

GLOBAL COMPETENCY INDEX

COMPANY REPORT

**Research Partner:
Tanaka Co., Ltd.**

IGB NETWORK

Tel 03-5790-3280 Fax 03-5790-3281.

The Kozai Group, Inc.

16414 Sundance Creek Court, Wildwood, MO 63005

Tel: (636) 391-0102 • Fax: (636) 527-0093

GLOBAL COMPETENCIES INVENTORY FEEDBACK REPORT

The Global Competencies Inventory Feedback Report presents an assessment of managers' likelihood of working effectively in an environment where there are cultural norms different from their own. The report focuses on three aspects of intercultural adaptability. These three factors are combined to generate an Overall Global Competency Assessment.

1. Perception Management

This factor examines the way managers mentally approach cultural differences. How they perceive people that they determine are different from themselves affects how they think about others. In turn, how managers think about others influences their opinions, evaluations, and ultimately their behavior toward others. This factor assesses also how mentally flexible managers are when confronted with cultural differences and their tendency to make rapid judgments about those differences. It also evaluates their ability to manage their perceptions when faced with situations that they cannot immediately understand because the situation differs from what they expected. This factor also assesses managers' previous exposure to, and experience with, other cultures. Four dimensions comprise this factor.

NONJUDGMENTALNESS

This dimension measures the extent to which managers are inclined to suspend or withhold judgments about situations or persons that are new or unfamiliar.

OPENNESS

This dimension assesses the extent to which managers are open to *new* ideas, values, norms, situations and behaviors.

TOLERANCE OF AMBIGUITY

This dimension measures the extent to which managers are able to manage ambiguity as it relates to new and complex situations where there are not necessarily "right" answers. It also evaluates their tendency to tolerate or enjoy complexity rather than feel threatened by it.

COSMOPOLITANISM

This dimension measures the extent of managers' experience and exposure to other cultures. It assesses the degree to which managers are aware of other cultures due to past experiences.

2. Relationship Management

Scales in this factor assess managers' orientation toward the importance of relationships in general; how aware they are of others around them—their interaction styles, values, and so on; and the level of awareness managers have of themselves and the impact they have on others. This factor complements the perception management factor, which assesses attitudes and judgments about perceived differences in

values and norms. This factor looks at the manager's subsequent interest in developing and managing cross-cultural, interpersonal relationships with individuals who differ in their values and norms. It also measures managers' perceived ability to alter their normal behavior when necessary to engender positive relationships. The development of positive relationships in an intercultural environment is a critical aspect of effective performance in working globally. Relationships become a source of information to help an individual understand the other culture and they may also be a source of social support. This factor is assessed on the following five inter-related dimensions:

RELATIONSHIP INTEREST

This dimension measures the extent to which managers have a genuine interest in, and awareness of, other people. This dimension reflects their desire to establish meaningful connections with people of other cultures and ethnicities.

INTERPERSONAL INITIATION

This dimension assesses the extent to which managers are likely to initiate and maintain relationships. It measures the extent to which managers are inclined to seek out others in order to build relationships as well as their desire and ability to maintain relationships once they have been created.

EMOTIONAL SENSITIVITY

This dimension measures the extent to which managers have an awareness of, and sensitivity to, others' emotions and feelings. It addresses their ability to accurately read and comprehend the emotions of others to better determine appropriate behaviors in any given situation.

SELF-AWARENESS

This dimension assesses the extent to which managers are aware of their interpersonal style, values, and tendencies; the degree to which they accept that awareness; and how well they understand the impact of their style, values, and tendencies on the development and maintenance of relationships. Self-awareness also involves the conscious understanding of their strengths and weaknesses in technical and interpersonal skills.

BEHAVIORAL FLEXIBILITY

This dimension measures managers' tendency to consciously alter their behavior to appropriately fit the foreign context to facilitate relationship building.

