



**THUNDERBIRD**  

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**GLOBAL MINDSET INSTITUTE**

**Thunderbird Global Mindset<sup>®</sup> Inventory**  
**GMI 360**

Sample Report  
**Sample Company**

September 27, 2010

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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

- **Intellectual Capital** refers to your global business savvy, cosmopolitan outlook, and cognitive
- **Psychological Capital** refers to your passion for diversity, quest for adventure, and your self-
- **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.

## What is a 360 Report?

The purpose of the 360 report is to show how you have assessed yourself and how you were assessed by important individuals who regularly interact with you and are able to make an assessment of your approach in dealing with people from other parts of the world. This report is based on the information provided by your supervisor, direct reports and peers. Below is the number of individuals in each group who have participated in your 360 survey:

| Rater                           | No. of Raters |
|---------------------------------|---------------|
| Self Assessment (Sample Report) | 1             |
| Supervisor                      | 2             |
| Peers                           | 3             |
| Direct Reports                  | 1             |

## What Does a Difference Mean?

In this 360 report, you will see how you assessed yourself versus how others assessed you. The report always calculates the gap between the raters' assessment and self assessment using the following formula:

**Gap = Rater's assessment – Self assessment.**

The question is: What does the difference mean? Is it real and is it relevant? Our statistical analyses show that any gap in the range of -0.2 to +0.2 is not statistically significant or -0.9 is outside the range and is both statistically significant and managerially relevant. It means that your supervisor's evaluation is lower than your own self assessment managerially relevant. Such a gap means alignment among the assessors. For example, if you assessed yourself on some element of Global Mindset 4.1 (out of 5) and your supervisor assessed you 4.2, the difference of 0.1 means both assessments are similar and there is no real difference. However, if your supervisor assessed you 3.3 on another element of Global Mindset and you assessed yourself as 4.2, the difference of -0.9 is outside the range and is both statistically significant and managerially relevant. It means that your supervisor's evaluation is lower than your own self-assessment.

