



THUNDERBIRD

Najafi Global Mindset Institute

Thunderbird Global Mindset[®] Inventory

Sample Report

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What is Global Mindset?

Global Mindset is the ability to influence others who are different than you. It is a critical combination of *intellectual, psychological and social capital*:

- **Intellectual Capital** refers to your global business savvy, cosmopolitan outlook, and cognitive complexity.
- **Psychological Capital** refers to your passion for diversity, quest for adventure, and your self-assurance.
- **Social Capital** refers to your intercultural empathy, interpersonal impact, and diplomacy.

Why is Global Mindset Important?

Today's corporations are more globally connected than ever before. They are in pursuit of global customers, global talent, global credit, global manufacturing, global partners, and global supply chains. They have a large global workforce, use global business and virtual teams, and need to work with large numbers of groups and organizations in many parts of the world. As a consequence, their managers and leaders need to be effective in working and dealing with people who are different from them. Their success will depend on their ability to influence others from many parts of the world to help achieve their organizational goals. Global Mindset is a set of individual attributes that help global leaders and managers do a better job of influencing others who are different from them.

Can Global Mindset Be Developed?

YES! All elements of Global Mindset can be developed and improved. But it is true that some aspects of Global Mindset are easier to develop than others. During the feedback workshop, you and your colleagues, working individually and in groups, will identify ways of improving your own, and your group's stock of Global Mindset. At the end of the session, you will receive Thunderbird's suggestions on how to improve your Global Mindset.

About This Report

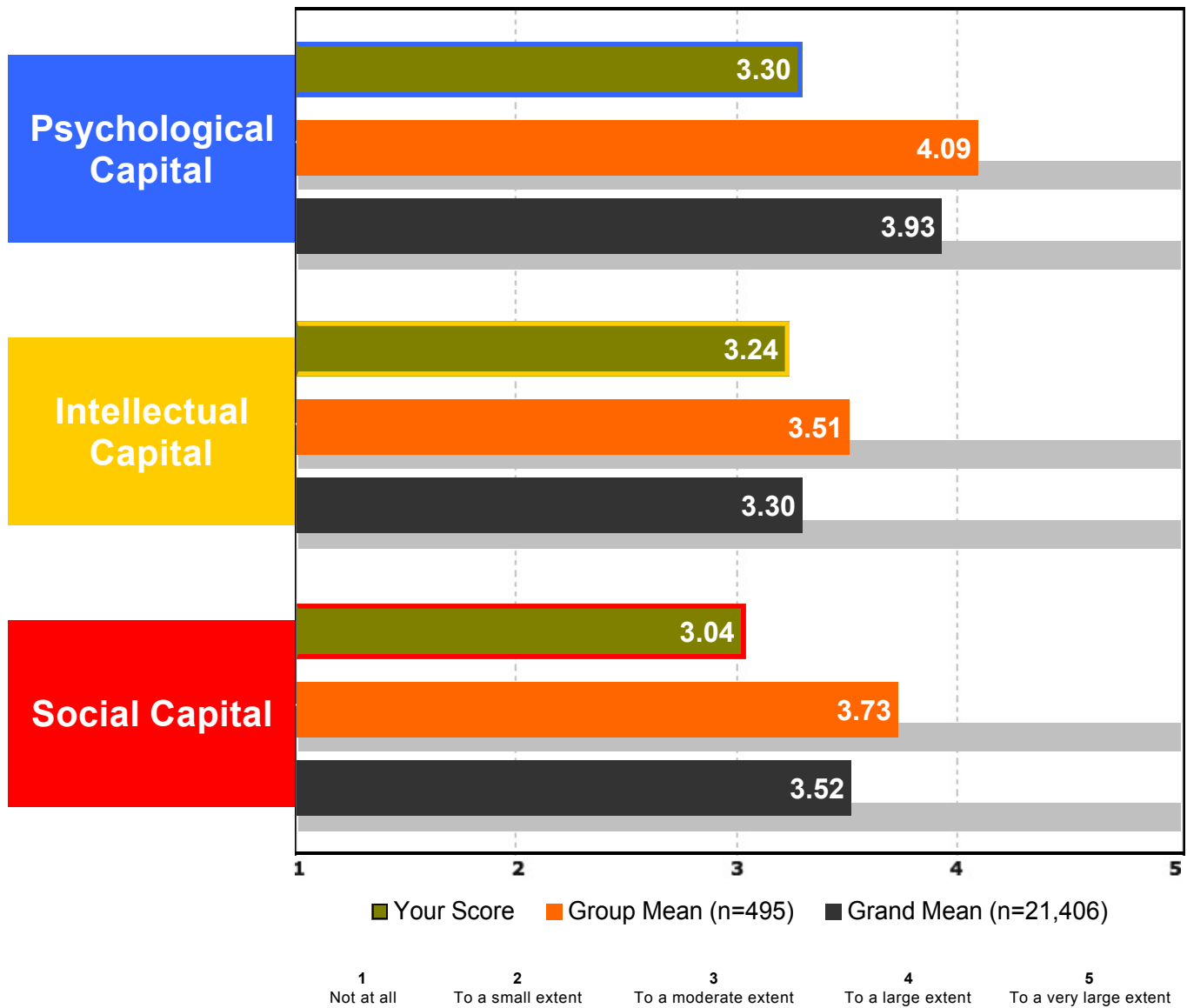
This report is designed to provide you with feedback on your approach in dealing with people from other cultural and geographic backgrounds. Increasingly, managers are expected to work effectively with individuals and groups from different parts of the world. Therefore, the ability to master such relationships is becoming more important. The purpose of this feedback report is to help you find ways of improving your ability to deal with people from diverse cultural settings. ***The report provides feedback on your personal profile of Global Mindset, as well as your group's profile of Global Mindset.***

