

International Preferences Indicator



Personal Feedback Report

International Preferences Indicator

This is your personal feedback report, which has been produced from the information you supplied when you completed the on-line International Preferences Indicator (IPI) questionnaire.

Developing Your International Effectiveness

The IPI is designed to make you more explicitly aware of:

1. the energy you bring to each of 10 different international qualities that are important for working successfully in unfamiliar cultural circumstances
2. how suitable this energy distribution is for the international aspects of your present or future role and context
3. how to prepare and implement a personal development plan in order to optimize the distribution of your energies for your particular situation.

This feedback report needs to be read in combination with the IPI Workbook and Resource Manual. Taken together these will enable you to identify ways in which you can become more effective when working internationally.

This feedback report contains three Sections as follows:

Section 1 - The IPI Qualities

A description and illustration of each of the 10 international qualities that are measured by the IPI questionnaire and the two overall approaches to working internationally of Push and Pull.

Section 2 - Your Current IPI Profile

This section presents your own scores against each of the IPI international qualities and the Push and Pull approaches. These scores represent the emphasis and energy that you seem to give to each of them.

Section 3 - Your International Styles

By combining your scores in pairs, one from the Push group of qualities and one from the Pull group, this section enables you to reach a deeper understanding of your international styles.

Section 1 - The Five Push Competencies

Inner Purpose

Holds strong personal values and beliefs that provide consistency or balance when dealing with unfamiliar circumstances, or when facing pressures that question judgment or challenge sense of worth. Such values also give importance and credibility to the roles and tasks undertaken.



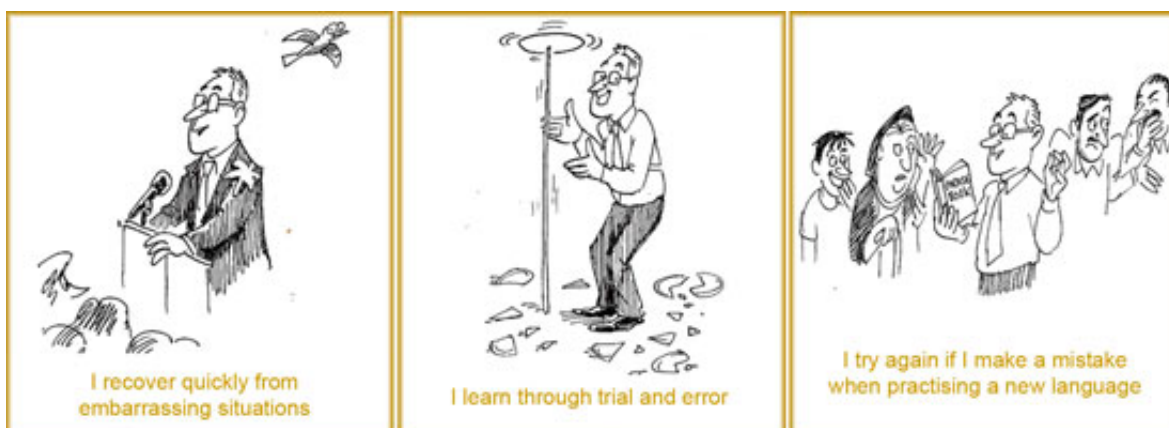
Spirit of Adventure

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.



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.



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.



Exposing Intentions

Builds and maintains trust in an international context by signalling positive intentions and putting personal needs into a clear and explicit context.



Section 1 - The Five Pull Competencies

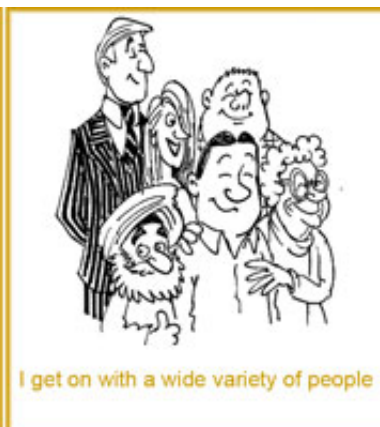
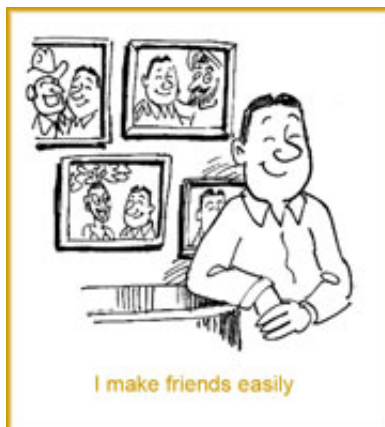
Flexible Behaviour

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 that are most successful and appropriate.



