

Sample pages from the Feedback Book

INTRODUCTION

Introduction

This Feedback book is designed to help you interpret your feedback from *The International Profiler (TIP)* questionnaire. You should receive feedback from a properly trained and qualified person, who will help you interpret the feedback information you receive, and this book should be used in conjunction with that feedback process. The questionnaire and feedback are designed to stimulate reflection on the relative energy, emphasis and attention you give to certain international skills and qualities compared to others. In combination with your personal TIP profile, it should help you identify specific gaps you may face in transferring your technical or managerial skills to an unfamiliar, cross-cultural context, and thus provide a platform for future development work.

Feedback from The International Profiler can be helpful in a number of situations. For example, it can help you identify your particular, personal development needs in situations such as:

- taking on a specific new international role
- building an international career
- dealing with the consequences of cross border take-overs, mergers and joint ventures
- working more effectively with colleagues in an international team
- establishing productive relationships with new partners in unfamiliar cultural contexts

The dimensions measured by the TIP have been taken from research into how people successfully operate in unfamiliar cultural environments, and it also draws on the practical experience of business people and multi-cultural experts who work in this field.

It is important to remember that the profile does not measure your skills or capabilities, rather it measures the amount of attention and emphasis which you give to each of the 22 dimensions measured by TIP. On the basis of your feedback, therefore, it is perfectly possible for you to change your approach in order to make it more appropriate for your international role, although you may have to learn and practise new ways in order to achieve this. Once you have completed the feedback process, there is a companion Coaching Resource book, which you can use to get some ideas and practical tips on how you can do this.

OVERVIEW

Overview

Your responses to The International Profiler questionnaire (TIP) have been used to calculate and plot a profile in a short report which you should receive together with this Feedback Book. The profile in that report is your own individual profile, based on the way you answered the questionnaire.

In the pages that follow, this book contains detailed explanations of the 10 competencies and 22 dimensions which the TIP measures. The competencies with their corresponding dimensions are as follows:

- | | |
|---|--|
| 1. OPENNESS <ul style="list-style-type: none">▪ New Thinking▪ Welcoming Strangers▪ Acceptance | 6. LISTENING ORIENTATION <ul style="list-style-type: none">▪ Active Listening |
| 2. FLEXIBILITY <ul style="list-style-type: none">▪ Flexible Behaviour▪ Flexible Judgment▪ Learning Languages | 7. TRANSPARENCY <ul style="list-style-type: none">▪ Clarity of Communication▪ Exposing Intentions |
| 3. PERSONAL AUTONOMY <ul style="list-style-type: none">▪ Inner Purpose▪ Focus on Goals | 8. CULTURAL KNOWLEDGE <ul style="list-style-type: none">▪ Information Gathering▪ Valuing Differences |
| 4. EMOTIONAL STRENGTH <ul style="list-style-type: none">▪ Resilience▪ Coping▪ Spirit of Adventure | 9. INFLUENCING <ul style="list-style-type: none">▪ Rapport▪ Range of Styles▪ Sensitivity to Context |
| 5. PERCEPTIVENESS <ul style="list-style-type: none">▪ Attuned▪ Reflected Awareness | 10. SYNERGY <ul style="list-style-type: none">▪ Creating New Alternatives |

Each of the 10 competencies are introduced on a single page, with an explanation of what the competency covers, and briefly introducing each of the dimensions included. Each of the 22 dimensions are described and illustrated over two facing pages, containing:

- 1) A description of the dimension in textual and graphical format. This includes an interpretation of both high and low scores;
- 2) Some examples of questions from the TIP questionnaire that relate to the dimension;
- 3) Grids which enable you to rate yourself, and the key person in the case study, against each dimension before you receive your TIP score sheet;
- 4) A section that describes the potential advantages and disadvantages of high and low scores, and makes some critical links with other TIP dimensions.

Four case studies are included within the Feedback Book, and these can be used to increase your understanding of the dimensions measure by the TIP, and also to illustrate some real business contexts in which these issues are important.

Right at the end of the book, there are 2 pages to help you think about the implications of the feedback you have received, and to identify your priorities for further developmental work.

