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GLOBAL ASSESSMENT INVENTORY

Development Guide



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This Report is Prepared For: Sample GAI Participant

This Report is Prepared by Sirva Worldwide, Inc.

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, updated in 2007 and again in 2017.

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 purple 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 purple 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 purple 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 purple 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

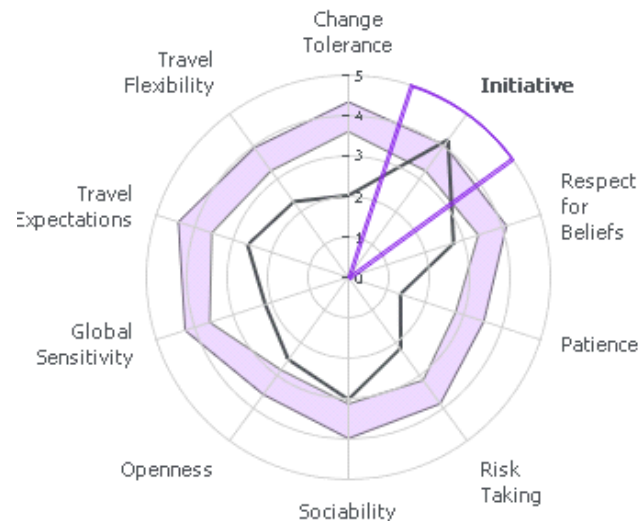
What your score means

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?

Initiative



Why this is important

Initiative refers to a willingness to address new and challenging situations. This scale reflects your willingness to trust in yourself to find the best way to respond to a variety of situations. Job responsibilities and working well with people can be more complicated when doing business across borders, whether literally or virtually. Those taking the initiative in unfamiliar situations are likely to minimize the frustrations associated with getting things done.

Your score is above the average range, indicating that you

- ✓ assume an active role in forming new relationships
- ✓ take charge when circumstances call for action

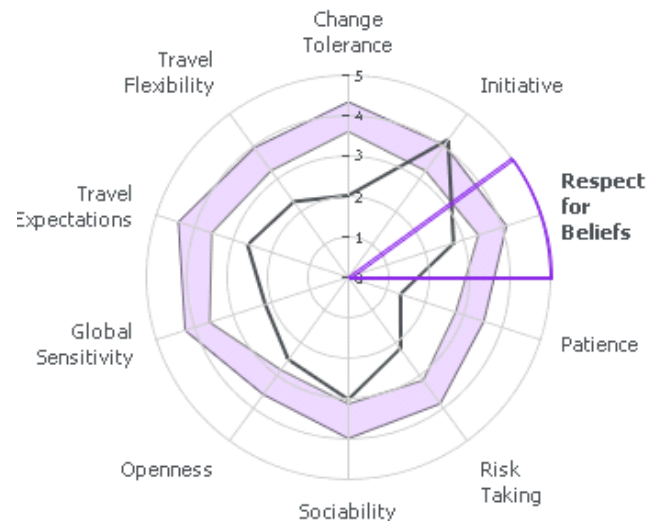
What your score means

Your responses in this area suggest that you take the lead in accomplishing necessary tasks. You are quite confident when it comes to working with people. Try to maintain this high level of initiative, while still keeping in mind that situations can arise in which too much initiative on your part may not be appropriate. Individuals with very high scores may give the impression of being too forceful in certain cultures. However, your inclination to act with confidence, in culturally appropriate contexts, will be a great asset in your overall effectiveness.

Questions to ask yourself

- ✓ Is there someone familiar with the cultures I work with who could help me learn how to initiate more comfortably and effectively?
- ✓ How do I know when one of my initiatives has been successful?
- ✓ What are signs that others may be uncomfortable with my level of initiative?