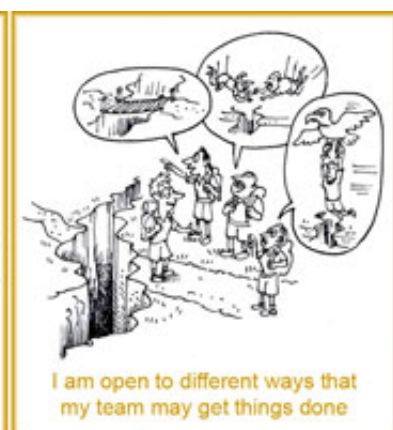
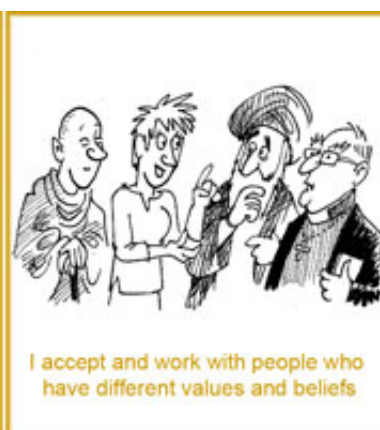
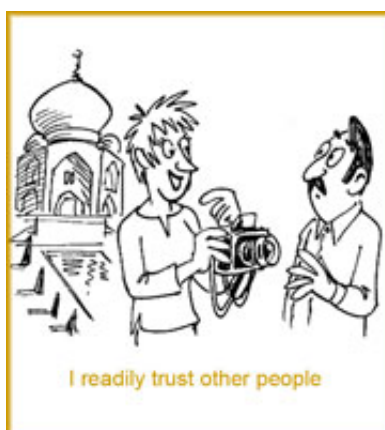
Welcoming Strangers

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.



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.



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.



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.



Section 2 - My Current Profile

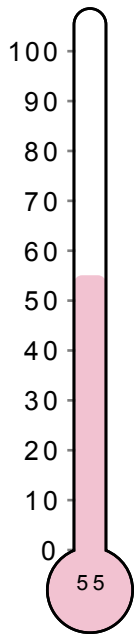
Standardised Scores

On the next page you will see ten graphical thermometers showing your score on each of the ten international qualities that are measured by the IPI. The scores are standardised; this means that your scores are benchmarked against the scores of all the other people who have completed the questionnaire in the norm group. The standardised scores are calculated as follows:

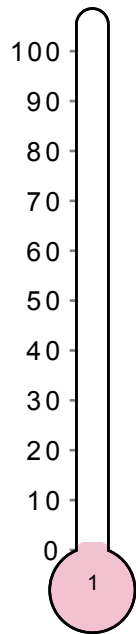
1. The total number of points that you allocated to each of the ten qualities as you filled in the questionnaire is calculated
2. Your total for each quality is then compared with the equivalent total for all the people in the norm group
3. Your standardised score for each quality is then calculated to show the percentage of people that have scored lower than yourself and the result plotted on the appropriate thermometer

The use of standardised scores enables you to interpret the number of points you allocated to a particular quality. For example, it is more useful to know that you have given more emphasis to a particular quality (say Resilience) than 95% of the norm group than to know that you have allocated 25 points to Resilience when you completed the questionnaire.