# About This Report

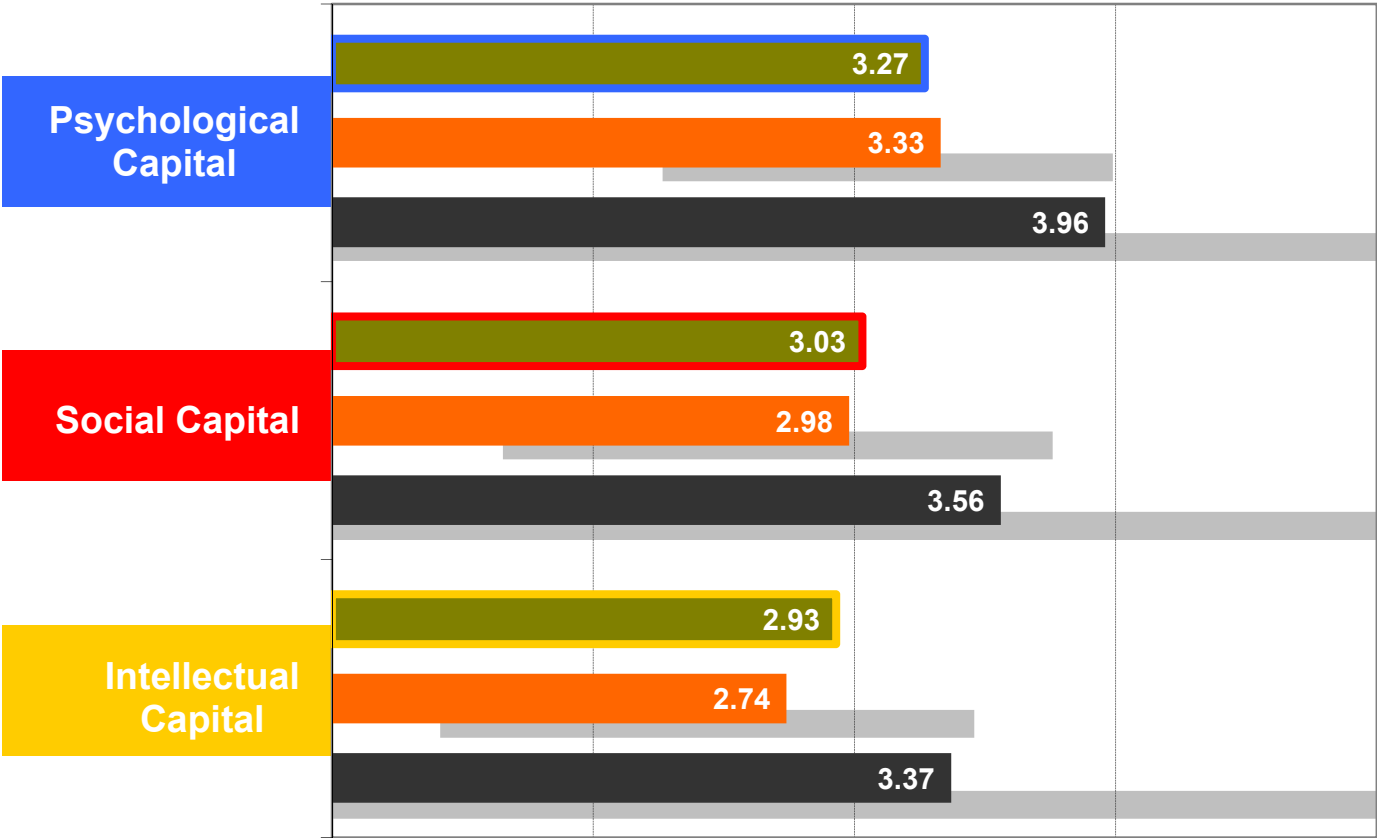
This report is designed to provide you with feedback on your approach in dealing with people from other cultural and geographic backgrounds. Increasingly, managers are expected to work effectively with individuals and groups from different parts of the world. Therefore, the ability to master such relationships 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 2       | What is Global Mindset?                        |
| Page 3       | What is a 360 Report?                          |
| Page 4       | About This Report                              |
| Page 5       | Your Global Mindset Profile - Self Assessment  |
| Page 6       | Your Global Mindset Profile - 360 Assessment   |
| Page 7       | The complete structure of Global Mindset       |
| Page 8       | Detailed explanation of Intellectual Capital   |
| Page 9       | Your profile of Intellectual Capital           |
| Page 10      | Detailed explanation of Psychological Capital  |
| Page 11      | Your profile of Psychological Capital          |
| Page 12      | Detailed explanation of Social Capital         |
| Page 13      | Your profile of Social Capital                 |
| Page 14      | Your Global Mindset Profile (repeat of page 6) |
| Page 15      | Your Detailed Global Mindset Profile           |
| Page 16      | Your Global Mindset Gap Analysis               |
| Page 17      | Your Detailed Global Mindset Gap Analysis      |
| Page 18 - 19 | Your Personal Observations                     |

**Good luck!**

# Your Global Mindset Profile (Your GMI Self Assessment)



■ Sample Report      ■ Group Avg. (n= 5)      ■ Grand Mean (8,387)

1=Not at all      2=Small Extent      3=Moderate Extent      4=Large Extent      5=Very Large Extent