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 below the average range, indicating that you

- ✓ may want to engage in discussions on political or religious issues with people who are very different from you
- ✓ defend your views fairly strongly
- ✓ are confident your culture's values and ways are the best, and want to persuade others that this is so

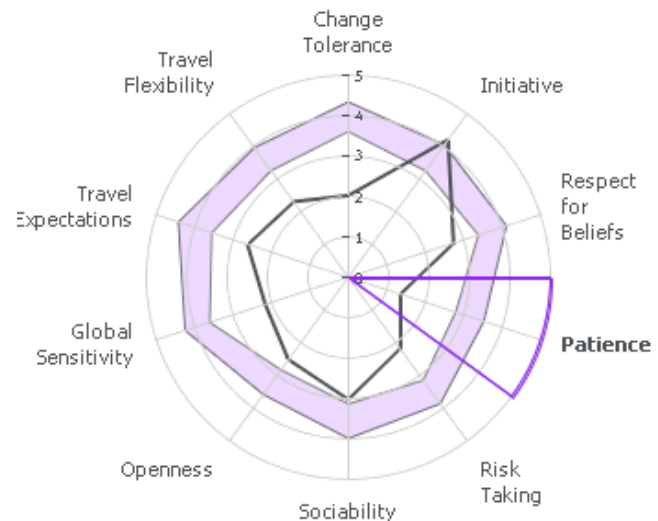
What your score means

Your responses suggest that you feel quite strongly about your political or religious beliefs and perhaps prefer to be with people whose backgrounds and ideas are similar to your own. When you are with people from other backgrounds, you may enjoy animated discussions with them to try to persuade them that you are right. It will be important for you to understand to what extent political or religious ideas are debated in the cultures of those you work with. You will want to take care not to communicate a judgmental attitude or to be perceived as antagonistic should these discussions arise.

Questions to ask yourself

- ✓ What are the norms in the different culture about appropriate topics for discussion? Are politics and religion acceptable topics?
- ✓ Do I need to be careful of imposing my views on others?

Patience



Why this is important

Patience refers to the ability to handle unanticipated delays or frustrating situations calmly. It is important to understand how other cultures differ from yours in terms of time and how this affects business practices. Understanding when your sense of urgency is not shared by your colleagues is critical. Conversely, it is also important to recognize situations where your colleagues want to move quickly but you feel that an issue needs more time. Practicing patience allows you to see your colleagues' motives and agendas better.

Your score is below the average range, indicating that you

- ✓ may find it difficult to adapt to different views about 'timeliness'
- ✓ can be frustrated by your colleagues' different pace of work and understanding of deadlines
- ✓ may place a different priority on the relative importance of completing a task versus building relationships compared to your colleagues

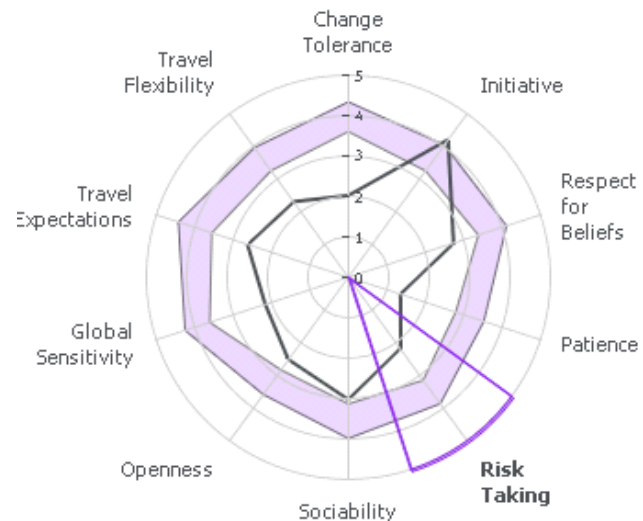
What your score means

Your responses suggest that you tend to become irritated when things do not proceed as planned. You are likely to encounter frustration if you do not understand the culture, language and business practices while working with people from other cultures. In many cultures, a relaxed attitude towards meetings and deadlines is the norm; fighting this reality will only create frustration and stress. Conversely, you may find colleagues in your multicultural group to be more concerned about deadlines and agendas than you. Trying to understand the real demands and realities facing your colleagues will help you approach this issue more effectively. When events do not advance according to plan, it is important not to direct your frustration toward your business counterparts. In many cultures, showing impatience is viewed as a sign of immaturity or a pressure tactic.