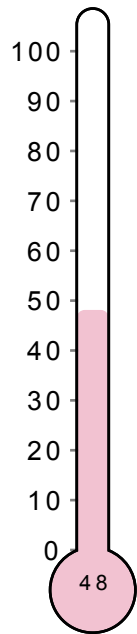
The Five Push Competencies



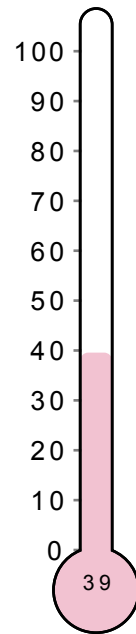
Inner Purpose



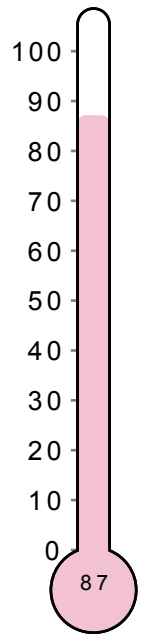
Spirit of Adventure



Resilience

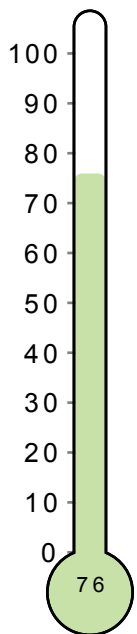


Focus on Goals

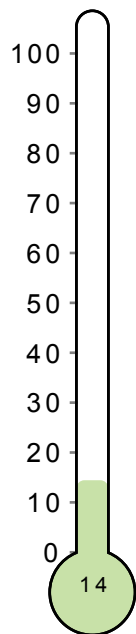


Exposing Intentions

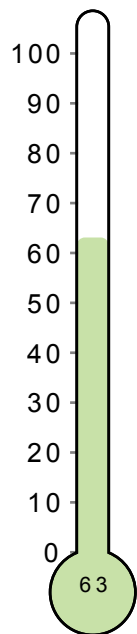
The Five Pull Competencies



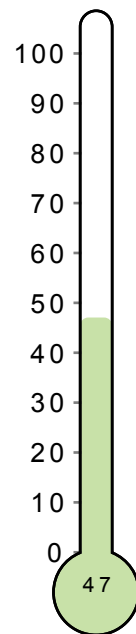
Flexible Behaviour



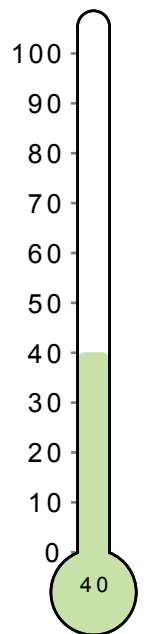
Welcoming Strangers



Acceptance



New Thinking



Attuned

Section 2 - My Current Profile

My 2 highest scores are:

Exposing Intentions - 87

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.

Flexible Behaviour - 76

Your score on 'Flexible Behaviour' suggests that, in an international context, you put emphasis on modifying your behaviour to the different situations you find yourself in. You are ready to adapt and fit in easily in a range of different social and cultural situations. You show chameleon-like qualities and seem happy to copy other peoples' behaviour as a useful way of not standing out or making others feel uncomfortable. You may already have learnt, or are willing to learn, a wide range of different behaviour patterns and can draw on these to find the ones that work best in any given situation. You are ready to experiment with different ways of behaving to find those that are most acceptable and most successful.

My 2 lowest scores are:

Welcoming Strangers - 14

Your score on 'Welcoming Strangers' suggests that you do not perceive yourself as a proactive 'ice-breaker' with new people in an international context. It also indicates that you probably prefer to be with like-minded friends rather than meeting and interacting with new or unfamiliar people. As a result you may be less proactive in seeking out and getting to know people who seem different to yourself in terms of language, culture, dress etc. At social gatherings you may be drawn to people you've met before, or to those with whom you share a common cultural or professional background. Although you seem reluctant to initiate contact with unfamiliar people, you may well have deeper and longer lasting relationships with a smaller number of close friends.

Spirit of Adventure - 1

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

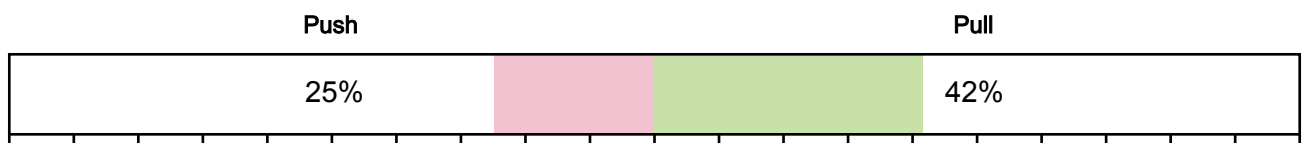
figuring out how to get things done. You may put more emphasis on working efficiently within a known situation and less on venturing into unfamiliar environments. Your lower energy in this area maybe because of the influence of personal circumstances (such as young children). You may also feel that while 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

The Push and Pull Competencies

The bar graph below shows your scores on the Push and Pull approaches to working internationally. Your Push score is calculated by adding together your actual scores for each of the five individual Push qualities and then standardising the resulting score. (c.f. page 6 for a description of standardised scores). Your Pull score is calculated in the same way using the five Pull qualities.

