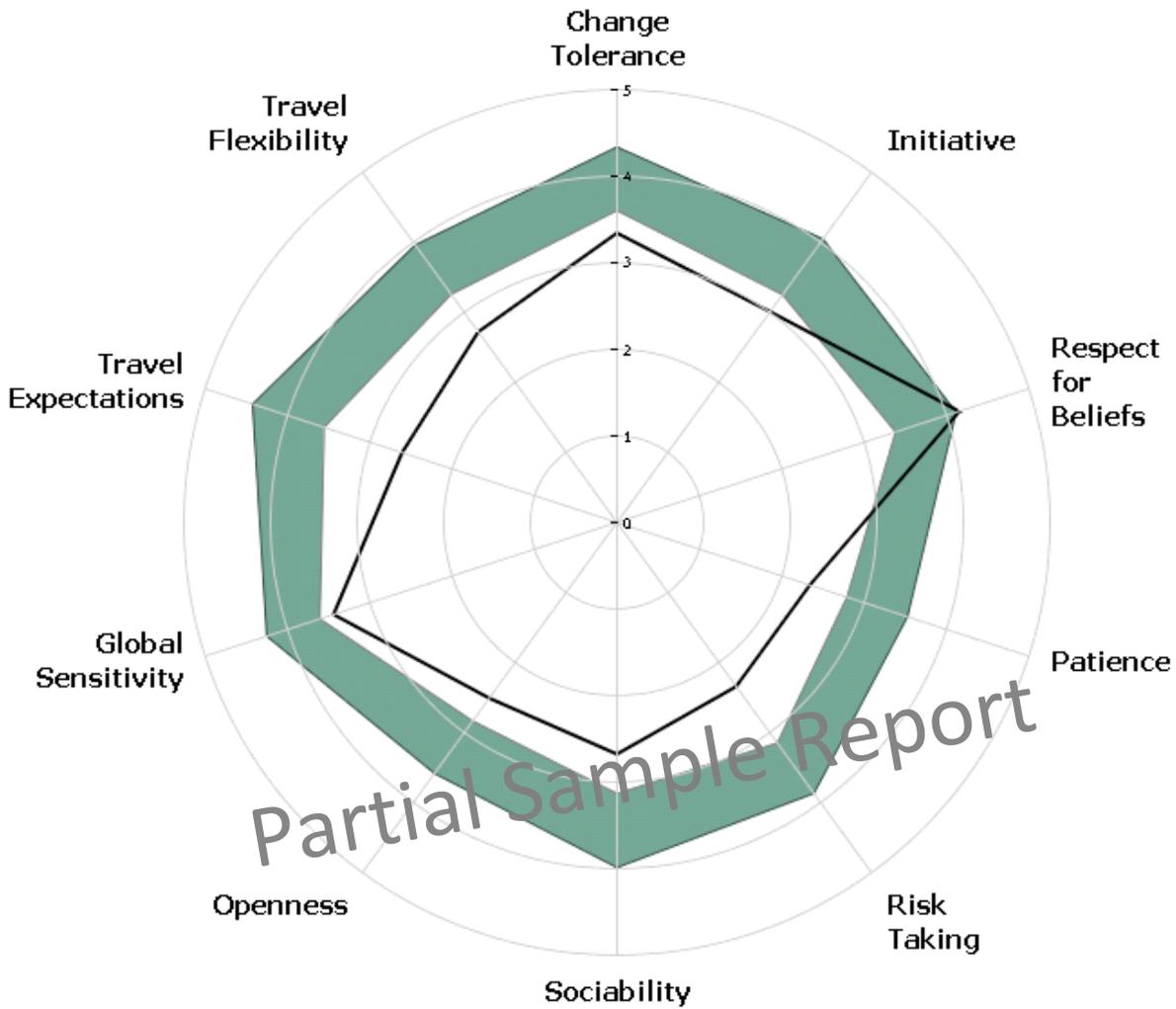
Personal Attributes

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 below the average range, indicating that you

- are most comfortable staying with proven methods of work
- prefer visiting places and doing activities that are familiar to you
- are sometimes uncomfortable with people who do their work differently than you do

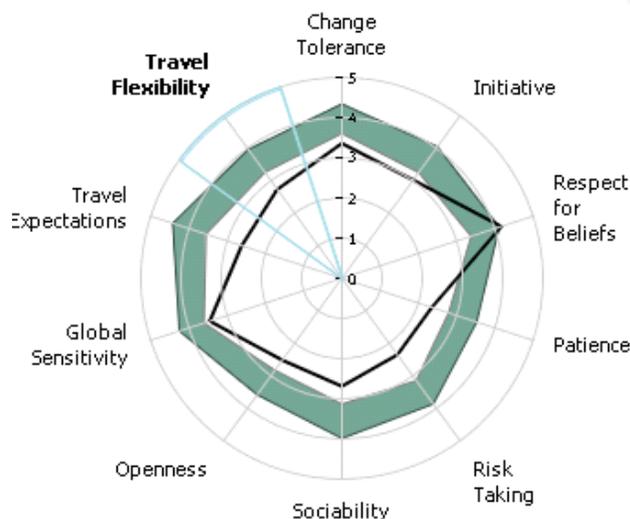
What your score means

Your responses suggest that you may have difficulty working with people who are different from you. Working across cultures often requires working with a different work pace, different business approaches, new conflict resolution strategies and more. Discomfort with doing things differently than you usually do them can be limiting to success. Look for ways to have positive, new experiences, including trying new activities and new foods and going to new locations.

Questions to ask yourself

- What is one thing I enjoy about a different culture? What other aspects of this culture might I also like?
- What is one new food, activity or location that I have enjoyed?

Travel Flexibility



Why this is important

Travel Flexibility refers to the willingness to take on the challenges of international business travel. Going to a new country inevitably means dealing with changes in the physical environment, new ways of getting tasks done, and meeting and working with people who are different from you. It is inherently fatiguing, at least for a period of time. Having a positive attitude about these challenges and a sense of humor about things that go wrong is an important asset to an international traveler.

Your score is below the average range, indicating that you

- ↳ do not enjoy traveling to places that are very different from what you are used to
- ↳ have trouble adapting to a new environment or surrounding
- ↳ may not adjust to new time zones or geographic conditions very easily

What your score means

Your responses suggest that you are likely to find the realities of international business travel a challenge. Getting used to new surroundings takes a lot of time for you and is not something you enjoy. It is not easy for you to be in a situation where the acts of daily living are done in a new way, as is often the case in a new country. To prepare for your international travel, be sure to learn how to minimize jet lag. Try to schedule in some time, upon arrival and prior to your business meetings, to acclimate to the new location. Talk with other travelers about the differences and get their recommendations for easing a stay in your destination. If possible, bring some conveniences with you to help you feel comfortable.

Questions to ask yourself

- ↳ How can I learn tips for minimizing the strains of international travel? What books, internet sites or people could I consult for advice?
- ↳ What would make international travel easier for me?