Questions to ask yourself

- ✓ How do my expectations about deadlines, appointments and time compare to those of my colleagues?
- ✓ Presuming I cannot change my colleagues' pace of work, what can I do to learn to work within this new pace? What is one advantage to their pace over mine?

Risk Taking



Why this is important

Risk Taking refers to the willingness to use a variety of approaches to solving problems, including viewpoints or action plans that are different from those you would normally adopt. People who score higher in risk-taking are generally more flexible in approaching and solving problems. Risk takers do not shy away from unfamiliar or complex problems and enjoy considering new ways to approach them. This is especially important in working across cultures. While extreme risk-taking can be unwise, a willingness to accept challenges, take chances, and cope with brand new ways of doing things is a valuable asset in a multicultural work environment. The ability to be flexible in how you approach those problems can help you succeed in your new situation.

Your score is below the average range, indicating that you

- ✓ prefer dealing with issues that are familiar and have clear and straightforward solutions
- ✓ feel strongly that your usual approaches to solving problems are best
- ✓ prefer to solve problems with little outside input

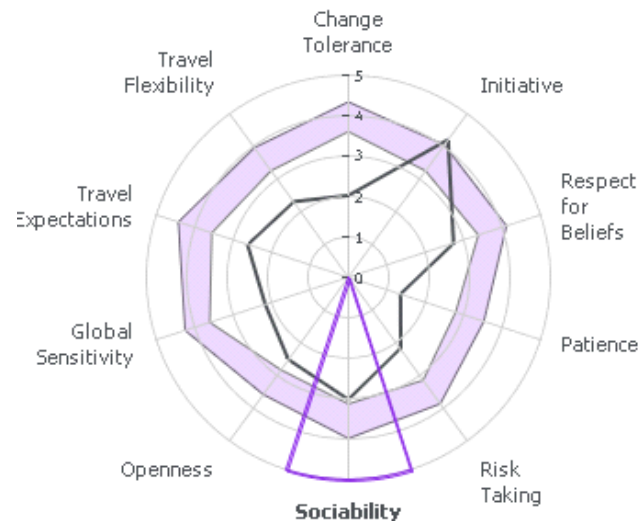
What your score means

Your responses suggest that you are fairly confident in your ability to solve problems in certain ways that have worked well for you. While this approach can be very successful when working with people who are similar to each other, in a global work environment, it is important to be flexible. Find out how the other people prefer to deal with problems and consider adopting some of their ways of accomplishing tasks. Be open to how other people solve their problems; watch and respect their ways of doing things.

Questions to ask yourself

- ✓ How do my colleagues from different cultures try to solve problems?
- ✓ What is one benefit to trying a new approach compared to how I usually solve problems?
- ✓ What are my concerns about taking risks and how can I manage them?

Sociability



Why this is important

Sociability refers to the ability to be comfortable around people, including people you have not known before. Sociable people feel competent in social situations, and enjoy them as well. They are interested in getting to know others and developing relationships with them. In doing business across borders, whether literally or virtually, it will be important to be comfortable building such relationships.

Your score is below the average range, indicating that you

- ✓ have difficulty getting used to new social situations
- ✓ are not accustomed to interacting with others in an unstructured situation
- ✓ would often rather be alone than have to make conversation with people you do not know well