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

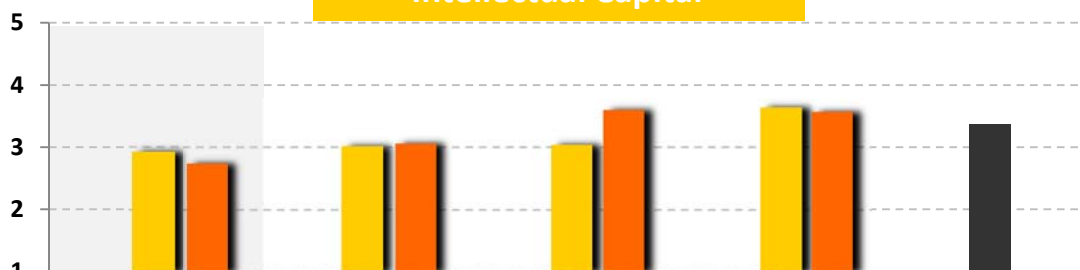
# Your Global Mindset Profile

## Psychological Capital



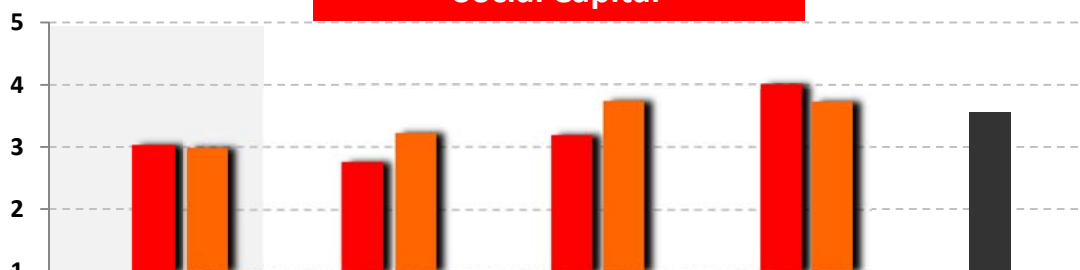
|                | Self <sup>a</sup> | Supervisor <sup>b</sup> | Peer <sup>c</sup> | Direct Report <sup>d</sup> | Grand Mean <sup>e</sup> |
|----------------|-------------------|-------------------------|-------------------|----------------------------|-------------------------|
| Sample Report  | 3.27              | 3.45                    | 3.76              | 3.87                       | 3.96                    |
| Sample Company | 3.33              | 3.39                    | 3.85              | 3.38                       |                         |

## Intellectual Capital



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 2.93 | 3.02       | 3.04 | 3.64          | 3.37       |
| Sample Company | 2.74 | 3.06       | 3.59 | 3.56          |            |

## Social Capital



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.03 | 2.77       | 3.20 | 4.01          | 3.56       |
| Sample Company | 2.98 | 3.22       | 3.73 | 3.72          |            |

1=Not at all      2=Small Extent      3=Moderate Extent      4=Large Extent      5=Very Large Extent

No. of Raters not including Self Assessment = 6

- a. The orange bar represents the average of ALL Self Assessments in the group.
- b. The orange bar represents the average of ALL Supervisors in the group.
- c. The orange bar represents the average of ALL Peers in the group.
- d. The orange bar represents the average of ALL Direct Reports in the group.
- e. The black bar is the average of 8,387 Global Mindset Self Assessments.

# GLOBAL MINDSET

## Intellectual Capital

Global Business Savvy

Cognitive Complexity

Cosmopolitan Outlook

## Psychological Capital

Passion for Diversity

Quest for Adventure

Self-Assurance

## Social Capital

Intercultural Empathy

Interpersonal Impact

Diplomacy

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.



