

The International Profiler

Ingrid Kammerer

21st August 2006

The International Profiler

Contact Details

First Name	Ingrid
Surname/Family Name	Kammerer
Organisation	
Job Title	Corporate Vice President
Contact Address	.
Telephone Number	
Email Address	.
Questionnaire Completed	21st August 2006

Personal Details

Date of Birth	11/03/1957
Gender	Female
Nationality	German
Partners Nationality	German
Fathers Nationality	German
Mothers Nationality	German

Business Details

Type of Business	Pharmaceutical/Medical Products
International Links	We are part of multinational or global organisation Parts of our organisation are based in other countries We have joint ventures or alliances with partners from other countries There is a multicultural workforce in my part of the organisation We exchange personnel across different countries within the organisation We have
Functional Area	Marketing/Sales
Level	General Manager/Senior Executive
International Activities	Multicultural teamworking Multicultural management Managing at a distance across national boundaries Expatriation

Languages

Native Language	German and English
2nd Language	French-Basic
3rd Language	-
4th Language	-
5th Language	-
Lingua Franca	English
Languages spoken at home	Yes - German and English

International Experiences

Lived abroad before 18	Yes
Lived abroad as an adult	Yes
Lived abroad	Argentina, USA ,Kenya, CH, France, USA, - 1960, 1980 Austria - 10/1982, 10/1983 -,
International Experience 1	Managers from Major European, US and Latin American countries 12 years developing global brand strategies, developing global advertising campaigns
International Experience 2	

Personal Feedback – Interpretive Report

Introduction

This booklet provides you with individualised feedback that will help you to understand and interpret the results from the International Profiler (IP) Questionnaire that you have completed. Before working your way through this feedback report, please keep the following points in mind:

1. The International Profiler measures the emphasis you put on a range of different approaches to working in an international or cross-cultural context. It is a reflection of the ways in which you would tend to behave in international settings, especially when under pressure or when you have not specifically thought about your approaches;
2. It does not measure aspects of personality; nor does it directly assess your skills or capabilities, although there may be an indirect relationship between where you place emphasis and the skills you have developed;
3. There are 22 dimensions grouped into 10 overall competency headings;
4. Do not regard the results like examination marks; it is not always good to be 'high' and bad to be 'low'. The most effective behaviours called for in any given international setting are contextual, and what is appropriate in one situation may not be the best approach in another.
5. The behavioural tendencies reflected in your profile can be changed; they are not set in stone and can be improved through experience, increased understanding and practice.

The booklet is divided into three main sections as follows:

Section 1 – An Overview

This section explains the meaning of the 22 international dimensions measured by the questionnaire and provides you with your scores on each dimension. Each dimension is illustrated with a picture, and you may like to make sure that you can see the link between the picture and the meaning of the dimension. In addition to the explanation there are two scales giving your scores, one labelled '*Range Score*' with a green dot and one labelled '*Normed Score*' with a blue dot

The *Range Score* gives your absolute score for this dimension on a scale of 1 to 100. The *Normed Score* is expressed in percentile terms and compares your individual score with the scores of all the individuals who have completed the International Profiler questionnaire to date. For example, if you score at the 60th percentile it means you have given this dimension more emphasis than 60% of the people who have completed the questionnaire.

Personal Feedback – Interpretive Report

Section 2 – Your High and Low Scores

In this section you will find listed more detailed explanations of your highest and lowest scores. In each case there are listed some possible advantages and disadvantages that could arise from your score. These will not apply universally, so you will need to test them in your own mind as you make sense of the feedback in your own particular situation. The high scoring dimensions are listed in descending order starting with the highest, and the low scoring dimensions are listed in ascending order starting with the lowest.

Section 3 – Personal Development Plan

This section provides you with some guidance and a framework to help you build a plan in order to bring about some personal development in order to improve your readiness for working in the particular international context that is relevant for you.