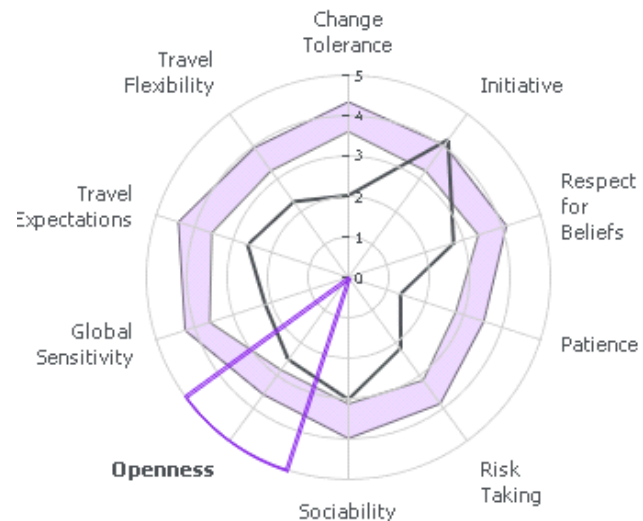
What your score means

Your responses suggest that you prefer being alone or with familiar friends as opposed to social gatherings with new people. In a multicultural work environment, it is very important to find ways to build relationships with people. In some cultures, business cannot proceed without established relationships, and these require a willingness to socialize and find ways to connect with new people. You may need to make special efforts to build these relationships as a means of facilitating your work.

Questions to ask yourself

- ✓ Who are one or two colleagues in my work environment with whom I could build an interesting relationship?
- ✓ Can you think of advantages of having good relationships with people at work?
- ✓ What eases my comfort level when meeting people for the first time?

Openness



Why this is important

Openness refers to an interest in other people and a willingness to let other people get to know you. People who are open generally trust other people and enjoy being and working with them. When working with people from other cultures, building relationships is especially important but at the same time, can be more difficult. Appropriate topics for conversation, accepted levels of self-disclosure, and use of humor, for example, are all influenced by one's cultural background. Communicating an attitude of genuine interest and trust is important in gaining the confidence of people from other cultures.

Your score is below the average range, indicating that you

- ✓ may prefer to work alone
- ✓ are quite cautious about the people you choose to associate with and get close to
- ✓ may be seen by others as hard to get to know

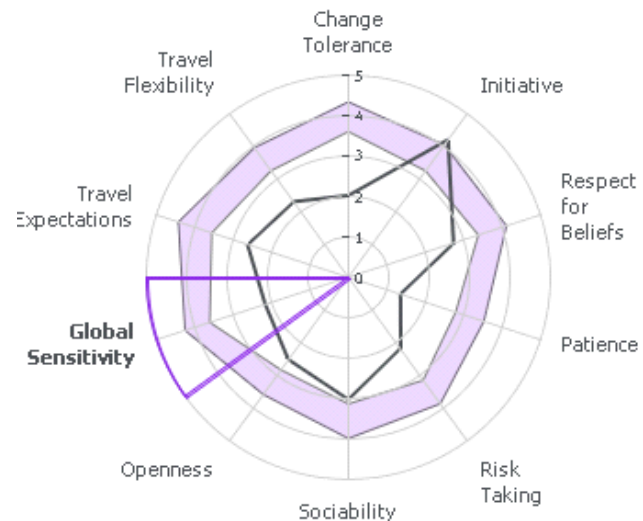
What your score means

Your responses suggest that you are generally content to work alone and are cautious when dealing with other people. It may take you some time before establishing trusting relationships, especially with those whose ideas about relationships are different from your own. Being too selective about social interactions can result in your missing opportunities to build relationships. If people in your work group sense that you do not trust them or are not interested in them, they are likely to respond with distrust or disinterest in return. Your overall work success will be higher if you demonstrate an interest in others.

Questions to ask yourself

- ✓ Thinking of the people in my work environment, what is one thing about each person that interests me? How could I communicate that interest to them?
- ✓ What are one or two ways in which working with other people has advantages over working alone?
- ✓ What does it take for me to trust someone?