Below the graph are two paragraphs defining what the Push and Pull approaches represent.

Your Score



Definition of Push Competencies

If you score high on the Push competencies as a whole, this would suggest that you typically adopt an approach when working internationally which represents a strong style, with a focus on taking some risks to deliver on commitments. It is likely that you will communicate assertively to others what you want and need from them and what your own intentions are. Once you have set out on a given path you will probably pursue it with determination and will not easily be deflected whatever the local distractions and even if things go wrong for you.

Definition of Pull Competencies

If you score high on the Pull competencies as a whole, this would suggest that you typically adopt an approach when working internationally which is flexible and adaptive. It is likely that you will proactively seek to get to know people from the cultures you are dealing with and will want to understand how they make sense of the world around them. You will observe people from different cultures carefully in order to understand more accurately what thoughts or feelings they are communicating. You will probably accept people as you find them and be ready to change your own behaviour in order to be accepted more readily.

Section 3 My International Style

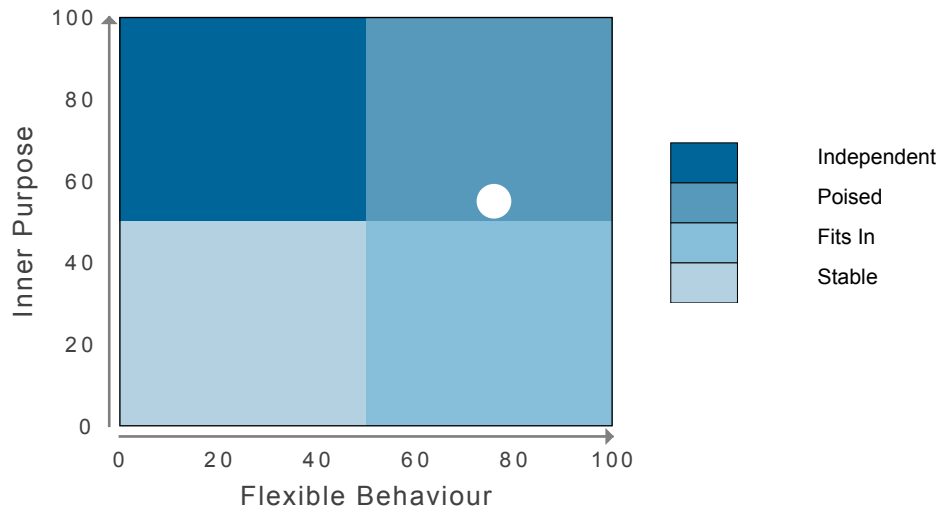
International Styles

On the pages that follow you will find five charts, each of which combines a Pull dimension with a Push dimension. These combinations will help you to think about the style that you may typically use when working with people from different cultures. They focus on the following five 'dilemmas':

1. Personal Balance - or how you deal with the need to adapt to a new environment whilst remaining true to your own personal values and beliefs;
2. Dealing with the Unknown - or the different ways in which you can experiment and learn about new cultural environments;
3. Dealing with the Unexpected - or whether you put up with things as they are or try to change them for the better;
4. Drive - or the balance between being motivated by your own goals whatever the distraction, and an inquisitiveness about different ways of approaching issues;
5. Interpretation of Meaning - or the balance between understanding other peoples' meaning and projecting your own intentions clearly.

Plot your own scores for each of the 10 dimensions onto these charts, and test in your own mind if the word in the quadrant into which you fall does apply to you, and if so in what ways and what circumstances. Underneath each chart you will find descriptions for each square of the quadrant, of what it might mean if your scores place you in that square. These are simply hypotheses to be tested out in your own mind to see if they apply to you or not.

Personal Balance



Independent Style

People whose scores fall in this square may be sufficiently self-confident not to feel the need to 'fit in' or comply with the customs and manners of people from different cultures. Because they have a clear sense of direction and an 'inner compass' to guide them, they will seek to set their own agenda and may exercise leadership and encourage others to come on the same journey with them. When working in another country, or with a group of people from a different culture, then they may stand out as 'different'.

Poised Style

People whose scores fall in this square are likely to maintain a clear sense of 'self' whilst being able to adapt their behaviour to mirror that of the people they are with, including people from different cultural backgrounds. They may be able to 'fit in' effortlessly in different cultural contexts and naturally adopt the mannerisms, accent, local customs and etiquette of their international partners.