Openness

New Thinking



New Thinking – receptive to new ideas, and typically seeks to extend understanding into new and unfamiliar fields. Likes to work internationally as this brings exposure to fresh ideas and approaches.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score									●													41		
Normed Score				●																		21		

Welcoming Strangers



Welcoming Strangers - keen to initiate contact, and build relationships, with new people, especially those who have different experiences, perceptions, and values. Often takes a particular interest in strangers from different and unfamiliar cultural backgrounds.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score														●								68		
Normed Score																		●				84		

Acceptance



Acceptance – Readily accepts behaviour that is very different and unfamiliar. In an international context rarely feels threatened by, or intolerant of, working practices that conflict with understood sense of best practice.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score											●											56		
Normed Score									●													43		

Flexibility

Flexible Behaviour



Flexible Behaviour - adapts easily to a range of different social and cultural situations. Has either learned or is willing to learn a wider range of behaviour patterns. Ready to try out different behaviours to discover those which are most successful and appropriate.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score								●														33		
Normed Score		●																				11		

Flexible Judgment



Flexible Judgment - avoids coming to quick and definitive conclusions about new people and situations. Can also use each experience of people from different cultures to question assumptions and modify stereotypes about how people operate.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score										●												44		
Normed Score							●															32		

Learning Languages



Learning Languages - motivated to learn and use the specific languages of important business contacts, over and beyond the lingua franca in which they conduct their everyday business activities. Ready to practise key expressions and words from the languages of international contacts to build trust and show respect.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score									●													42		
Normed Score																●						75		

Personal Autonomy

Inner Purpose



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

Your Percentile Score

	Low					Mid Low					Mid		Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile	
Range Score														●								66	
Normed Score																		●				87	

Focus on Goals



Focus on Goals - sets specific goals and tasks for international projects and pursues them with a high degree of persistence, regardless of pressures to compromise and distractions on the way. Believes in a strong element of control over own life, and can make things happen in the surrounding world.

Your Percentile Score

	Low					Mid Low					Mid		Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile	
Range Score											●											51	
Normed Score												●										56	

Emotional Strength

Resilience



Resilience – ready to try things out and risk making some mistakes in order to learn. Can overcome any embarrassment, criticism or negative feedback. Has an optimistic approach to life and tends to 'bounce back' when things go wrong.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score									●													41		
Normed Score								●														36		

Coping



Coping – able to deal with change and loss of personal control in unfamiliar situations. Remains calm under pressure, and has well-developed means of coping with stress. Has the personal resources necessary to deal effectively with the anxieties that can accompany 'culture shock'.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score										●												43		
Normed Score												●										53		

Spirit of Adventure



Spirit of Adventure – seeks out variety, change and stimulation in life, and may become bored in safe and predictable environments. Moves into uncomfortable and ambiguous situations even when unsure about possessing the skills required to be successful.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score									●													38		
Normed Score		●																				3		

Perceptiveness

Attuned



Attuned – focuses on picking up meaning from indirect signals such as intonation, eye contact and body language; adept at observing these signals of meaning and reading them correctly in different contexts - almost like learning a new language.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score															●							68		
Normed Score																					●	93		

Reflected Awareness



Reflected Awareness – very conscious of how they come across to others; in an inter-cultural context particularly sensitive to how their own 'normal' patterns of communication and behaviour are interpreted in the minds of international partners.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score												●										56		
Normed Score																		●				83		

Listening Orientation

Active Listening



Active Listening – checks and clarifies, rather than assuming understanding of others, by paraphrasing and exploring the words that they use and the meaning they attach to them.

Your Percentile Score

	Low					Mid Low					Mid			Mid High				High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile	
Range Score															●							72	
Normed Score																		●				83	

Transparency

Clarity of Communication



Clarity of Communication – conscious of the need for a ‘low-risk’ style of communication that minimises the potential for misunderstandings in an international context. Able to adapt how a message is delivered to be more clearly understood by an international audience.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score																●						74		
Normed Score																				●		91		

Exposing Intentions



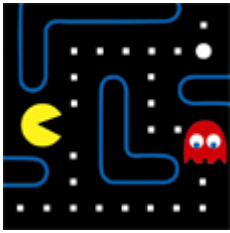
Exposing Intentions – able to build and maintain trust in an international context by signalling positive intentions and putting personal needs into a clear and explicit context.