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 below the average range, indicating that you

- ✓ are skeptical about work approaches that are very different from your own
- ✓ prefer the business practices you are familiar with
- ✓ may not recognize different cultural perspectives among those you work with

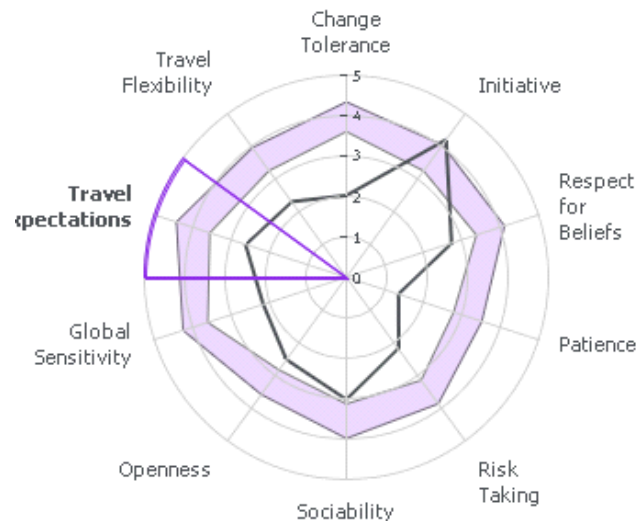
What your score means

Your responses suggest that you have difficulty recognizing different cultural responses and understanding the value of alternate approaches. You may feel that different approaches are fundamentally flawed; you would prefer others to adopt the practices that have worked for you. This approach is problematic in a culturally diverse work group, especially if each member holds this view. Reaching across a cultural gap to understand how a problem appears from a different point of view can lead to new and innovative solutions and improved work relationships.

Questions to ask yourself

- ✓ What can I do to learn more about the potential benefits of others' ways of solving problems?
- ✓ Assuming there are other, new ways to approach problems besides the ways I typically use, how will I recognize them when I encounter them?
- ✓ How can I learn more about the diverse perspectives of my colleagues from different cultures?

Travel Expectations



Why this is important

Travel Expectations refers to your anticipation about both the positive and negative aspects of international business travel. Realistic expectations about traveling to a new country are important to effective adaptation to the new environment. Very high or very low scores on this scale can be problematic as an indication of unrealistic expectations. Travel Expectations should be balanced and developed through gathering as much information as possible about your travel destination(s).

Your score falls below the average range, indicating a

- ✓ disinterest in business travel
- ✓ lack of information or uncertainty about the travel destination or work
- ✓ potential lack of balanced information about what the travel will be like

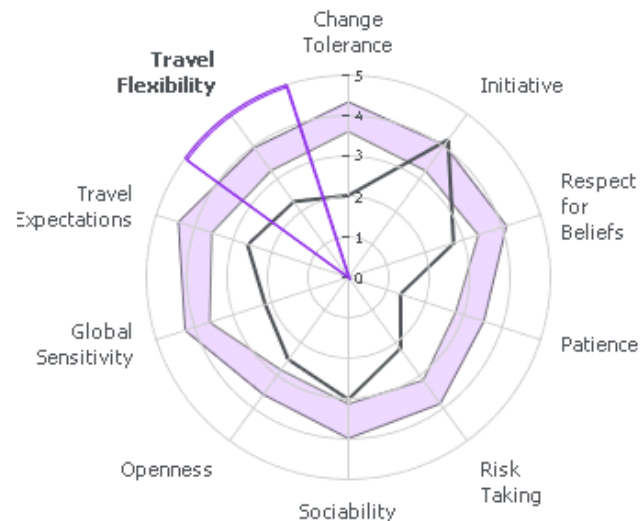
What your score means

Your responses suggest that you may have serious reservations about what international business travel will entail. This may be based on negative prior experiences. Or, you may be unsure about what to expect from traveling alone in a new country and unaware of the potential benefits to be derived from the experience. You may also be reluctant to leave your home and family/friends for such travel. Discuss your major concerns regarding this travel with the appropriate people in the company, or with returned business travelers. Gather as much information as you can to ensure that you have a balanced view of the travel and the location to address your concerns.

Questions to ask yourself

- ✓ Am I sure that the information I have about my business travel is accurate, up to date, and balanced? If not, how could I get more information or a different perspective?
- ✓ Are any of the reasons I am reluctant to travel issues that could be satisfactorily addressed? If so, how can I address them?

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?