2. FLEXIBILITY

2. FLEXIBILITY

An important element of adapting successfully to an unfamiliar environment is the ability to change one's behaviour and modify one's assumptions to work more effectively with people from the new cultural setting. Such flexibility comprises three dimensions:

- I. **flexible behaviour**
- II. **flexible judgment**
- III. **learning languages**

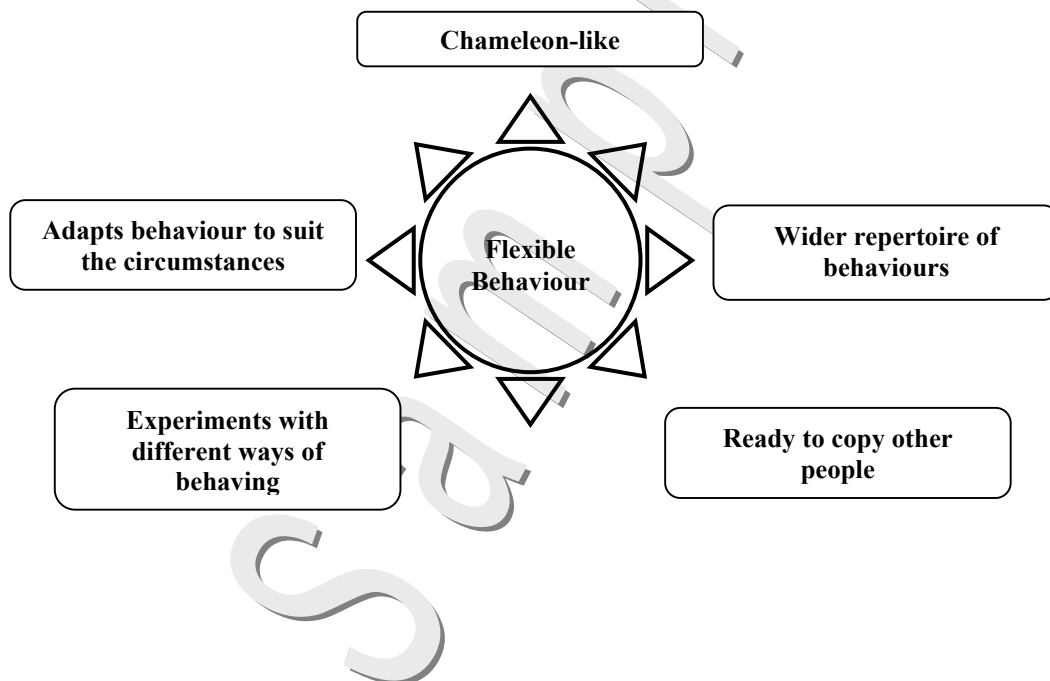
At a simple level, behaviours that show good manners and respect for other people vary considerably from one country to another, and if a visitor is unable to change his/her behaviour (**flexible behaviour**) then misunderstandings or offence can easily be caused. At a deeper level, those who are 'flexible' can also use each experience of people from a different culture to question assumptions and modify stereotypes about how they operate (**flexible judgment**). Moreover, to learn the language of a host country (**learning languages**) is a clear demonstration of the wish to adapt to the new culture.

2. FLEXIBILITY

I. Flexible Behaviour

People who score highly on 'flexible behaviour' show chameleon-like qualities, with an ability to fit in easily in a range of different social and cultural situations. They are happy to copy other peoples' behaviour as a useful way of not standing out or making others feel uncomfortable. Typically they have either learned, or are willing to learn, a wider range of behaviour patterns and can draw on these to find the ones that work best in any given situation. They are ready to experiment with different ways of behaving to find those that are most acceptable and most successful.

People who score low on the 'flexibility' dimensions may not have had extensive exposure to different social or cultural environments. As a result they may have found little reason to vary their behavioural patterns to fit into different contexts. As their established behaviours have proved successful and effective in their familiar environment, they are unlikely to have built up a repertoire of different behavioural approaches to use in different settings. They are confident in their own ways of doing things, and this can save time and enable them to act decisively.



'Adaptability is not imitation. It means power of resistance and assimilation.'

Mahatma Ghandi

2. FLEXIBILITY

I. Flexible Behaviour

The following are examples of statements from the International Profiler questionnaire which relate to this dimension:

- When travelling abroad I adapt to the local ways of doing things
- I am someone who is able to adapt my behaviour to suit the situation.
- I know from experience that I am quick to adopt new ways of working.

Use the grid below to rate yourself on this scale, and also to rate the person in the case study that follows on page...

	LOW					LOW-MID			MID-RANGE				HIGH-MID			HIGH				
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
Self																				
Case Study																				

If you scored in the “High” or “Low” ranges on this dimension, read the relevant *potential advantages* and *potential disadvantages*, and decide which ones apply to you.