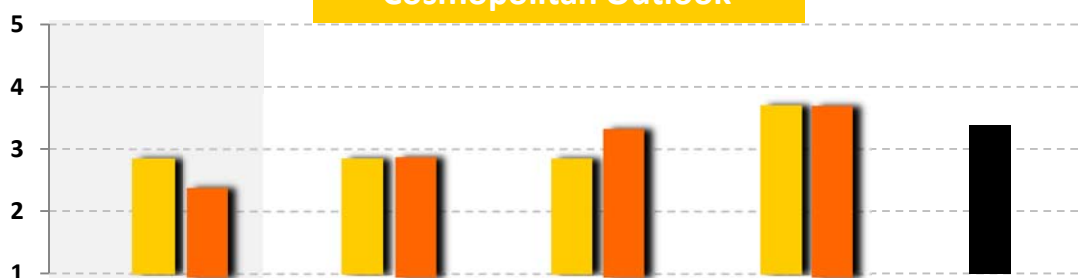
# Your Intellectual Capital Profile

## Cognitive Complexity



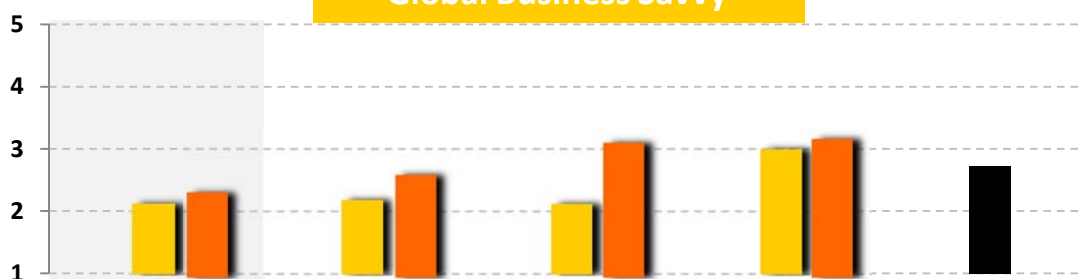
|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.80 | 4.00       | 4.13 | 4.20          | 4.00       |
| Sample Company | 3.44 | 3.64       | 4.13 | 3.74          |            |

## Cosmopolitan Outlook



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 2.86 | 2.86       | 2.86 | 3.71          | 3.39       |
| Sample Company | 2.43 | 2.92       | 3.36 | 3.73          |            |

## Global Business Savvy



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 2.13 | 2.19       | 2.13 | 3.00          | 2.72       |
| Sample Company | 2.35 | 2.63       | 3.14 | 3.20          |            |

1=Not at all    2=Small Extent    3=Moderate Extent    4=Large Extent    5=Very Large Extent  
 No. of Raters not including Self Assessment = 6

# 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

## Self-Assurance



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.60 | 3.70       | 4.07 | 4.60          | 3.77       |
| Sample Company | 3.32 | 3.63       | 3.92 | 3.30          |            |

## Quest for Adventure



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.20 | 3.75       | 4.08 | 4.00          | 3.82       |
| Sample Company | 3.36 | 3.21       | 3.82 | 3.30          |            |

## Passion for Diversity



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.00 | 2.90       | 3.13 | 3.00          | 4.30       |
| Sample Company | 3.30 | 3.31       | 3.82 | 3.39          |            |

1=Not at all    2=Small Extent    3=Moderate Extent    4=Large Extent    5=Very Large Extent

No. of Raters not including Self Assessment = 6

# 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:**

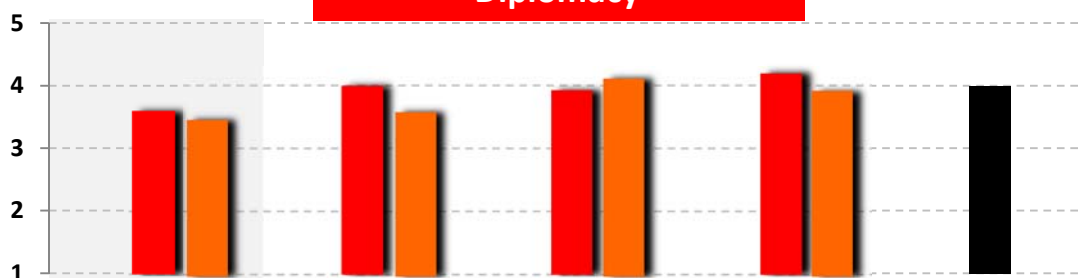
- Ease of starting a conversation with a stranger
- Ability to integrate diverse perspectives
- Ability to listen to what others have to say
- Willingness to collaborate

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.