3. Self-Management

The final factor of the Global Competencies Inventory takes into account strength of identity and the ability to manage emotions effectively. To be effective in a global context, managers must be able to understand the new environment, and adapt appropriately to the foreign work and cultural environment. However, it is also critical that managers have a clear sense of themselves and a clear understanding of their fundamental values. The maintenance of a clear and stable sense of self while simultaneously altering perceptions and

changing behaviors in the foreign environment is critical in order to remain mentally and emotionally healthy.

OPTIMISM

This dimension measures the extent to which managers maintain a positive outlook toward people, events and outcomes, and view challenges as learning opportunities. Foreign environments are almost always stressful because they present unknowns. Facing such a situation with optimism better enables the individual to look for solutions rather than look for exits.

SELF-CONFIDENCE

Optimism can be supported with a sense of confidence based on previous positive experiences. Self-confidence involves the self-assurance that “if I try something and work hard at it, I can do it—even if I’ve never been in this situation before.”

SELF IDENTITY

This dimension measures the extent to which managers maintain personal values independent of situational factors and the extent to which they have a strong identity. Though cultural adaptation is important, it is healthier when taking place within a strong framework of personal values, so that personal integrity is not compromised.

EMOTIONAL RESILIENCE

This dimension measures the extent to which managers have emotional strength and the ability to cope with challenging emotional situations as well as the capacity to recover quickly from psychologically challenging experiences.

NON-STRESS TENDENCY

This dimension measures the managers’ tendency to be free from stress, whether as a consequence of being free from multiple sources of stress or free from feeling stress in a wider range of situations. A higher score on this dimension indicates lower levels of stress.

STRESS MANAGEMENT

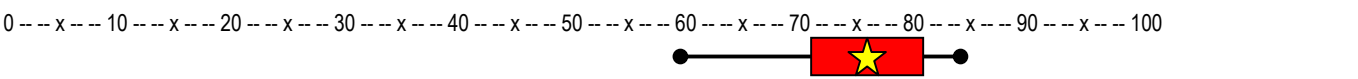
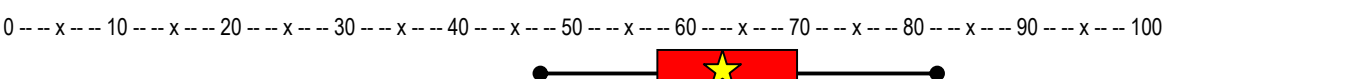
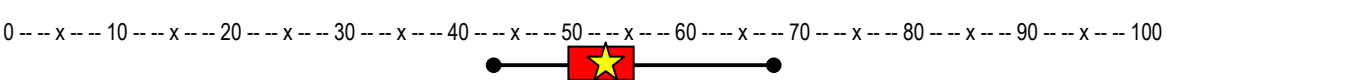
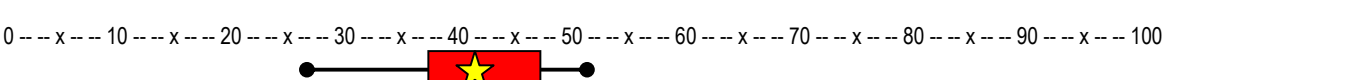
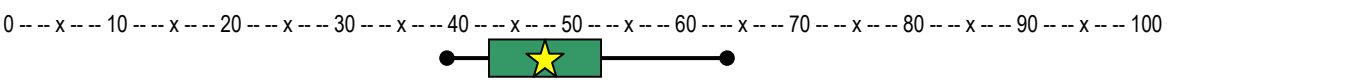
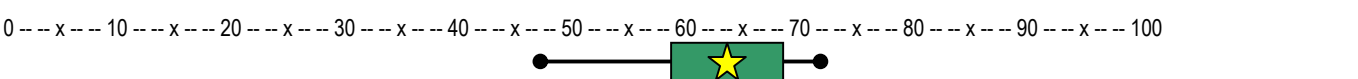

To effectively manage the stress in inevitable the foreign environment, managers need to actively utilize stress reduction techniques in their personal lives. This dimension measures the current use of stress reduction techniques as well as the degree to which they are willing to employ new techniques in the future.