Low Scores

Potential Advantages

- Consistent behaviour builds trust
- Already has an overall style that is adapted to the international environment (especially with high *Valuing Differences*)
- Grounded and predictable
- May encourage the exploration of difference with people from other countries (especially with high *Welcoming Strangers* and high *Valuing Differences*)
- Can indicate confidence in own ways of doing things (especially with high *Inner Purpose*)

Potential Disadvantages

- Can cause offence unintentionally
- Difficulty in being accepted
- May convey disinterest or even arrogance (especially with low *Valuing Difference* or low *Welcoming Strangers*)
- Inappropriate behaviours (especially with low *Reflected Awareness*)
- Lost opportunities for directly experiencing other cultures

High Scores

Potential Advantages

- More readily accepted and trusted in foreign settings
- Versatile in moving between different cultures
- Effective at building relationships (especially with high *Rapport*)
- Creates goodwill (especially with high *Learning Languages*)
- Increased understanding of different cultures (especially with high *Valuing Differences*)

Potential Disadvantages

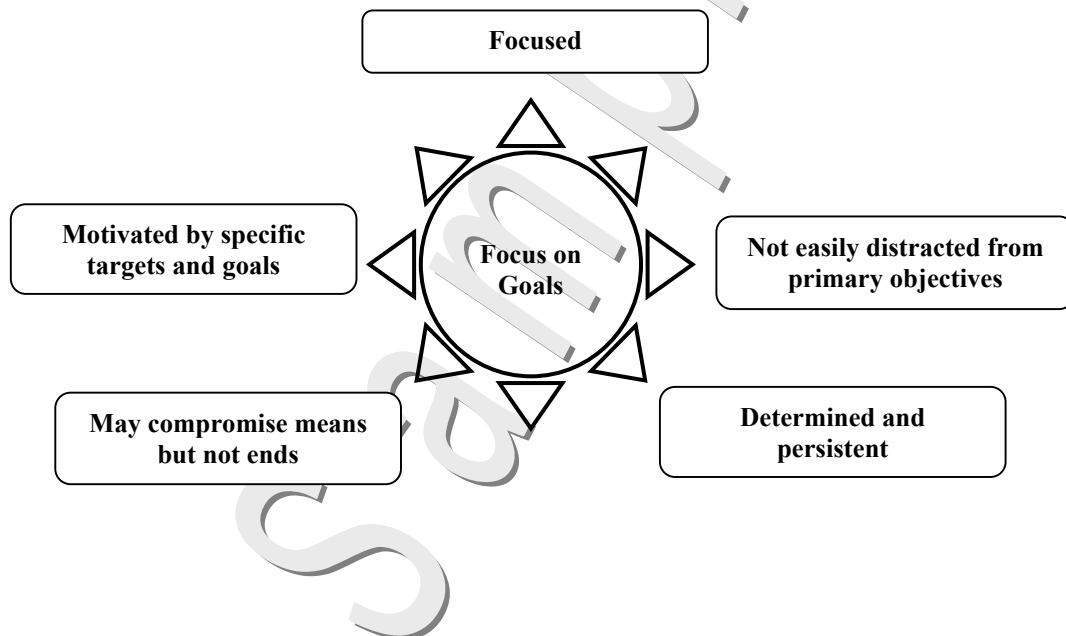
- May make mistakes in practising different behaviours
- Can lose own sense of identity (especially with low *Inner Purpose*)
- More easily diverted from own goals (especially with low *Focus on Goals*)
- Can appear insincere or lacking conviction (especially with low *Reflected Awareness*)
- Increased stress from behaving in new and unfamiliar ways (especially with low *Resilience*)

3. PERSONAL AUTONOMY

II. Focus on Goals

People who score high on this dimension set themselves specific goals and tasks linked to international projects, and then maintain a high degree of determination to achieve them regardless of pressures to compromise, and distractions on the way. They may be willing to adapt their strategy to reach these goals, but rarely will they compromise the goals themselves. They are likely to use stretching targets and goals as a way of motivating themselves and others, and this focus will enable them to achieve at a high level and avoid dissipating their efforts.

People who score low on this dimension tend to be less interested in devising and pursuing specific goals for the projects with which they are involved. They may be motivated by other factors such as establishing long term relationships, or they may have an intuitive sense of the direction they need to follow. They may prefer to operate in a flexible manner, concentrating on exploring issues and learning about future possibilities, without being constrained by very specific objectives and targets.



'Failure comes only when we forget our ideals and objectives and principles.'

Jawaharal Nehru

3. PERSONAL AUTONOMY

II. Focus on Goals

The following are examples of statements from the International Profiler questionnaire which relate to this dimension:

- In the work context I achieve success by sticking to my goals.
- My colleagues would describe me as persistent in seeking to achieve my objectives.
- People who know me well will notice that I am motivated by demanding targets.

Use the grid below to rate yourself on this scale, and also to rate the person in the case study that follows on page...

	LOW					LOW-MID			MID-RANGE				HIGH-MID			HIGH				
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
Self																				
Case Study																				

If you scored in the “High” or “Low” ranges on this dimension, read the relevant *potential advantages* and *potential disadvantages*, and decide which ones apply to you.