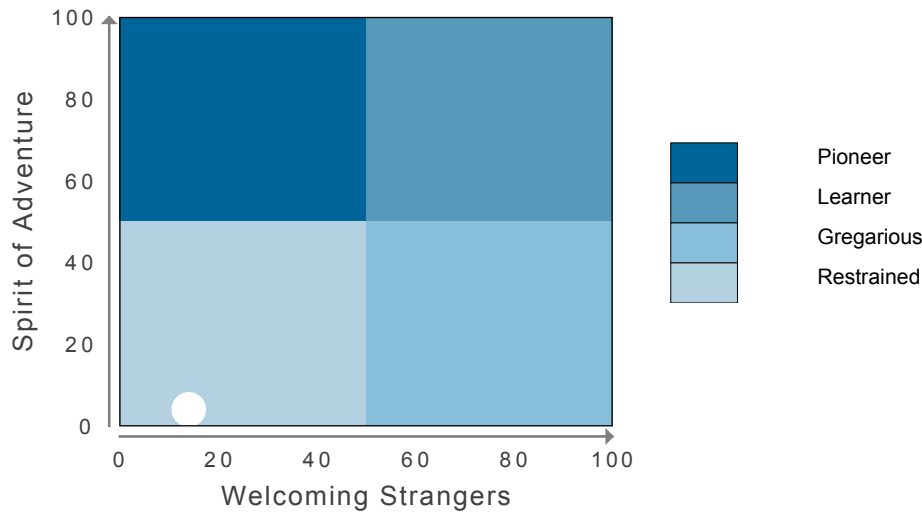
Fits-in Style

People whose scores fall in this square may adopt the behaviours, mannerisms and styles of the different people they are with, including those from different cultural backgrounds, in order to be accepted by them and not to stand out as different. Sometimes this may feel like 'acting' the part and may even conflict with their own sense of who they are, in which case it will require extra levels of energy to maintain.

Stable Style

People whose scores fall in this square typically prefer to let others set their agenda and provide them with a sense of direction and purpose. They may sense that in their particular situation, exercising leadership and adapting their behaviour to match that of other people are not necessary, and they may feel more comfortable when others are taking the lead and when they can behave in their normal, natural way.

Dealing with the Unknown



Pioneer Style

People whose scores fall in this square may enjoy change and variety and the excitement of being in unfamiliar environments. They are typically ready to take some risks in order to create new experiences for themselves and this may be part of the way they learn to cope with new and unfamiliar situations. When it comes to meeting people from new or unfamiliar cultural backgrounds, however, they may be less proactive - perhaps preferring the company of people they know and trust.

Learner Style

People whose scores fall in this square are probably keen to learn from new adventures and from meeting and talking to people who are from different backgrounds and have different experiences from themselves. Learning and personal development may be a key theme for them and to achieve this they seem prepared to push themselves into unfamiliar situations where they feel less in control, but where they can talk to, and learn from, people from different cultural backgrounds.

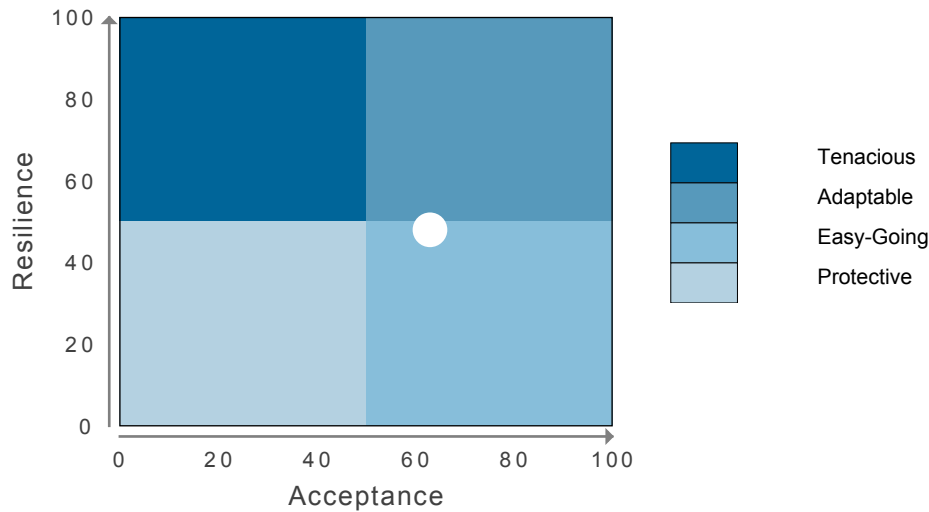
Gregarious Style

People whose scores fall in this square may enjoy the company of people who are from different backgrounds and who have different ways of thinking and behaving. However, they may need to push themselves to be pro-active in going out to find and meet new people, especially when this would require them to take some social or physical risks, or to move out of their 'comfort zone'.