The report is based on the Thunderbird Global Mindset Inventory, a scientifically based instrument that has been used to collect data from thousands of respondents working for global organizations in many countries. The instrument has strong scientific properties and has been developed through a rigorous scientific process. Here are the details of your report:

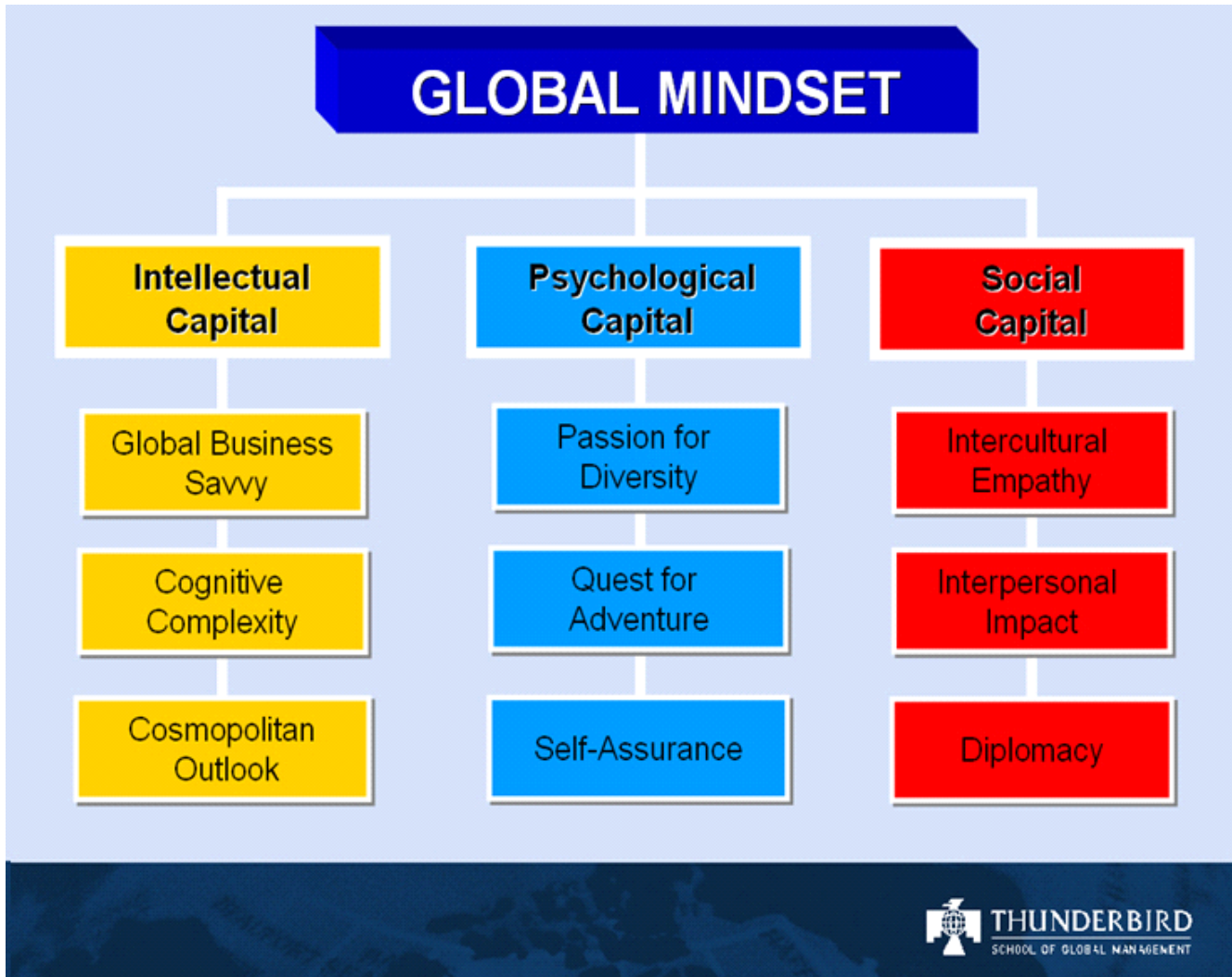
Page 4	Your overall profile of Global Mindset
Page 5	The complete structure of Global Mindset
Page 6	Detailed explanation of Intellectual Capital
Page 7	Your profile of Intellectual Capital
Page 8	Detailed explanation of Psychological Capital
Page 9	Your profile of Psychological Capital
Page 10	Detailed explanation of Social Capital
Page 11	Your profile of Social Capital
Page 12	Your overall profile of Global Mindset (repeat of page 4)
Page 13	Your Global Mindset profile sorted from your highest score to the lowest score.
Page 14-15	The Group Profile
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Good Luck!

Your Global Mindset Profile



Note: The light gray bars below the Group Avg. and the Grand Mean indicate the range of min. and max. values for the Group and Grand Mean respectively.



On the following pages you will receive your scores on all of the above elements of Global Mindset.

Intellectual Capital

Your Intellectual Capital reflects your global business savvy, your cosmopolitan outlook, and your cognitive complexity. The following are major elements of Intellectual Capital.