Low Scores

Potential Advantages

- Willingness to accommodate to local ways and priorities (especially with high *Flexible Behaviour*)
- Able to explore different possibilities and opportunities (especially with high *New Thinking*)
- Greater sensitivity to local business requirements (especially with high *Valuing Differences*)
- Can operate in a more flexible and responsive manner
- Operating to a wider agenda (especially with high *Inner Purpose*)

Potential Disadvantages

- Easily distracted from the job in hand
- May be influenced by inappropriate considerations (especially with low *Inner Purpose*)
- Failure to implement wider organizational strategies
- Time and money easily wasted
- Ambiguity or difference of approach may result in efforts being dissipated (especially with high *Acceptance*)

High Scores

Potential Advantages

- More likely to achieve original objectives
- Less likely to compromise targets to fit in with local cultural priorities (especially with low *Valuing Differences*)
- Can achieve consistent organisational objectives across different cultures
- Able to provide a clear sense of direction for others (especially with high *Exposing Intentions*)
- Keeps things clear and simple

Potential Disadvantages

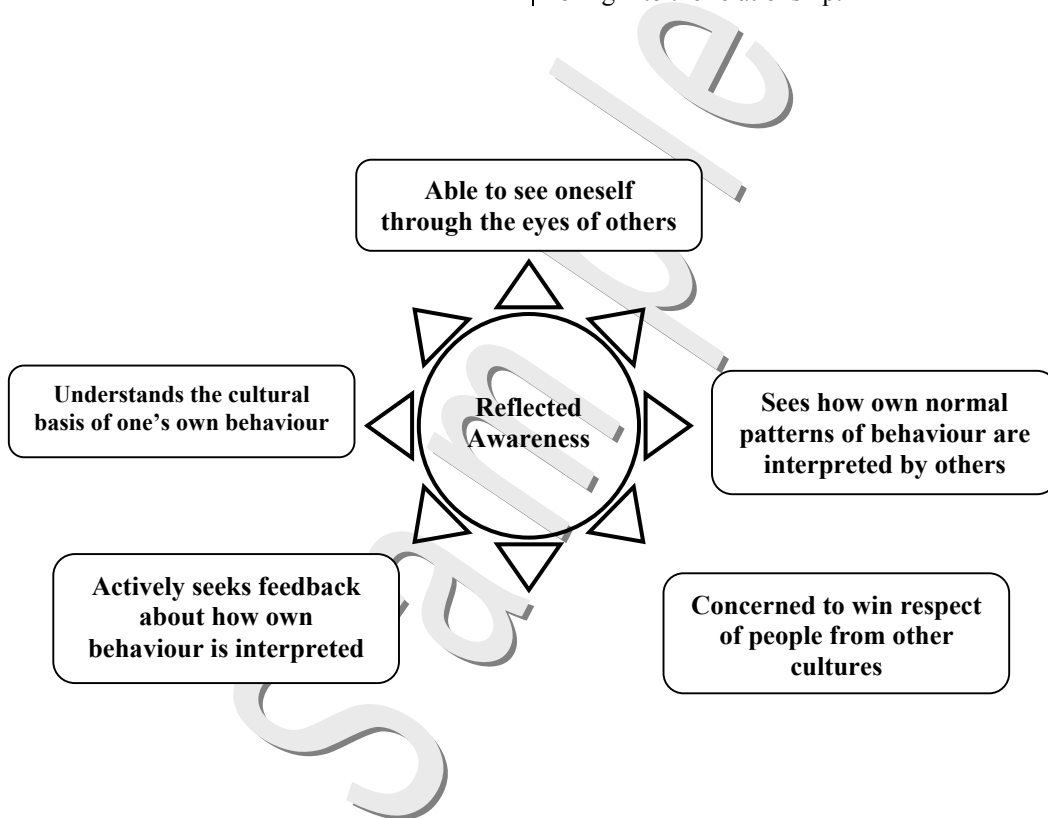
- May fail to adapt to changing circumstances
- Can overlook the wider cultural implications of pursuing specific goals
- May compromise building longer term relationships (especially with low *Rapport*)
- May create local resistance to wider global business or other priorities (especially with low *Acceptance*)
- May emphasise the image of an outsider (especially with low *Welcoming Strangers*)

5. PERCEPTIVENESS

II. Reflected Awareness

People who score high on 'reflected awareness' are very conscious of how they come across to others. In an international context they understand that their attitudes and behaviours, although totally normal for them, are a product of a specific cultural background and may be strange and difficult for their international partners. They are thus particularly sensitive to how their own communication and behaviour is interpreted in the minds of their partners. They try to see themselves through the eyes of other people, and for that reason may actively seek feedback.

People who score low on 'reflected awareness' are less focused on learning how their own attitudes and behaviour are reflected in the eyes of others. They may be unconcerned about winning other peoples' respect, or how other people interpret their actions, perhaps because they are in a powerful position and do not have to worry about other peoples' reactions to them. In an international context they might lose sight of the fact that part of the interpersonal chemistry that exists between them and their partner lies in the cultural assumptions and values they themselves bring into the relationship.