INTEREST FLEXIBILITY

This dimension measures the degree to which managers are flexible in identifying and adopting new forms of recreation and release when their normal outlets for release are not available. For example, learning about and playing cricket as a substitute for baseball while living in a country where cricket is the more popular sport.

Global Competency Index

The Global Competency Index is comprised of three separate factors, and each of these has several sub-facets. For each factor and related facets the percentile score for all responses are reported. Directly beneath the facet, a graphical presentation of these scores is provided. Should readers of this report desire help with interpretation or additional insight beyond these reported percentile scores, we strongly encourage them to contact a Kozai Group, Inc., representative for more information.

COGNITIVE/PERCEPTUAL ORIENTATION Involves awareness of self, others and context, and the ability to scan ambiguous situations.	Mean Score	Std. Dev.	Min Score	Max Score
➤ Nonjudgmentalness – Willingness to withhold or suspend judgment before evaluating others	76	4.5	61	83
0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100 				
➤ Openness – Ability to learn and accept new ideas and philosophies to understand the present.	63	5.6	49	78
0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100 				
➤ Tolerance of Ambiguity – Accepts and enjoys uncertainty in cross-cultural business milieus	52	2.3	44	61
0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100 				
➤ Cosmopolitanism – Experienced in confronting cultural variety; takes a global view of issues	41	4.1	27	52
0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100 				
RELATIONAL ORIENTATION Involves relating to others productively, and the effective application of interpersonal skills.	Mean Score	Std. Dev.	Min Score	Max Score
➤ Relationship Interest – Showing an interest in, and awareness of people of other	48	4.9	39	64
0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100 				
➤ Interpersonal Initiation – Willingness and desire to develop/maintain interpersonal relationships	64	5.2	46	72
0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100 				
➤ Emotional Sensitivity – The ability to possess high sensitivity to the emotions and needs of others	60	4.3	47	71
0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100 				

➤ Self-Awareness – Awareness of one’s strengths and weaknesses in social competencies	36	1.9	26	51
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				
➤ Behavioral Flexibility – Managers’ tendency to consciously alter their behavior to appropriately fit the foreign context to facilitate relationship building	55	4.8	39	60
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				

SELF ORIENTATION Involves the ability to maintain one’s mental health while working in global environments	Mean Score	Std. Dev.	Min Score	Max Score
➤ Optimism – General positive mental outlook toward people and situations.	44	4.9	34	60
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				
➤ Self-Confidence – Confidence in oneself to master challenges, and the willingness to take initiative.	47	4.8	29	51
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				
➤ Self Identity – Ability to maintain one’s personal values and identity while working globally.	50	5.1	36	62
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				
➤ Emotional Resilience – Emotional resilience to stress caused by cross-cultural challenges	44	5.7	38	64
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				
➤ Non-Stress Tendency - Degree to which the person is exposed to a wide range of stressors in his/her work and social life in the global/cross-cultural environment.	67	4.6	51	76
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				
➤ Stress Management – Degree to which one uses techniques to effectively reduce stress	49	5.3	39	65
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				

➤ Interest Flexibility – The degree to which managers are flexible in identifying and adopting new forms of recreation an release when their normal outlets for release are not available	60	4.9	47	71
<p>0 --- x --- 10 --- x --- 20 --- x --- 30 --- x --- 40 --- x --- 50 --- x --- 60 --- x --- 70 --- x --- 80 --- x --- 90 --- x --- 100</p>				

COGNITIVE/PERCEPTUAL ORIENTATION	58
RELATIONAL ORIENTATION	53
SELF ORIENTATION	52

OVERALL GLOBAL COMPETENCY INDEX	54
--	-----------