Global Business Savvy:

- Knowledge of global industry
- Knowledge of global competitive business and marketing strategies
- Knowledge of how to transact business and assess risks of doing business internationally
- Knowledge of supplier options in other parts of the world

Cosmopolitan Outlook:

- Knowledge of cultures in different parts of the world
- Knowledge of geography, history, and important persons of several countries
- Knowledge of economic and political issues, concerns, hot topics, etc. of major regions of the world
- Up-to-date knowledge of important world events

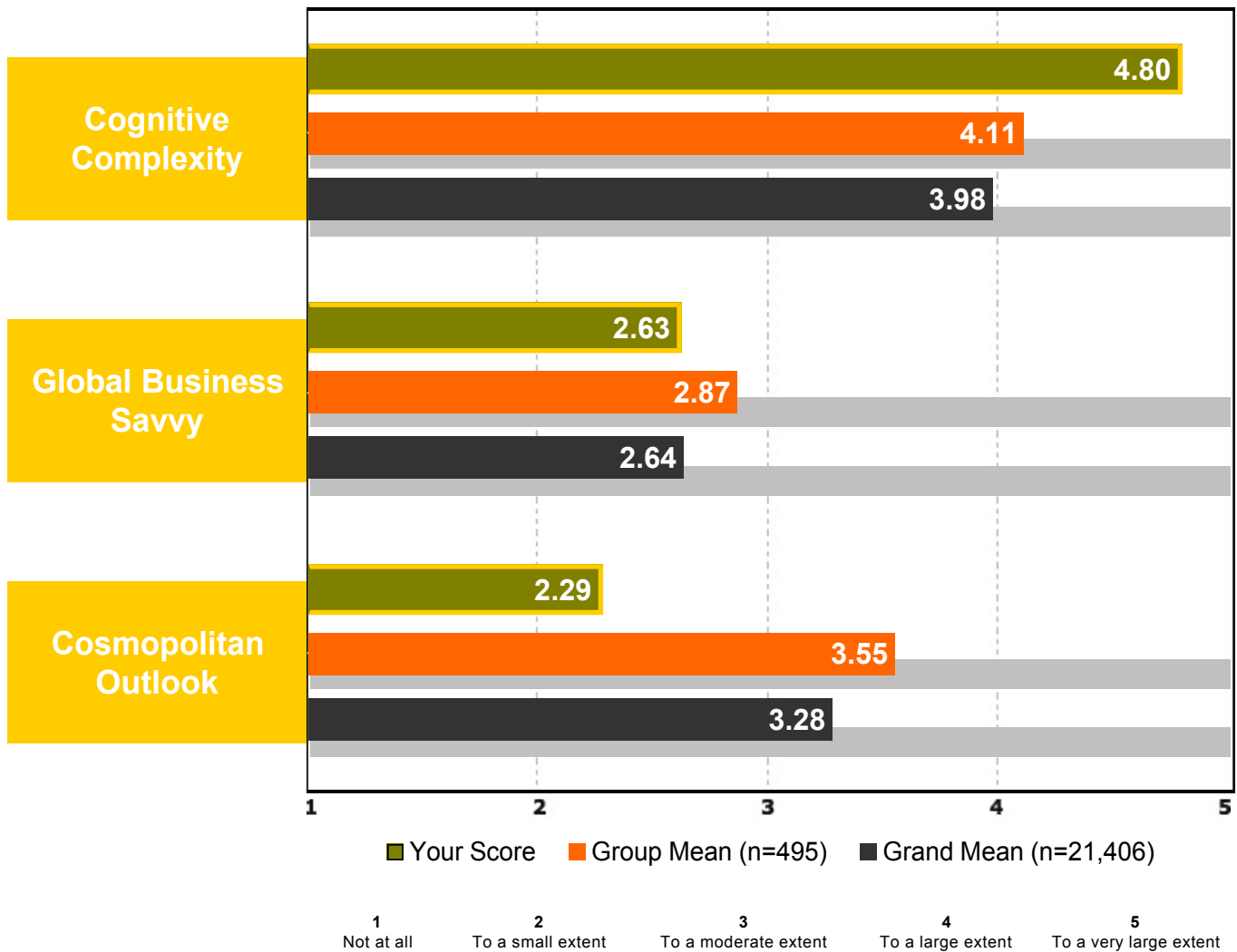
Cognitive Complexity:

- Ability to grasp complex concepts quickly
- Strong analytical and problem solving skills
- Ability to understand abstract ideas
- Ability to take complex issues and explain the main points simply and understandably

Individuals with high scores on Intellectual Capital tend to be very knowledgeable about their global industry. They understand how the industry operates and how global competitors position themselves to generate competitive advantage. They also know how global customer markets behave and how various competitors attempt to target their markets. They have an understanding of supply chain options and issues in their industry and are cognizant of country risk analysis in global decision making.

A high score on Intellectual Capital reflects strong understanding of culture, history, geography, and political and economic systems in different parts of the world. It also reflects the ability to understand the complexity of global business and the ability to find appropriate solutions to complex problems.

Your Intellectual Capital Profile



Note: The light gray bars below the Group Avg. and the Grand Mean indicate the range of min. and max. values for the Group and Grand Mean respectively.

Your personal observations:

Psychological Capital

Psychological Capital reflects your passion for diversity, quest for adventure, and your self- assurance. The following are the major elements of Psychological Capital.

Passion for diversity:

- Enjoy exploring other parts of the world
- Enjoy getting to know people from other parts of the world
- Enjoy living in another country
- Enjoy traveling

Quest for Adventure:

- Interest in dealing with challenging situations
- Willingness to take risk
- Willingness to test one's abilities
- Enjoy dealing with unpredictable situations