Restrained Style

People whose scores fall in this square typically like to stay within fairly safe and predictable environments where they feel in control and where they can be with people they know and understand. Rather than learning through vigorous interaction with new environments or new people they may prefer to learn from study and reflection.

Dealing with the Unexpected



Tenacious Style

People whose scores fall in this square may have standards that they are not easily prepared to compromise. When dealing with people who have very different values and ways of behaving, they may want them to change. Being less tolerant of differences, they are nevertheless likely to keep a positive attitude and be tenacious in experimenting with ways of resolving differences and not to be too sensitive to criticism from those who do hold different views.

Adaptable Style

People whose scores fall in this square are typically tolerant and relaxed about people who have different values, views and behaviours to their own. Rather than wanting to change them in any way, they are ready to seek ways of building effective relationships whilst accepting those differences. To achieve this they are probably keen not to offend their international partners and ready to experiment with alternative behaviours if they make a social mistake for which they might be criticised. They generally keep a positive attitude if things go wrong and are ready to rebound quickly from any setbacks.

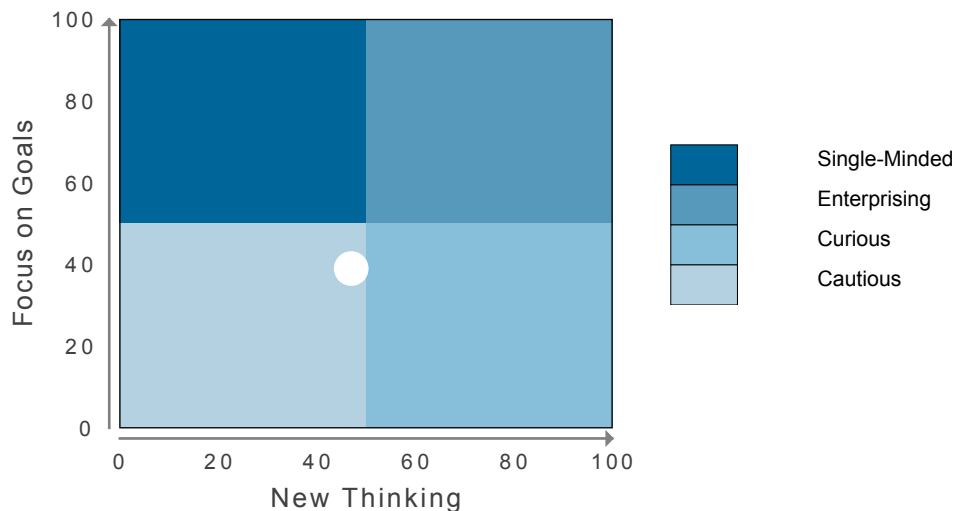
Easy Going Style

People whose scores fall in this square may not experience any particular uneasiness or anxiety when dealing with people who have values or ways of behaving that are very different to their own. Being surrounded by people from different cultures is unlikely to be stressful or uncomfortable for them. However, they are not especially 'thick-skinned' and if they do feel a lack of acceptance from others then they may retreat from the situation rather than seeking to find new ways to resolve differences.

Protective Style

People whose scores fall in this square may find it hard to accept people who have very different standards and values to their own, and they may be sensitive to any criticism from people whose behaviour and attitudes do not fit in with their expectations. They may find it hard to bounce back and experiment with alternative approaches because of their fear of being ridiculed for any mistakes they may make. Instead, they seek to protect what they value and feel safe with and look for more familiar social situations.

Drive



Single-Minded Style

People whose scores fall in this square are likely to feel that looking for new ways of understanding issues and tackling problems is a distraction, preferring instead to rely on the approaches and analyses that have worked for them in the past. They will drive hard to achieve their goals without necessarily taking the time to understand other peoples' ideas and different points of view. They may see issues in black and white terms, which will help them to remain single-minded and avoid being distracted when in different cultural settings where people may have different approaches.