Your Percentile Score

	Low					Mid Low					Mid			Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile		
Range Score									●													38		
Normed Score												●										55		

Cultural Knowledge

Information Gathering



Information Gathering – takes time to learn about unfamiliar cultures, and to deepen understanding of more familiar ones. Employs various information gathering strategies in order to understand specific and relevant cultural contexts.

Your Percentile Score

	Low					Mid Low				Mid			Mid High				High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile
Range Score									●													38
Normed Score						●																30

Valuing Differences



Valuing Differences – likes to work with colleagues and partners from diverse backgrounds, and sensitive to how people see the world differently. Wants to explore and understand others' values and beliefs, and also to communicate respect for them.

Your Percentile Score

	Low					Mid Low				Mid			Mid High				High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile
Range Score										●												47
Normed Score					●																	22

Influencing

Rapport



Rapport – exhibits warmth and attentiveness when building relationships in a variety of contexts. Puts a premium on choosing verbal and non-verbal behaviours that are comfortable for international counterparts, thus building a sense of ‘we’. Able in the longer-term to meet the criteria for trust required by international partners.

Your Percentile Score

	Low					Mid Low					Mid		Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile	
Range Score														●								67	
Normed Score																		●				82	

Range of Styles



Range of Styles – has a variety of methods for influencing people across a range of international contexts. This gives greater capacity to ‘lead’ an international partner in a style with which he or she feels comfortable.

Your Percentile Score

	Low					Mid Low					Mid		Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile	
Range Score											●											51	
Normed Score													●									61	

Sensitivity to Context



Sensitivity to Context – Recognises where political power lies in organisations and understands how best to use this to achieve objectives. Puts energy into absorbing the different cultural contexts in which messages are sent and decisions are made.

Your Percentile Score

	Low					Mid Low					Mid		Mid High					High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile	
Range Score											●											48	
Normed Score															●							70	

Creating New Alternatives



Creating New Alternatives – uses a careful and systematic approach when facilitating groups to ensure that different cultural perspectives are not suppressed, but are properly understood and used in the creative problem solving process.

Your Percentile Score

	Low					Mid Low					Mid			Mid High				High					
	1	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	% ile	
Range Score															●							70	
Normed Score																	●					79	

Your Highest Scores

Attuned: 93%

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

Potential Advantages:

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

Potential Disadvantages:

- non verbal communications can easily be misinterpreted, especially in unfamiliar cultural settings
- could become overly sensitive to the reactions of others
- subtle messages may be more confusing and lead to greater ambiguity

Your Highest Scores

Clarity of Communication: 91%

Your score on 'Clarity of Communication' indicates that you emphasise the need for clarity and simplicity when communicating your ideas, especially in an international context. You seem to be conscious of the need to speak an international lingua franca in a 'low-risk' style that minimises the potential for misunderstandings. You will normally adapt your method of delivery so you are more clearly understood by your target audience, regardless of their level of fluency in the language concerned. Native-speakers are more conscious, when using English with non-native speakers, to slow down, use clear simple sentence structures, avoid colloquialisms and acronyms, and frequently check they have been understood correctly. You will want to adopt such clarification strategies without being seen to patronise your non-native-speaking partners.

Potential Advantages:

- reduces risk of being misunderstood
- demonstrates sensitivity to others
- builds important platform for influencing
- more inclusive in multi-cultural groups

Potential Disadvantages:

- can be seen as unsophisticated in terms of content
- loss of subtlety and humour in use of language
- slower means of communication
- may initially feel uncomfortable and un-natural

Your Highest Scores

Inner Purpose: 87%

Your score on 'Inner Purpose' suggests that you place a strong emphasis on being self-disciplined and developing a personal toughness that enables you to maintain a sense of focus in difficult situations. This self reliance may come from a clear set of personal values. You are independent, and can act without the approval or support of other people when necessary, and you are able to provide leadership and a clear sense of purpose and direction for yourself and others. Your inner strength should provide you with a strong centre that enables you to withstand the worst effects of culture shock in unfamiliar cultural environments.