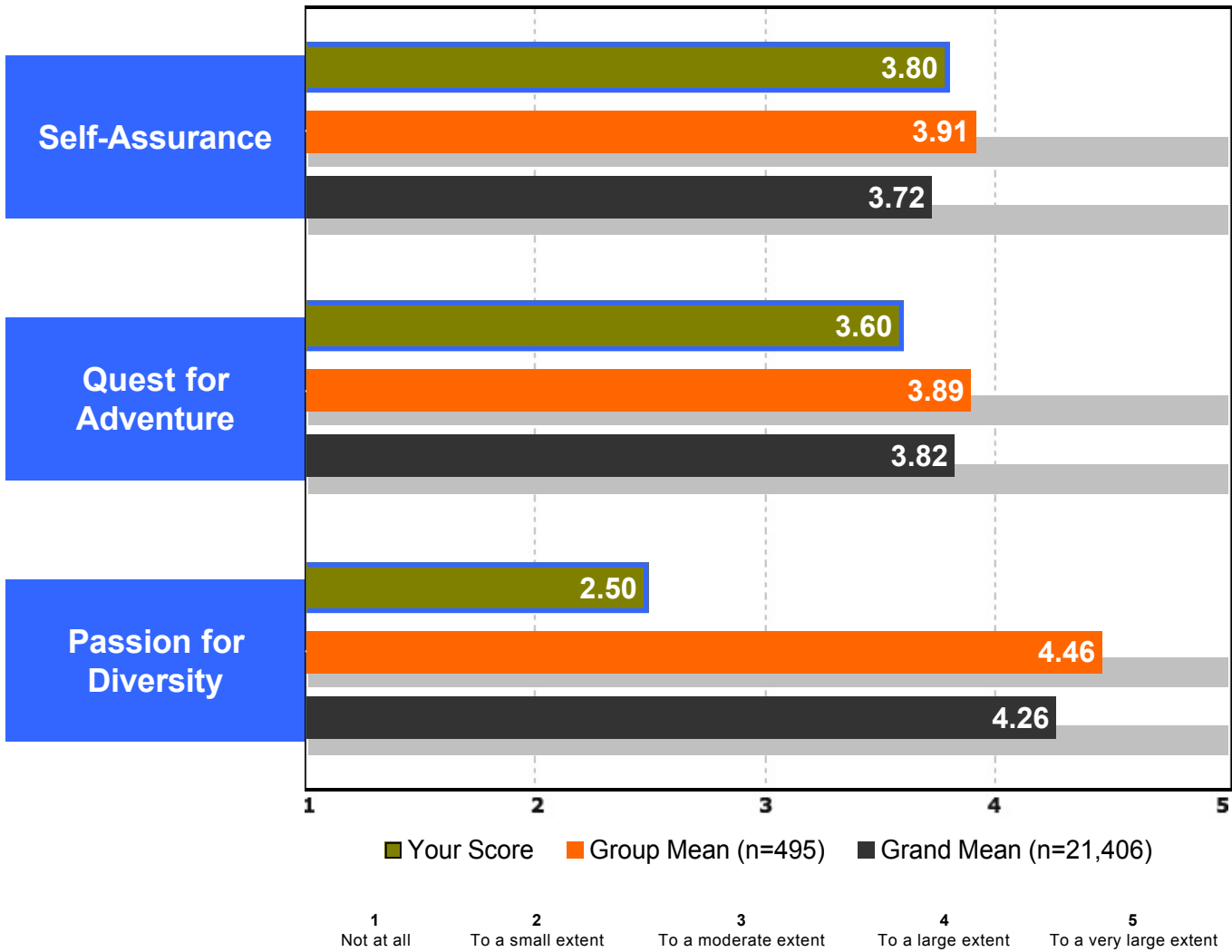
Self-Assurance:

- Energetic
- Self-confident
- Comfortable in uncomfortable situations
- Witty in tough situations

Individuals who score high on Psychological Capital, tend to have a passion for diversity which leads them to enjoy exploring other parts of the world, other cultures, and other ways of doing things. They enjoy meeting people from other countries and living in other corners of the world. They tend to consider themselves as citizens of the world and enjoy the opportunity to learn about other cultures and peoples.

A high score on Psychological Capital reflects a high level of self confidence, a sense of humor, and a willingness to take risks. It reflects a desire to challenge oneself and the ability to thrive in unpredictable and complex environments.

Your Psychological Capital Profile



Note: The light gray bars below the Group Avg. and the Grand Mean indicate the range of min. and max. values for the Group and Grand Mean respectively.

Your personal observations:

Social Capital

Social Capital reflects your intercultural empathy, interpersonal impact, and diplomacy. The following are the major elements of Social Capital.

Intercultural Empathy:

- Ability to work well with people from other parts of the world
- Ability to understand nonverbal expressions of people from other cultures
- Ability to emotionally connect to people from other cultures
- Ability to engage people from other parts of the world to work together

Interpersonal Impact:

Experience in negotiating contracts/agreements in other cultures

- Strong networks with people from other cultures and with influential people
- Reputation as a leader

