

The International Profiler



Personal Feedback - Interpretive Report

Sample Report

Contact Details	
First Name	Surname/family Name *
Surname/Family Name	First/given Name *
Organisation	Organisation
Job Title	Job Title
Contact Address	Address1 address2 address3
Email Address	data.testnew@foxjohnson.com
Country	Albania
Telephone Number	07968358620
Questionnaire Completed	21/5/2012

Personal Details	
Date of Birth	30-39 years
Gender	Male
Nationality	British
Partners Nationality	British
Fathers Nationality	British
Mothers Nationality	British

Business Details	
Type of Business	Computer/Office Equipment Services,Communication/Telecommunication,Business/Information Services,Accounting/Banking/Finance
International Links	We have joint ventures & alliances with partners from other countries,The head office is based outside my country of residence,Parts of our organisation are based in other countries,We are part of multinational or global organisation
Functional Area	Accounting/Finance
Level	Director
International Activities	Multicultural teamworking,Managing projects in other countries

Languages	
Native Language	English
2nd Language	Beginner French
3rd Language	Fluent German
4th Language	
5th Language	
Lingua Franca	English
Languages spoken at home	

International Experiences	
Lived abroad before 18	Yes
Lived abroad as an adult	Yes
Lived abroad	Germany milking cows - 1991,2-5 years France plucking chickens - 2006,5-10 years
International Experience 1	Managers from major European countries1 Over the last 5 years1 Training them in communication skills1

International Experience 2	Managers from major European countries2 Over the last 5 years2 Training them in communication skills2
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Sample Report

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.

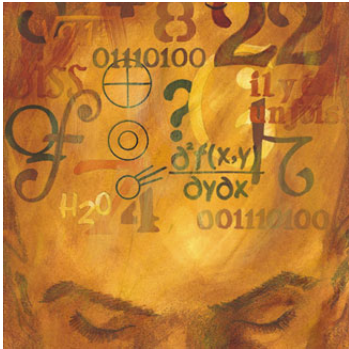
Personal Development Plan

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

http://www.worldwork.biz/legacy/www/downloads/pdp_template.pdf

Sample Report

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

	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																										52
Normed Score																										41



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

	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																										63



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

	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																										44

Flexibility

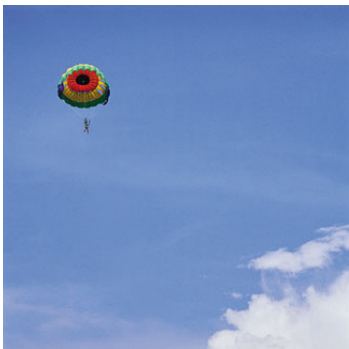


Flexible Behaviour

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										●																47
Normed Score									●																	42



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								●																		34
Normed Score		●																								12



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										●																45
Normed Score															●											72

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																									42
Normed Score																									36



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																									60
Normed Score																									69

Emotional Strength

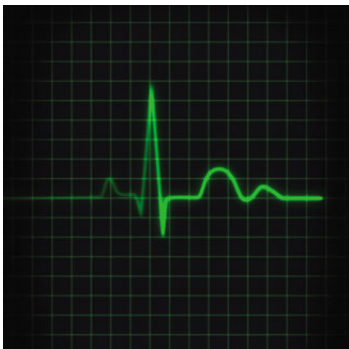


Resilience

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										●																47
Normed Score										●																44



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									●																	42
Normed Score									●																	42



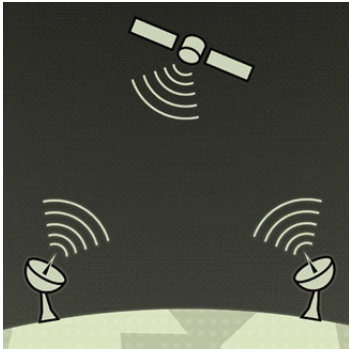
Spirit of Adventure

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							●																			31
Normed Score		●																								5