'We are very much what others think of us. The reception our observations meet with gives us courage to proceed, or damps our efforts.'

William Hazlitt

5. PERCEPTIVENESS

II. Reflected Awareness

The following are examples of statements from the International Profiler questionnaire which relate to this dimension:

- My past experience has taught me that I am sensitive to other people's opinion of me
- To negotiate successfully with people from other countries I would want to see myself through their eyes
- I am likely to be effective at working internationally because I think carefully about how my actions are interpreted by others

Use the grid below to rate yourself on this scale, and also to rate the person in the case study that follows on page...

	LOW					LOW-MID			MID-RANGE				HIGH-MID			HIGH				
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
Self																				
Case Study																				

If you scored in the "High" or "Low" ranges on this dimension, read the relevant *potential advantages* and *potential disadvantages*, and decide which ones apply to you.

Low Scores

Potential Advantages

- Avoidance of ambiguity
- Natural and uninhibited
- Easier to take unpopular actions or decisions (especially with high *Inner Purpose*)
- Focus on getting the job done
- Strong implicit sense of self-confidence

Potential Disadvantages

- Unaware of potential barriers to trust (especially with low *Rapport*)
- Tactless behaviours
- Failure to learn about oneself
- Can fail to take personal responsibility for communication and relationship issues (especially with low *Flexible Judgment*)

High Scores

Potential Advantages

- Seeing myself as others see me
- More understanding of how to accommodate others
- Takes more personal responsibility
- Able to predict potential cultural misunderstandings (especially with high *Information Gathering*)
- More awareness of barriers to overcome in influencing others

Potential Disadvantages

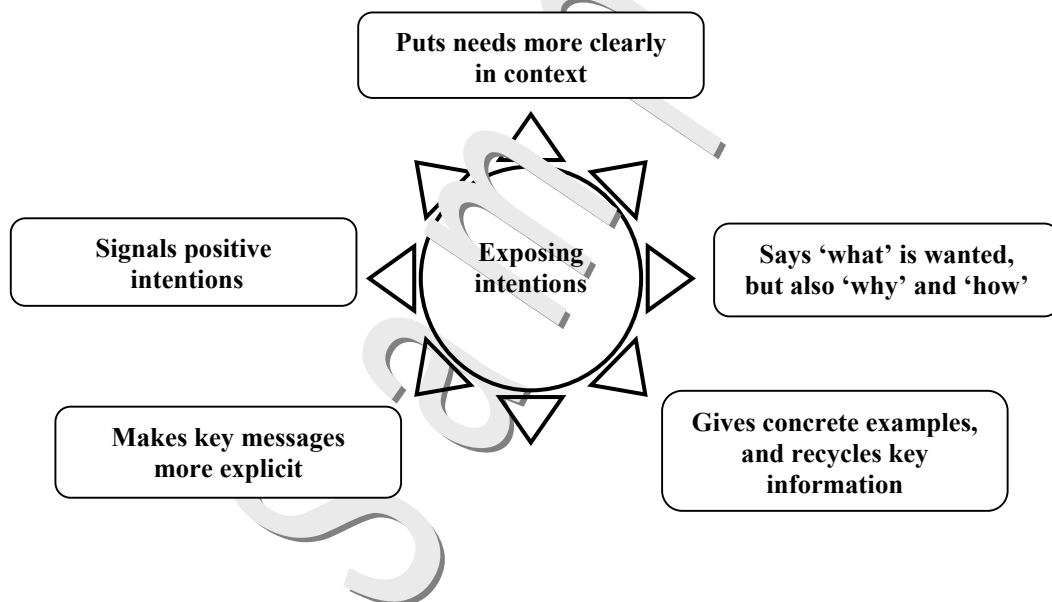
- Inhibited and self-conscious
- Too sensitive to others (especially with low *Inner Purpose*)
- Distraction from primary task focus (especially with low *Focus on Goals*)
- Can challenge sense of identity (especially with low *Inner Purpose*)
- May create inner tension (especially with low *Flexible Behaviour*)

7. TRANSPARENCY

II. Exposing Intentions

Those who score high on 'exposing intentions' are keen to put their needs into context, not only explaining 'what' they want to do, but also 'why' and 'how'. When presenting information they are also likely to repeat key messages, give concrete examples and paraphrase what they mean. This helps their audience to process the information, understand the message and make a more meaningful response. In short, they adopt an assertive style of communication by making their wishes and requirements very clear.

Those who score low are less sensitive of the need, in an international context, for a more explicit style of communicating their needs and ideas. This may be due to an assumption that, despite differences in cultural background, their international partners will be able automatically to fill in the context and understand the rationale behind what is being proposed. It may also be due to a natural diffidence or reluctance to emphasise ones' own wishes. For others, a low score may represent a personal style of communication that is less expressive and explicit, and more intuitive in approach.