Potential Advantages:

- persuasive - overcomes resistance and objections from others
- self confidence can inspire others

Potential Disadvantages:

- in an international context may be seen as an outsider
- a personal style that is more likely to lead to conflict with others
- may create resistance to the wider global business requirements

Your Highest Scores

Welcoming Strangers: 84%

Your score on 'Welcoming Strangers' suggests that you are very interested in other people, including those who have different experiences, perceptions, and values to yourself. Often you will seek out and get to know people from diverse backgrounds. You may like to initiate personal contact with new people, and may take a particular interest in strangers from unfamiliar countries and cultures. You probably find it easy to trust people and so are ready to approach and talk to strangers. As a result you are likely to have a wide and diverse network of friends and acquaintances.

Potential Advantages:

- easily makes friends with people from different cultures
- can break down inter-cultural cliques
- develops business opportunities through international contacts and networks

Potential Disadvantages:

- may be seen as too familiar or unconstrained
- failure to build deeper, long term relationships

Your Highest Scores

Reflected Awareness: 83%

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

Potential Advantages:

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

Potential Disadvantages:

- can challenge sense of personal identity
- may increase stress levels and create inner tensions
- may create a sense of inhibition and self-consciousness

Your Highest Scores

Active Listening: 83%

Your score on 'Active Listening' suggests that you place a strong emphasis on showing respect for your international partners, not only by listening attentively to them but also by finding clear and explicit ways of signalling that you are listening. You seem to appreciate how easily misunderstandings can arise, even when all parties are apparently fluent in one language, and so when communicating with people from different countries and cultures you pay particular attention to clarifying exactly what is being said. You may do this by frequent summarising and checking to ensure that all participants attach the same meaning to the communication. Where potential misunderstandings are noticed, you will typically seek to negotiate the meaning until common understanding is reached.

Potential Advantages:

- better mutual understanding
- helps to build trust and communicate respect
- builds commitment to subsequent decisions
- shows that other peoples' views are appreciated and valued

Potential Disadvantages:

- slows down exchange of messages
- can distract the speaker
- can result in excessive focus on detail

Your Lowest Scores

Spirit of Adventure: 3%

Your score on 'Spirit of Adventure' 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. You are not likely to be comfortable in circumstances where you feel that you are not in control and so you will not easily move out of your comfort zone in order to experience different people and different cultures. You tend to focus your attention within your existing areas of competence and knowledge, and as a result you are likely to become more expert, with deeper knowledge, in your chosen area of specialization.

Potential Advantages:

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

Potential Disadvantages:

- less motivation to work in new countries or cultures
- too cautious about experimenting with new behaviours or approaches
- less accumulation of different cultural experiences

Your Lowest Scores

Flexible Behaviour: 11%

Your score on the 'Flexible Behaviour' suggests that you have well established patterns of behaviour that have generally proved successful and effective for you in professional contexts. As a result you do not feel it necessary to put a lot of emphasis on building up a repertoire of different behavioural approaches to use in different settings. This could be because you spend much of your time in a familiar environment and have not had extensive opportunities to experience different social or cultural environments. As a result you may have found little reason to vary your demeanour to fit into different contexts. You seem confident in your own ways of doing things and this can save you time and enable you to behave decisively without 'acting' a part; on the other hand when you are in unfamiliar cultural settings this approach may lead to lost opportunities for experiencing and building trust with other cultures.