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

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																								55
Normed Score																								70



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

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																								96





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																									47	
Normed Score																									24	

Sample Report

Transparency



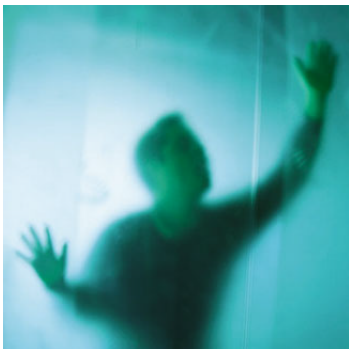
Clarity of Communication

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

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																									24
Normed Score																									1



Exposing Intentions

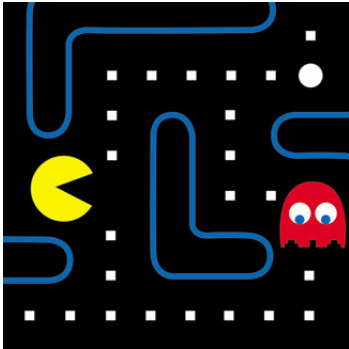
Able to build and maintain trust in an international context by signalling positive intentions and putting personal needs into a clear and explicit context.

Your Score

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																									56
Normed Score																									84

Cultural Knowledge



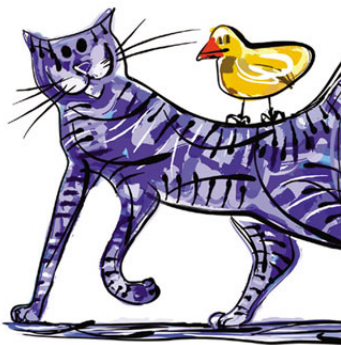
Information Gathering

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

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																									44
Normed Score																									37



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

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																									36
Normed Score																									9

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																									55
Normed Score																									50



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																									42
Normed Score																									41



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																									30
Normed Score																									32





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																									47
Normed Score																									20

Sample Report

Your Highest Scores

Reflected Awareness: 96%

Your score on 'Reflected Awareness' suggests that you place a strong emphasis on understanding how you come across to other people. It seems that you appreciate that your attitudes and behaviours, although totally normal for you, are a product of a specific cultural background and may be strange and difficult for your international partners. You are therefore likely to be sensitive to how your own communication and behaviour is interpreted in the minds of the people around you. You try to see yourself through the eyes of other people, and in an international context you may often seek feedback in order to understand how your own culturally determined behaviour may be perceived by others.

Potential Advantages:

- seeing myself as others see me
- awareness of the barriers to overcome in influencing others
- demonstrates acceptance of more personal responsibility for action

Potential Disadvantages:

- more difficult to take a tough approach when dealing with others
- distraction from primary task focus
- can challenge sense of personal identity
- may create a sense of inhibition and self-consciousness

Exposing Intentions: 84%

Your score on 'Exposing Intentions' suggests that when you are operating internationally you put your wishes and needs into a clear, explicit context, not only explaining 'what' you want or what you are planning to do, but also 'why' and 'how'. When presenting information you are likely to structure the message clearly, repeating key messages, giving concrete examples and paraphrasing what you mean in different ways. This helps your audience to process the information, understand the message and make a more meaningful response. In short, you adopt an assertive style of communication by making your wishes and requirements very clear.

Potential Advantages:

- reduces the risk of being misunderstood
- enables cultural differences to be explored in an assertive way
- puts business needs into a shared and meaningful context

Potential Disadvantages:

- may be seen as patronising
- can be seen as being repetitive or over-stating the obvious
- may be misunderstood in less open organizational cultures
- sometimes there are advantages in leaving things ambiguous

Sample Report

Learning Languages: 72%

Your score on 'Learning Languages' suggests that you understand the importance of investing the time and effort necessary to learn different languages. You may have been motivated to learn and use the local language of your friends or business contacts, over and beyond the lingua franca in which you conduct your everyday business activities. Even when lacking fluency, you probably try to draw on key expressions and words from the languages of your international contacts in order to gain understanding, build trust and show respect. You seem to enjoy the opportunities to improve your language skills. You feel confident in your ability to use this talent as a way of communicating with others both for business and pleasure.