'When you present your own ideas clearly, specifically, visually, and most important, contextually – in the context of a deeper understanding of their paradigms and concerns – you significantly increase the credibility of your ideas.'

Stephen Covey

7. TRANSPARENCY

II. Exposing Intentions

The following are examples of statements from the International Profiler questionnaire which relate to this dimension:

- If exchanging emails in my own language with international colleagues I would be more specific in expressing my needs.
- As a member of an international team I think it would be important to give concrete examples when explaining my ideas.
- When in another country I enjoy finding ways of making my needs and priorities understood.

Use the grid below to rate yourself on this scale, and also to rate the person in the case study that follows on page...

	LOW					LOW-MID			MID-RANGE				HIGH-MID			HIGH					
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	
Self																					
Case Study																					

If you scored in the “High” or “Low” ranges on this dimension, read the relevant *potential advantages* and *potential disadvantages*, and decide which ones apply to you.

Low Scores

Potential Advantages

- Can communicate quickly with others who share context
- May be more appropriate when negotiating
- Can cover more ground
- More creative and spontaneous

Potential Disadvantages

- Failure to put actions into context
- Mistaken assumptions about the level of common understanding (especially with low *Attuned* or *Active Listening*)
- Can be perceived as imposing irrational demands (especially with high *Focus on Goals*)
- Difficult to achieve ‘buy-in’

High Scores

Potential Advantages

- Puts business needs into a shared and meaningful context
- Reduces risk of being misunderstood
- Helps explore cultural contexts (especially with high *Valuing Differences*)
- Builds important platform for influencing (especially with high *Rapport*)
- Can link intentions to the cultural imperatives of the partner organization (especially with high *Sensitivity to Context*)

Potential Disadvantages

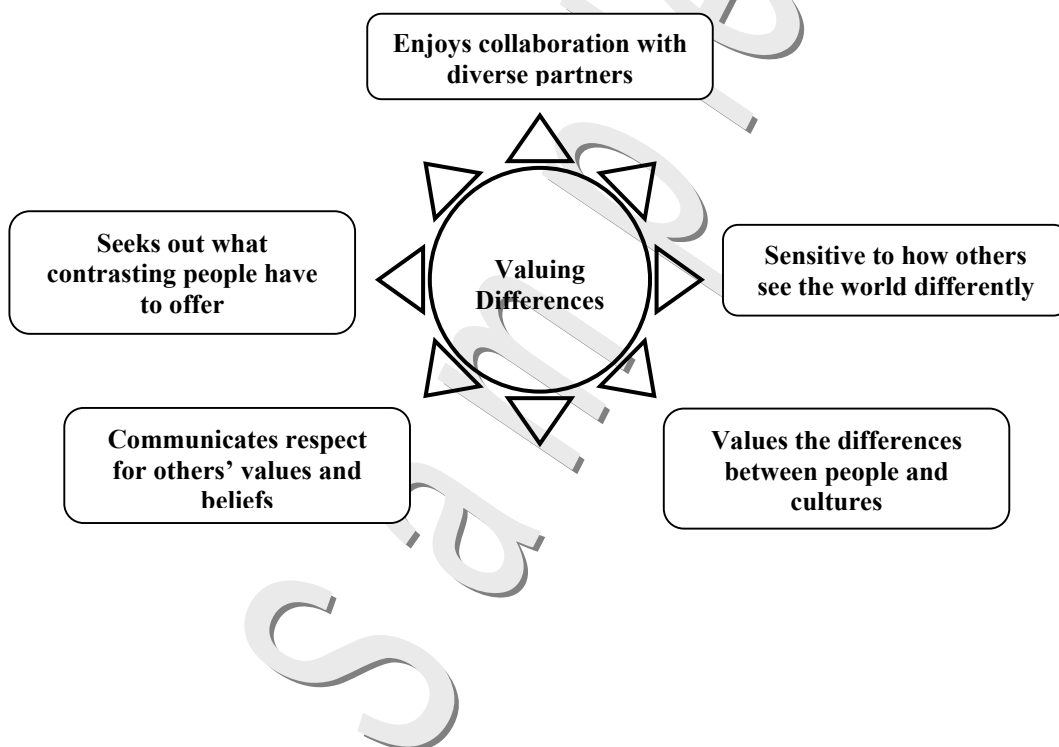
- Can be seen as being repetitive or over-stating the obvious
- Can be misunderstood in less open organizational cultures (especially with low *Sensitivity to Context*)
- May be seen as patronising
- Can slow down communication

8. CULTURAL KNOWLEDGE

II. Valuing differences

People who score high on 'valuing differences' like to work with colleagues and partners from diverse backgrounds, and are sensitive to how people see the world differently. They are keen to explore different assumptions and beliefs about how to work together effectively, and they can respect others' values and beliefs even when they are very different to their own.