Potential Advantages:

- consistent behaviour can build trust
- behaviours already adapted to the international environment
- grounded and predictable
- can indicate confidence in own ways of doing things

Potential Disadvantages:

- can cause offence unintentionally
- less readily accepted in different cultural environments
- lost opportunities for directly experiencing other cultures

Your Lowest Scores

New Thinking: 21%

Your score on 'New Thinking' suggests that you may prefer to work with ideas and approaches with which you are familiar. You seem to be less curious about the different perspectives and values that people from other cultures bring with them and your reasons for working internationally do not seem to be about seeking new insights and ways of understanding issues in the international context. You may prefer to deepen your understanding within established frameworks of thought and seem less likely to challenge conventional thinking, preferring instead to build on tried and tested approaches. Perhaps you have developed a deep level of specialist knowledge in specific functional areas and the approaches appropriate to them. You may show a healthy scepticism about new ideas until they have been well proven by others and become established practice.

Potential Advantages:

- applies well established approaches with consistency and persistence
- deeper understanding within established or traditional areas of knowledge

Potential Disadvantages:

- understanding of other cultures may be limited
- slow to adapt
- missed business opportunities where they relate to ideas and approaches from other cultures

Your Lowest Scores

Valuing Differences: 22%

Your score on 'Valuing Differences' indicates that you may find it difficult to work effectively with people whose working practices and business values are very different from your own. You may get frustrated when people attach great importance to things you regard as trivial or ignore things you think important and you seem unlikely to spend much time exploring different assumptions and beliefs across a range of national cultures, or communicating respect for those differences. You tend to express very clear-cut opinions, and probably see differing views as a hindrance to rapid and efficient decision-making.

Potential Advantages:

- works most effectively with people who share common backgrounds and values
- easier to create a clear sense of common vision
- appropriate for a charismatic or authoritarian style of leadership
- decision-making is simpler and quicker

Potential Disadvantages:

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

Your Lowest Scores

Information Gathering: 30%

Your score on 'Information Gathering' indicates that you do not put much emphasis on finding out about the new countries you are visiting, or the background culture of the new international contacts you may be cultivating. You are unlikely to adopt proactive strategies to research unfamiliar cultures, or deepen your knowledge of those that are more familiar to you. You may have little interest in the customs, history, economics, politics etc. of other countries, but they can help you to understand and put into context the behaviours and attitudes of your international partners. A low score may also indicate that you have had little need or opportunity to develop such interests in a professional context.

Potential Advantages:

- not necessary where standard approaches from outside have to be implemented
- avoids getting involved in irrelevant detail
- may avoid time-consuming distractions
- more can sometimes be learnt about a culture by simply experiencing it

Potential Disadvantages:

- lack of information can lead to false assumptions and poor decisions
- traveling and working abroad is more likely to induce uncertainty and stress
- ignorance of a country shows a lack of respect and creates a barrier to trust-building
- lack of information about local customs makes it difficult to understand how to adapt behaviour
- more likely to cause offence unintentionally

Personal Development Plan

Working with your Feedback

Once you have worked through the feedback contained in this Interpretive Report you are ready to create a "Personal Development Plan" for yourself. Like all such action plans, this is designed to help you bring about change, but in this case it should be aimed specifically at improving your readiness and effectiveness to work internationally.

The tables below will help you to go through three steps to arrive at such a plan:

Step 1 – The requirements of your current and/or future role

Step 2 – Identify your strengths and development areas

Step 3 – Build up a SMART action plan to bring about change and development

Step 1 – The requirements of my role

Start by thinking about your role and the elements of your job that require you to work in an international context. Depending on your situation, you may wish to concentrate on your current role or perhaps on a future anticipated role if this has a greater international context. For example:

- What are the key relationships that will be important for success in this role?
- What will be the key tasks that you will be performing?
- What additional knowledge and understanding will you need?
- With whom, and how will you mostly be communicating?
- How clearly will your goals be defined?
- What personal pressures will this role impose on you?

In the light of your answers to these questions complete the table below:

To fulfil the international requirements of my role, I need to:

1.
2.
3.

Personal Development Plan

Step 2 – Strengths and development areas

Reflect on the current and/or future activities that you identified in Step 1, and consider them in the light of the insights gained by working with the feedback contained in this Interpretive Report. Hopefully, this will have made you more consciously aware of strengths that you may raise to the level of conscious strategies in certain international settings. It will also have highlighted some areas of development that you may need to focus on to be as effective as possible in international and cross-cultural environments.