Potential Advantages:

- more readily accepted and trusted in foreign settings
- provides an important way of gaining cultural insights
- development of a broader network of personal and business contacts
- increased capability to operate effectively in different countries
- generally increases ability to adapt to unfamiliar contexts

Potential Disadvantages:

- learning the language may take priority over other business objectives
- may confuse language skills with effective communication
- assignments may be based on language ability rather than task competence
- may lead to wasted time chatting

Attuned: 70%

Your score on 'Attuned' indicates that when communicating with people from different countries and cultures you focus strongly on picking up meaning from indirect and non-verbal signals such as intonation, eye contact and body language. You are likely to be adept at observing these signals of meaning and reading them correctly in different contexts - almost like learning a new language. Typically you are proactive in studying such signals and asking about them in order to deepen your knowledge at a conscious level. This understanding will help you to understand more accurately what other people are thinking and feeling in an international context where communication is often indirect, and body language is culturally variable.

Potential Advantages:

- increased awareness of the needs and intentions of other people
- more accurate understanding of the meaning of oral communications
- better potential understanding of, and empathy with, partners in the international context

Potential Disadvantages:

- non verbal communications can easily be misinterpreted, especially in unfamiliar cultural settings
- could become overly sensitive to the reactions of others
- You may become bored when working with familiar but effective approaches
- subtle messages may be more confusing and lead to greater ambiguity

Your Lowest Scores

Clarity of Communication: 1%

Your score on 'Clarity of Communication' indicates that you do not place an emphasis on varying the way you communicate so as to suit the needs of your international partners. You seldom explicitly focus on using a 'low-risk' style of delivering your messages (in terms of speed, choice of vocabulary pronunciation etc.) which minimises the potential for misunderstandings. You are more likely to focus on what you have to say rather than how you are saying it. This can make your real messages and intentions hard to read for your international partners. It may also lead you to feel frustrated when you are frequently misunderstood or forced to repeat yourself.

Potential Advantages:

- focus on content rather than method of delivery
- jargon is an efficient means of communication for those who understand it
- more entertaining and informative for those who understand
- able to use the full subtleties of the language
- can emphasise shared common identity in mono-cultural groups

Potential Disadvantages:

- makes assumptions that others understand, which could have important consequences if they do not
- conveys a lack of sensitivity
- reduces potential for influencing
- can emphasise differences in multi-cultural groups

Spirit of Adventure: 5%

Your score on 'Spirit of Adventure' suggests that you do not regard yourself as particularly motivated to explore the unknown and unfamiliar when working internationally. It suggests that you put an emphasis on creating a safe and familiar working environment for yourself where you are in control and you know how things work; where you are able to achieve what you want without taking too many personal risks. In such an environment you can work more efficiently without wasting time figuring out how to get things done. You may put more emphasis on working efficiently within a known situation and less on venturing into unfamiliar environments. Your lower energy in this area maybe because of the influence of personal circumstances (such as young children). You may also feel that while you have been internationally adventurous in the past, this is a stage in life that is currently behind you. As an individual you may also not be comfortable in circumstances where you feel that you are not in control. This may mean that you will not easily move out of your comfort zone in order to experience different people and different cultures. As a result, opportunities for self-development and learning in an international context may get lost. Immersion in unfamiliar situations may also be experienced as highly stressful.