People who score low on 'valuing differences' may find it difficult to work effectively with people whose working practices and business values are very different from their own. They tend to get frustrated when people attach great importance to things they regard as trivial. They tend to express very clear-cut views, and see differing views as a hindrance to efficient decision-making.



'Greeting, I am pleased to see we are different. May we together become greater than the sum of both of us.'

Traditional Vulcan greeting from the TV series 'Star Trek'

8. CULTURAL KNOWLEDGE

II. Valuing differences

The following are examples of statements from the International Profiler questionnaire which relate to this dimension:

- In my work context I value colleagues from a range of different backgrounds.
- If preparing a presentation to people from another country I would pay attention to making sure that I explore issues from their point of view.
- When talking with people from other countries I give priority to openly showing respect for their different ways.

Use the grid below to rate yourself on this scale, and also to rate the person in the case study that follows on page...

	LOW					LOW-MID			MID-RANGE				HIGH-MID			HIGH				
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
Self																				
Case Study																				

If you scored in the “High” or “Low” ranges on this dimension, read the relevant *potential advantages* and *potential disadvantages*, and decide which ones apply to you.

Low Scores

Potential Advantages

- Can work very effectively with ‘people like me’
- Strong sense of common vision (especially with high *Inner Purpose*)
- Quick decision-making
- No distractions from pursuing own targets (with high *Focus on Goals*)

Potential Disadvantages

- Assume commonality where none exists
- Jump to the wrong conclusions about the perspectives of others (especially with low *Flexible Judgments*)
- Fail to validate the ideas of key international partners
- May fail to create a platform for synergy or influencing where cultural differences are critical (especially with low *Creating New Alternatives*)

High Scores

Potential Advantages

- Willing to explore critical differences in perspective
- Communicates respect for important partners (especially with high *Rapport*)
- Can integrate teams of people from different backgrounds (especially with high *Synergy*)
- Helps to work with perspectives that run counter to own sense of normality (especially with high *Accepting*)
- Avoids making mistaken assumptions about the perspectives of others (especially with high *Flexible Judgments*)

Potential Disadvantages

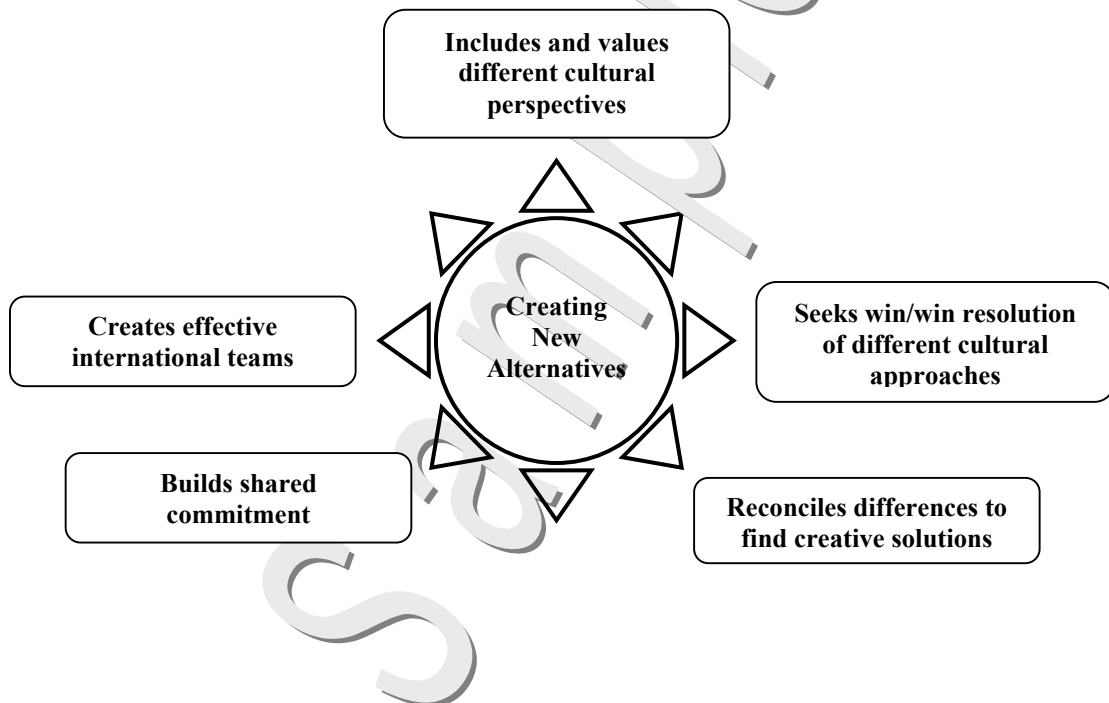
- Can lose sense of consistency
- Assume difference where commonality of vision is more apt (especially with high *Information Gathering*)
- Can make effective decision-making and target-reaching more difficult (especially with low *Focus on Goals*)
- Can lead to ethical standards being compromised (especially with low *Inner Purpose*)