Enterprising

People whose scores fall in this square may look for new ways of approaching issues in order to find better and more effective ways of reaching their goals. They are likely to be innovative and ready to challenge the thinking and approaches that they are familiar with in order to achieve continuous improvement. The readiness to look for and adopt new ways of doing things is likely to be focused specifically on achieving their goals and not on new ideas for their own sake. In unfamiliar cultural contexts they may pick up new concepts from their international partners and use them to help them reach your objectives.

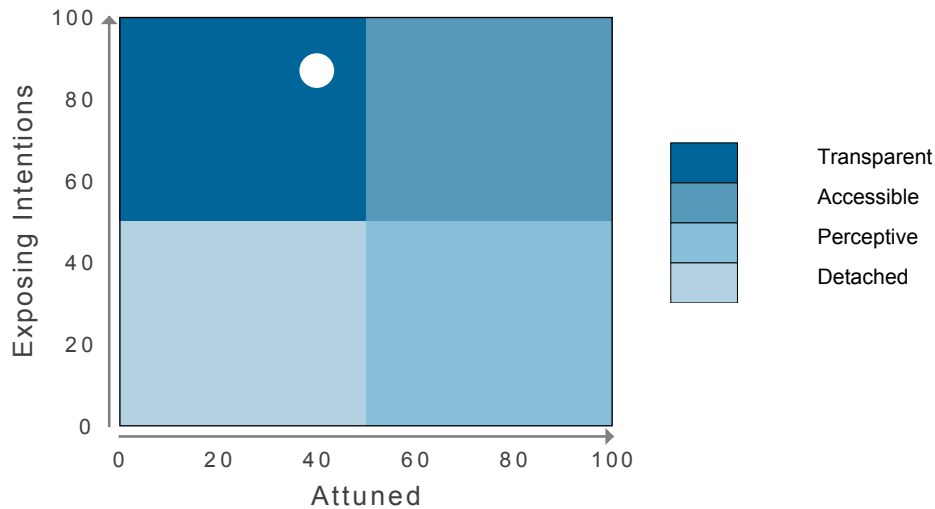
Curious

People whose scores fall in this square typically see both sides of any argument and appreciate all the ways that different cultures may analyse issues and the different conclusions people may come to as a result. Their interest and curiosity in these diverse approaches may make it harder for them to reach decisions quickly and so reduce their ability to pursue and achieve pre-determined goals. Understanding and analysing issues in-depth may sometimes seem more important than pursuing simple objectives using the methods that they are familiar with.

Cautious

People whose scores fall in this square may be quite sceptical and cautious about new ideas and different ways of thinking that they come across when working with people from other cultures. They probably prefer to rely on the tried and tested methods that have served them well in the past. Pursuing pre-set goals may not be very motivational for them, so that they need to draw their energy when working internationally for other sources.

Constructing Meaning



Transparent

People whose scores fall in this square will want to build trust with their international partners by clearly communicating their wishes, intentions and expectations. When working with people from other cultures (especially if their mother tongue is not their own) they will want to highlight the positive intentions that lie behind their decisions and actions to avoid any possible misunderstandings. They are likely to put more emphasis on explaining their own position than on understanding the more subtle, non-verbal means of communication that some of their international partners may use.

Accessible

People whose scores fall in this square typically maintain a good balance between making the reasons and context for their own actions and decisions clear whilst also being sensitive to the messages their international partners may be imparting by way of non-verbal methods. This high focus on letting others know of the positive intentions behind their actions and decisions, and the use of suitable methods of communication with their international partners will minimise miscommunications and misunderstandings.

Perceptive

People whose scores fall in this square are typically sensitive to, and accurate in interpreting, the non-verbal signals that their international partners from some countries may use. They will notice what is implied rather than expressed, and observe the various aspects of 'body language'. They are likely to put more emphasis on understanding the messages communicated by others than they do on clearly explaining the reasons and context for their own decisions and actions.

Detached

People whose scores fall in this square may not need to be too concerned about the subtler aspects of communication with their international partners. They may be able to rely purely on the spoken or written word to understand their wishes and expectations. This may be effective in some settings, but in other cultural contexts it could lead to misunderstandings if they do not take account of non-verbal messages as well. Also, they may not need to emphasise the positive intentions that lie behind the decisions and actions that they take because these are already understood by their international partners.