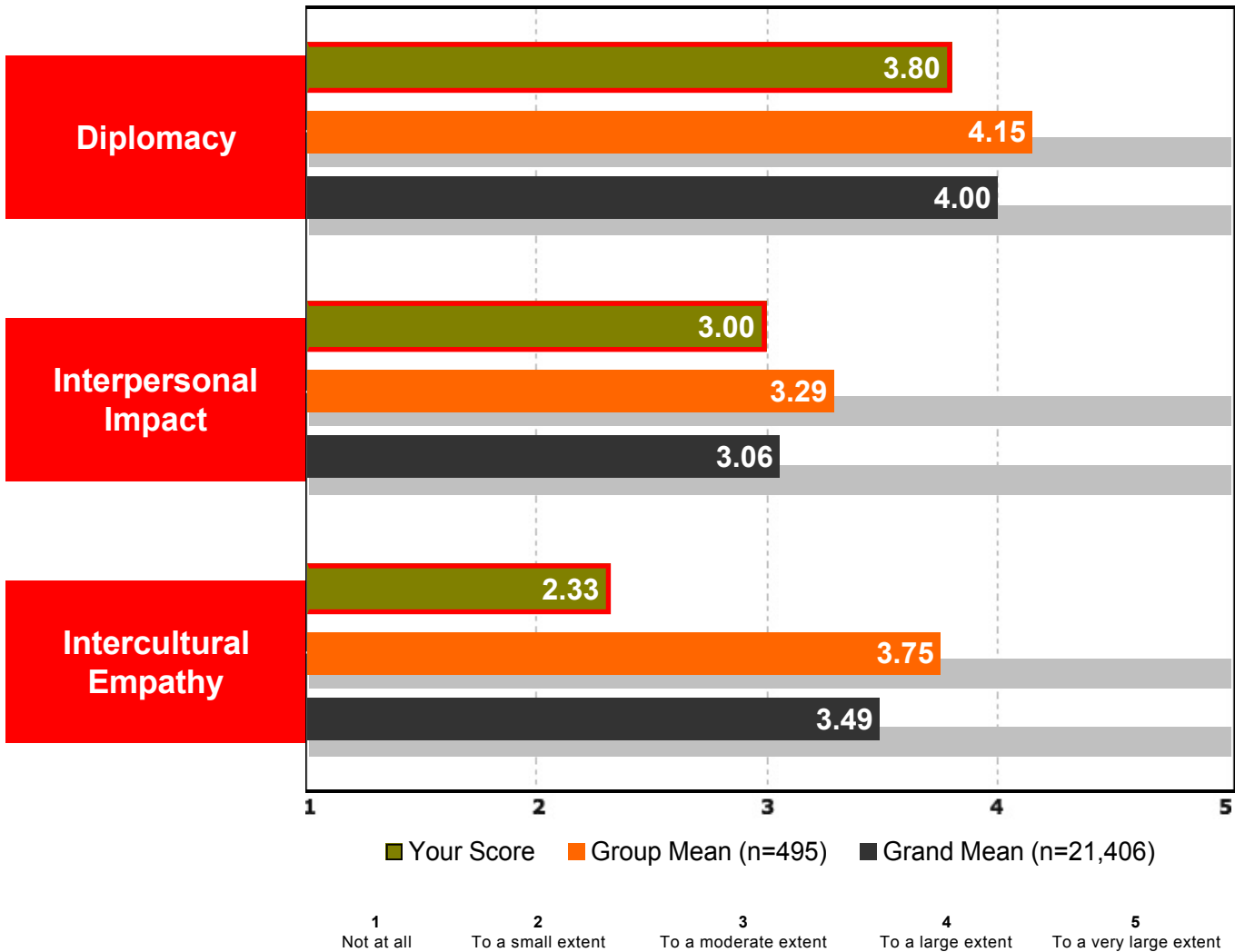
Diplomacy:

- Ease of starting a conversation with a stranger
- Ability to integrate diverse perspectives
- Ability to listen to what others have to say
- Willingness to collaborate

Individuals who receive high scores on Social Capital, are better able to build trusting relationships with people who are different from them. They are viewed as effective leaders and diplomats in the sense that they are good listeners, at ease in conversations with other, and are able to bring divergent views together and develop consensus among different parties.

A high score signifies the ability to show empathy, and emotionally connect to people from other parts of the world. It reflects the ability to engage others and to have an extensive network of friends and colleagues in different countries.