Potential Advantages:

- may develop deeper knowledge and skills in own specialist area
- follows through more effectively on longer term commitments
- avoids getting personally over extended
- more selective in taking on new responsibilities

Potential Disadvantages:

- less motivation to work in new countries or cultures
- lower self confidence
- less accumulation of different cultural experiences

Valuing Differences: 9%

Your score on 'Valuing Differences' indicates that you may find it difficult to work effectively with people whose working practices and business values are very different from your own. You may get frustrated when people attach great importance to things you regard as trivial or ignore things you think important. You may give little time to exploring different assumptions and beliefs across a range of national cultures, or communicating respect for those differences. You may also express very clear-cut opinions, and see differing views as a hindrance to rapid and efficient decision-making. Your low emphasis on this quality may be due to the fact that in recent roles, achieving commonality has been more important than exploring differences. It may also be that you prefer to avoid cultural stereotypes preferring to focus on differences at the level of the individual. However, your lower energy on recognising and responding to cultural issues may reduce the potential of touching on the deeper-lying values of your international partners.

Potential Advantages:

- works most effectively with people who share common backgrounds and values
- decision-making is simpler and quicker
- less distractions from pursuing own objectives

Potential Disadvantages:

- assumes commonality where none exists
- can create passive resistance to change or decisions taken by more powerful people
- may jump to wrong conclusions about the perspectives of others
- validation of the ideas of key international partners does not happen
- may fail to create a platform for synergy or influencing where cultural differences are critical

Flexible Judgment: 12%

Your score on 'Flexible Judgment' suggests that when you meet people for the first time you may tend to trust your instincts and come to quick conclusions about them rather than delaying judgement until further information is forthcoming. Once formed these impressions may not be changed easily and they may be maintained even in the face of contradictory information. In a familiar context these intuitive reactions will enable you to make quick and precise assessments of people and situations, but in an unfamiliar or international context these assessments are likely to be much less accurate. The quick impressions you form of others are likely to be based on your past experiences and positive or negative stereotypes you hold about the culture concerned.

Potential Advantages:

- quick decisions about people and situations when necessary
- readily identifies and understands people whose 'faces fit'
- effective use of instinctive judgments and reactions in familiar environments
- less uncertainty and complexity to deal with

Potential Disadvantages:

- little curiosity and exploration about differences
- less likely to consult and be open to advice from others with different views
- poorly balanced judgments especially in unfamiliar contexts

Creating New Alternatives: 20%

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
- could be easier to obtain conformity and consistency across an organisation by ensuring that existing organisational norms and hierarchies to prevail

Potential Disadvantages:

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

Active Listening: 24%

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
- can build a more instinctive understanding
- better big picture understanding

Potential Disadvantages:

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

Ranged Scores

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
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New Thinking																					52
Welcoming Strangers																					53
Acceptance																					54

Flexibility

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
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Flexible Behaviour																					47
Flexible Judgment																					34
Learning Languages																					45

Personal Autonomy

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
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Inner Purpose																					42
Focus on Goals																					60

Emotional Strength

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
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Resilience																					47
Coping																					42
Spirit of Adventure																					31

Perceptiveness

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

Listening Orientation

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
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Active Listening																					47
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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
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Clarity of Communication																					24
Exposing Intentions																					56

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																					44
Valuing Differences																					36

Influencing

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

Rapport																					55
Range of Styles																					42
Sensitivity to Context																					30

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																					47
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Normed Scores

Low	Low Mid	Mid	Mid High	High
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Openness

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

New Thinking									●												41
Welcoming Strangers														●							63
Acceptance									●												44

Flexibility

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

Flexible Behaviour									●												42
Flexible Judgment			●																		12
Learning Languages															●						72

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								●													36
Focus on Goals																●					69

Emotional Strength

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
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Resilience													●								44
Coping									●												42
Spirit of Adventure		●																			5

Perceptiveness

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

Attuned															●						70
Reflected Awareness																			●		96

Listening Orientation

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
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Active Listening							●														24
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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
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Clarity of Communication	●																				1
Exposing Intentions																			●		84

Cultural Knowledge

1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
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Information Gathering								●													37
Valuing Differences			●																		9

Influencing

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

Rapport										●											50
Range of Styles									●												41
Sensitivity to Context							●														32

Synergy

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