10. SYNERGY

I. Creating New Alternatives

People who score high on 'creating new alternatives' will want to understand issues from many different viewpoints. They will look to devise ways of surfacing and sharing the different perspectives that people have about a problem. They will then be able to help group members to reconcile and integrate their different approaches and find creative solutions. Such solutions may be new and different from the proposals of any one individual. They will certainly allow each different party to achieve their interests without adopting ways of working with which they feel uncomfortable.

Those who score low will place more emphasis on finding a solution that provides a quick way forward. They may seek to impose their own solutions, even where these take little account of the wishes and needs of the other partners. Alternatively they may accept the proposals of another powerful partner 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.



'The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.'

F. Scott Fitzgerald

10. SYNERGY

I. Creating New Alternatives

The following are examples of statements from the International Profiler questionnaire which relate to this dimension:

- When involved in international meetings I get people to work together effectively.
- I have learnt from experience that I can help different people integrate their different approaches.
- I believe that I make effective use of other peoples' ideas when tackling problems.

Use the grid below to rate yourself on this scale, and also to rate the person in the case study that follows on page...

	LOW					LOW-MID			MID-RANGE				HIGH-MID			HIGH				
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
Self																				
Case Study																				

If you scored in the "High" or "Low" ranges on this dimension, read the relevant *potential advantages* and *potential disadvantages*, and decide which ones apply to you.

Low Scores

Potential Advantages

- Solutions found more quickly
- May avoid open conflict
- Solutions in line with organizational objectives can be ensured (especially with high *Focus on Goals*)
- More familiar and comfortable for the dominant sub group
- Could be easier to obtain conformity and consistency across an organisation

Potential Disadvantages

- May unintentionally alienate key international partners (especially with low *Attuned*)
- Team solutions will be sub-optimal
- Allows organisational norms and hierarchies to prevail
- Minorities may feel under-valued (especially with low *Valuing Differences*)
- Fails to release the creative potential of an international group

High Scores

Potential Advantages

- Can create common commitment in diverse work groups
- Able to integrate people from different nations into effective teams
- Effectively integrates the individual knowledge, talents and perspectives of people from different cultures (especially with high *Attuned*)
- Achieves creative solutions and ways of working
- Raises awareness of cultural differences (especially with high *Valuing Differences*)

Potential Disadvantages

- Initial discomfort
- Outcomes may not meet the needs of third party stakeholders
- New ways of working may not comply with organizational procedures (especially with low *Sensitivity to Context*)
- Time spent on finding appropriate ways of working together
- Differences may not be capable of resolution on a win/win basis

IDENTIFYING DEVELOPMENT NEEDS

1. Potential Strengths

Use the table below to identify and prioritise your relative strengths when it comes to working in unfamiliar cultural settings. First of all, using the feedback you have received, select your up to six of your top strengths and write a description of each in the left hand column of the table below. These are likely to be dimensions where you have scored highly, but they may also be a pattern of behaviour or attributes represented by more than one dimension. Then, against each description, think of a real situation that you have been in where you used this approach successfully and write something that will remind you of it in the second column. Finally, prioritise these strengths and put a number from one to six representing the priority you give each one (1 = high and 6 = low). To do this think about your own situation now (eg your current job) and in the future, and the type of international contacts you have or will have. Which of these strengths will be most useful to you? How relevant are they to the work you do or are likely to be doing?

Strengths		
Description	Examples	Priority
1.		
2.		
3.		
4.		
5.		
6.		

IDENTIFYING DEVELOPMENT NEEDS

2. Potential Development Areas

Use the table below to identify and prioritise potential areas for development when it comes to working in unfamiliar cultural settings. First of all, using the feedback you have received, select up to six of your weakest areas and write a description of each in the left hand column of the table below. These are likely to be dimensions where you have scored lowly, but they may also be a pattern of behaviour or attributes represented by more than one dimension. Then, against each description, think of a real situation that you have been in where you used this approach and write something that will remind you of it in the second column. Finally, prioritise these potential areas for development and put a number from one to six representing the priority you give each one (1 = high and 6 = low). To do this think about your own situation now (eg your current job) and in the future, and the type of international contacts you have or will have. Do you really agree that you need to improve in this respect? Would there be real benefits for you if you could develop new skills and approaches in this area? How relevant is this to your current or future work? Will you have real opportunities to develop in this respect?

Areas for Development		
Description	Examples	Priority
1.		
2.		
3.		
4.		
5.		
6.		