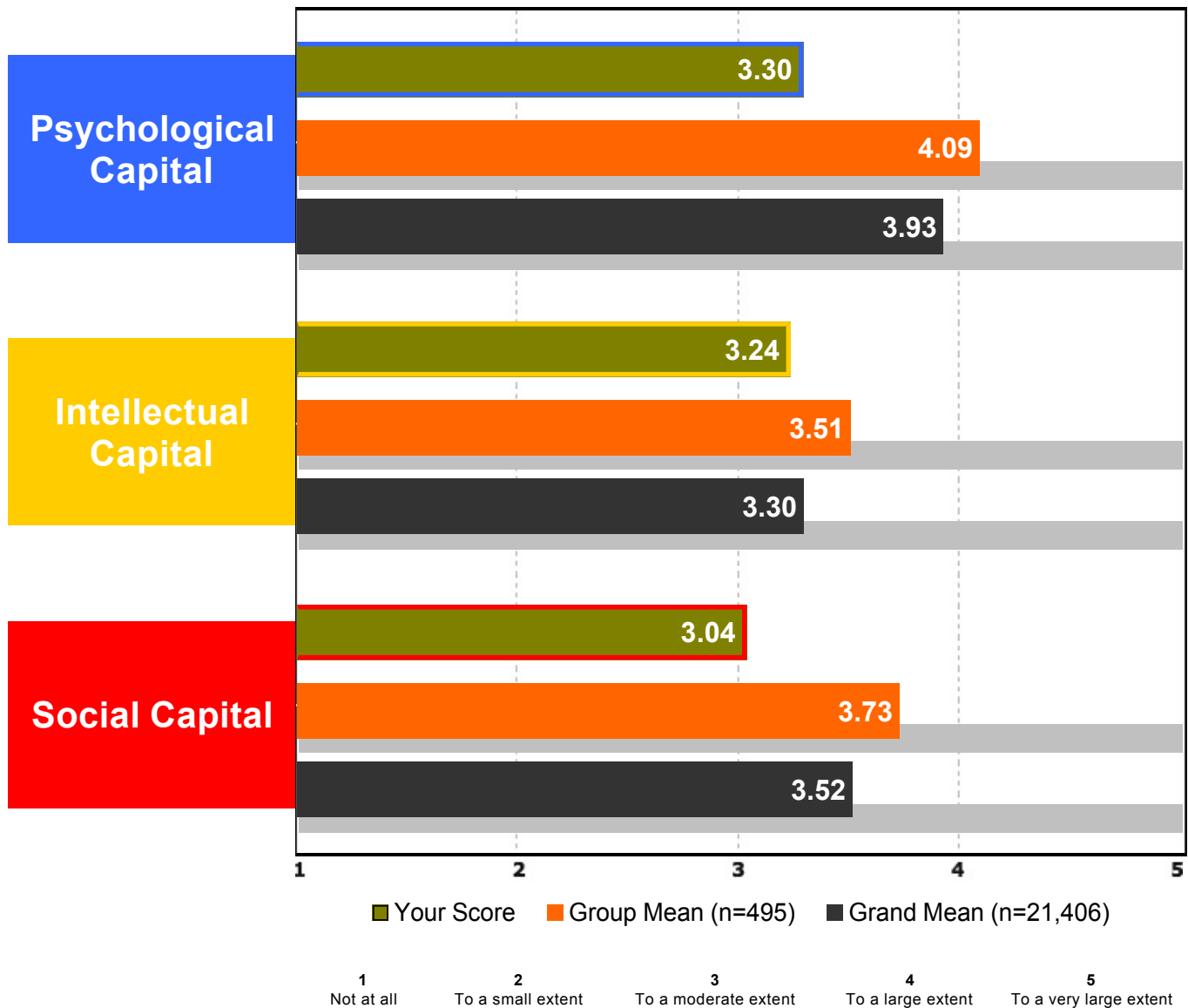
Your Social Capital Profile



Note: The light gray bars below the Group Avg. and the Grand Mean indicate the range of min. and max. values for the Group and Grand Mean respectively.

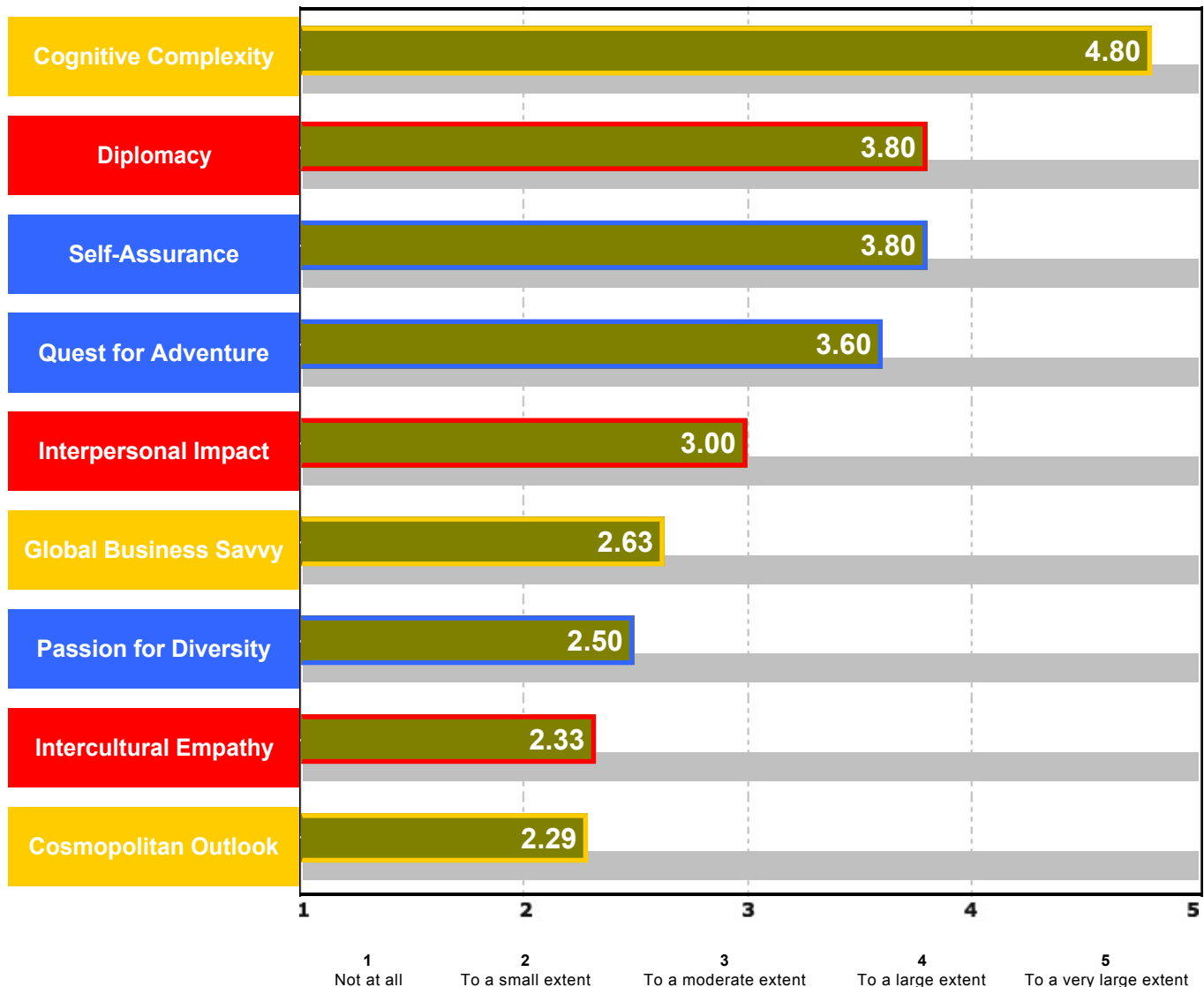
Your personal observations:

Your Global Mindset Profile



Note: The light gray bars below the Group Avg. and the Grand Mean indicate the range of min. and max. values for the Group and Grand Mean respectively.