Using the dimensions from the International Profiler, identify *three* areas of strength that the feedback has made you more aware of, and how you might consciously use them more to your advantage in the future:

Area of strength	Ways to use it more extensively
1.	
2.	
3.	

Using the dimensions from the International Profiler, identify *three* areas for development that the feedback has made you more aware of, and how you might consciously address them in the future:

Area for Development	Ways to address it
1.	
2.	
3.	

Personal Development Plan

Step 3 – A Smart Action Plan

Working with the areas you have selected in Step 2, identify the specific actions you are going to take to bring about change and development for yourself. The plan you make should be a SMART plan, i.e.

1 **Specific**

Is your goal well-defined? Avoid setting unclear or vague objectives; instead be as precise as possible.

Instead of: "To listen more"

Make it specific: "To use the next meeting of the European marketing managers as an opportunity to practise listening behaviours and to reinforce this by writing a detailed minute of the meeting"

2 **Measurable**

Be clear how you will recognise when you have achieved your goal. Using numbers, dates and times is one way to represent clear objectives.

Instead of: "To find out about South Africa"

Make it measurable: "To use the internet and the local library to identify and read key references and make notes on the history, economy, and politics of South Africa. This to be completed by the end of next month."

3 **Attainable**

Setting yourself unrealistic goals will only end in disappointment. Make your goals challenging, but attainable.

Instead of: "Learn German by Christmas"

Make it attainable: "Register with a language school and attend classes to learn German on a weekly basis for the next 12 months. Then review progress and set new goals"

4 **Relevant**

Ensure that any development actions that you plan are directly relevant to the international context that you are currently, or will be, operating in. Test them for relevance against the answers you gave in Step 1 above.

5 **Time-bound**

Set a time scale for completion of each goal. Even if you have to review this as you progress, it will help to keep you motivated.

Now use the table on the following page to finalise an action plan in three areas.

Personal Development Plan

Development Objective	Specific Actions	Blockers and how they can be removed	Support required	How I will know when I have achieved the objective
1.				
2.				
3.				

The International Profiler

Range Profile

Ingrid Kammerer

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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Openness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
New Thinking								●													41
Welcoming Strangers															●						68
Acceptance											●										56

Flexibility

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Flexible Behaviour							●														33
Flexible Judgments									●												44
Learning Languages								●													42

Personal Autonomy

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Inner Purpose														●							66
Focus on Goals										●											51

Emotional Strength

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Resilience								●													41
Coping									●												43
Spirit of Adventure								●													38

Perceptiveness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Attuned															●						68
Reflected Awareness											●										56

Listening Orientation

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Active Listening															●						72

Transparency

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Clarity of Communication																●					74
Exposing Intentions								●													38

Cultural Knowledge

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Information Gathering								●													38
Valuing Differences									●												47

Influencing

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Rapport														●							67
Range of Styles										●											51
Sensitivity to Context										●											48

Synergy

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

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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The International Profiler

Normed Profile

Ingrid Kammerer

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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Openness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
New Thinking				●																	21
Welcoming Strangers																		●			84
Acceptance									●												43

Flexibility

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Flexible Behaviour		●																			11
Flexible Judgments						●															32
Learning Languages															●						75

Personal Autonomy

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Inner Purpose																	●				87
Focus on Goals										●											56

Emotional Strength

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Resilience							●														36
Coping											●										53
Spirit of Adventure	●																				5

Perceptiveness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Attuned																				●	93
Reflected Awareness																	●				83

Listening Orientation

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Active Listening																		●			83

Transparency

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Clarity of Communication																		●			91
Exposing Intentions											●										55

Cultural Knowledge

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Information Gathering						●															30
Valuing Differences				●																	22

Influencing

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Rapport																●					82
Range of Styles												●									61
Sensitivity to Context															●						70

Synergy

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Creating New Alternatives																●					79

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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