Your Detailed Global Mindset Profile

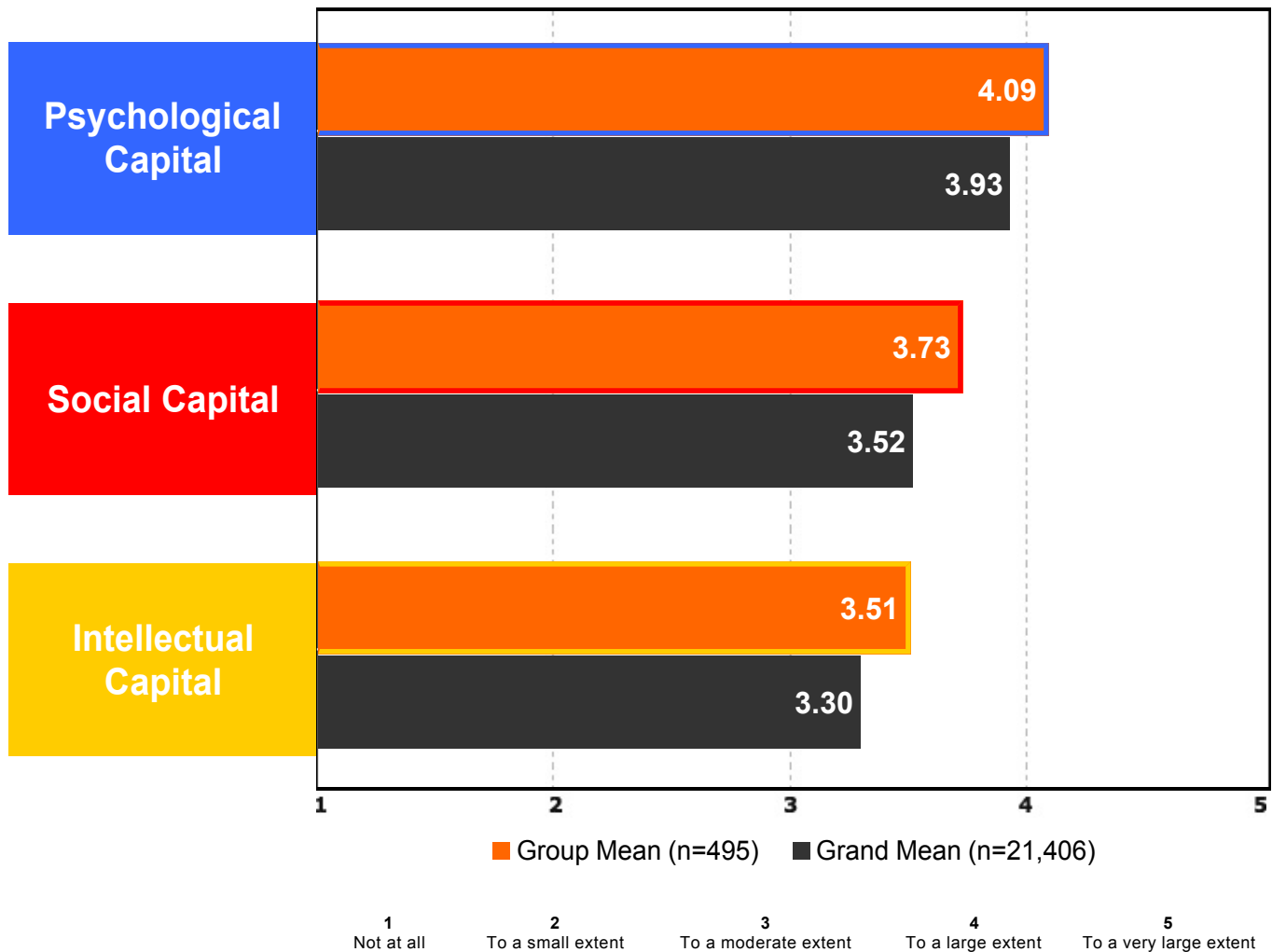


Note: The light gray bars below the Participant's score indicate the range of min. and max. values for the Group

This chart is designed to show your nine dimensions of Global Mindset sorted from the highest to the lowest score based on your self-assessment. The dimensions are color coded. Dimensions of Intellectual Capital are shown in yellow boxes and borders. The three dimensions of Psychological Capital are displayed in blue boxes and borders. And dimensions of Social Capital are displayed in red boxes and borders.

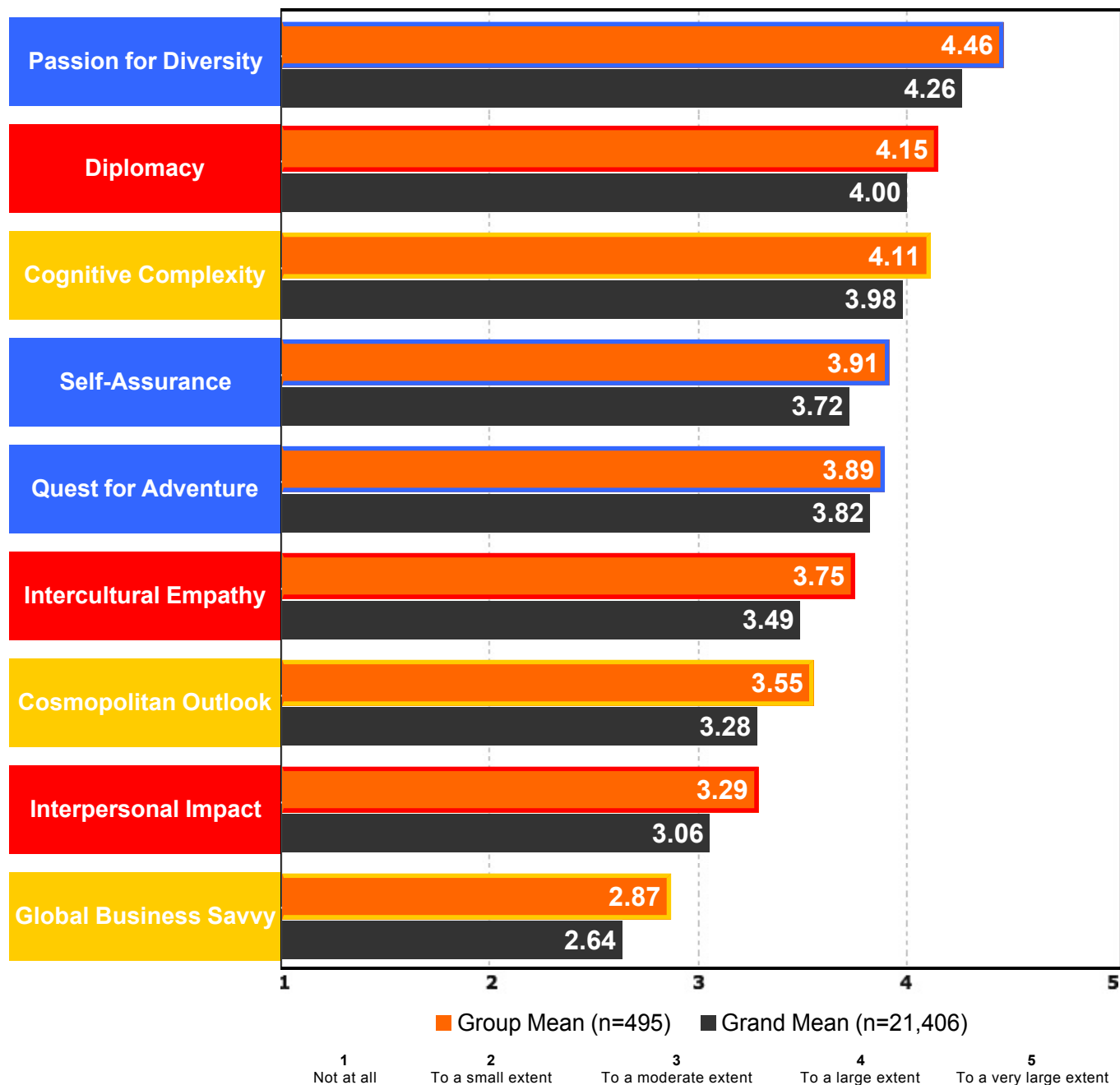
A score of 4 or higher means that you believe you are good at that dimension, although there are still things you can do to improve. A score of 3 to 4 means that you are pretty good at that dimension but need to get better at it. A score of 3 and below means that it is urgent for you to think seriously about a plan to improve that particular dimension. Your success as a global leader requires serious attention to that dimension.

The Group Profile of Global Mindset



This chart shows the profile of your group's Global Mindset and how it compares to our Grand Mean sample of global managers. It is sorted from the highest score to the lowest on the three categories of Intellectual Capital, Psychological Capital, and Social Capital.

The Detailed Group Profile of Global Mindset



This chart shows the detailed profile of your group's Global Mindset and how it compares to our Grand Mean sample of global managers. It is sorted from the highest score to the lowest on the nine dimensions of Global Mindset. The dimensions are color coded. Dimensions of Intellectual Capital are shown in yellow boxes and borders. The three dimensions of Psychological Capital are displayed in blue boxes and borders. And dimensions of Social Capital are displayed in red boxes and borders.

A score of 4 or higher means that the group believes it is good at that dimension, although there are still things you can do to improve. A score of 3 to 4 means that the group is pretty good at that dimension but needs to get better at it. A score of 3 and below means that it is urgent for the group to think seriously about a plan to improve that particular dimension. Your success as a group of global leaders requires serious attention to that dimension.

Global Mindset Scores Summary

	Psychological Capital	Social Capital	Intellectual Capital		Passion for Diversity	Quest for Adventure	Self-Assurance	Intercultural Empathy	Interpersonal Impact	Diplomacy	Global Business Savvy	Cognitive Complexity	Cosmopolitan Outlook
Sample Report	3.30	3.04	3.24		2.50	3.60	3.80	2.33	3.00	3.80	2.63	4.80	2.29
Group Mean	4.09	3.73	3.51		4.46	3.89	3.91	3.75	3.29	4.15	2.87	4.11	3.55
Max	5.00	5.00	5.00		5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
75th Percentile	4.48	4.21	4.05		5.00	4.40	4.40	4.33	4.00	4.60	3.63	4.60	4.29
50th Percentile	4.14	3.78	3.54		4.67	4.00	4.00	3.83	3.33	4.20	2.88	4.20	3.57
25th Percentile	3.77	3.30	3.03		4.00	3.60	3.60	3.33	2.67	3.80	2.00	3.80	3.00
Min	1.00	1.00	1.00		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grand Mean	3.93	3.52	3.30		4.26	3.82	3.72	3.49	3.06	4.00	2.64	3.98	3.28
Max	5.00	5.00	5.00		5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
75th Percentile	4.33	3.97	3.76		4.83	4.20	4.20	4.00	3.67	4.40	3.25	4.40	4.00
50th Percentile	3.98	3.53	3.29		4.50	3.80	3.80	3.50	3.00	4.00	2.63	4.00	3.29
25th Percentile	3.58	3.08	2.84		3.83	3.40	3.20	3.00	2.33	3.60	2.00	3.60	2.57
Min	1.00	1.00	1.00		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Your Personal Observations

1. What is your assessment of the need for you to possess a global mindset? Now? Five years from now?

2. What are the consequences of your doing nothing to further develop your global mindset?

3. What are your areas of relative strength?

Your Personal Observations

4. What are your areas of developmental opportunities?

5. What are your priorities over the next 6 to 12 months for further strengthening and leveraging your areas of strength?

Your Personal Observations

6. What are your priorities over the next 6 to 12 months for improving your areas of developmental opportunity?

7. What are your top 3 to 5 action plan steps for the next 6 to 12 months?

Sample Report