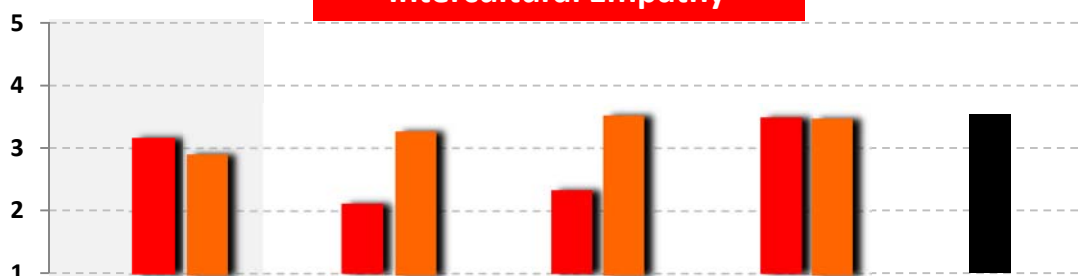
# Your Social Capital Profile

## Diplomacy



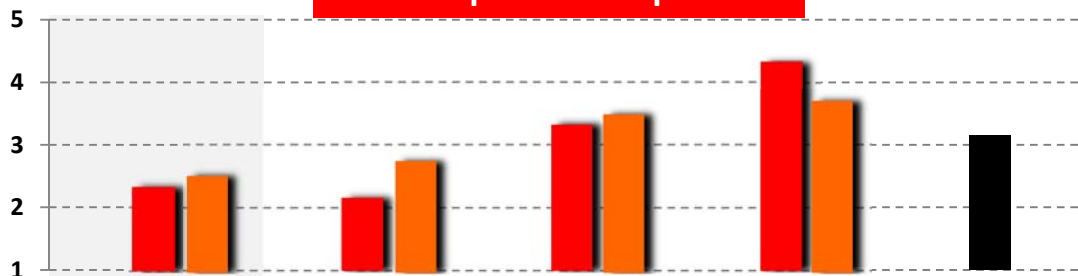
|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.60 | 4.00       | 3.93 | 4.20          | 4.00       |
| Sample Company | 3.48 | 3.60       | 4.13 | 3.93          |            |

## Intercultural Empathy



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.17 | 2.13       | 2.33 | 3.50          | 3.54       |
| Sample Company | 2.93 | 3.29       | 3.55 | 3.50          |            |

## Interpersonal Impact



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 2.33 | 2.17       | 3.33 | 4.33          | 3.15       |
| Sample Company | 2.53 | 2.76       | 3.51 | 3.72          |            |

1=Not at all    2=Small Extent    3=Moderate Extent    4=Large Extent    5=Very Large Extent

No. of Raters not including Self Assessment = 6

# Your Overall Global Mindset Profile

## Psychological Capital



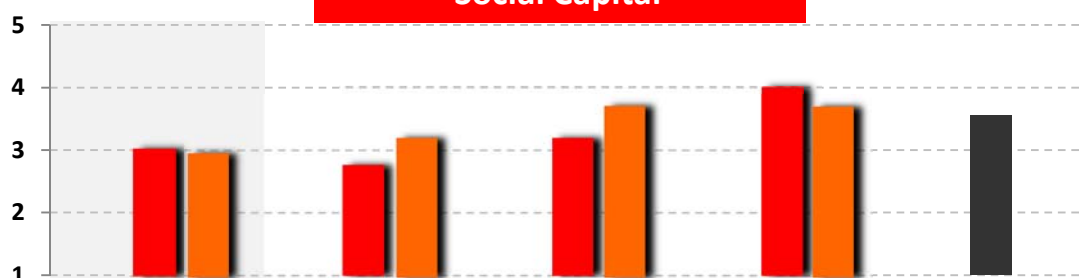
|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.27 | 3.45       | 3.76 | 3.87          | 3.96       |
| Sample Company | 3.33 | 3.39       | 3.85 | 3.38          |            |

## Intellectual Capital



|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 2.93 | 3.02       | 3.04 | 3.64          | 3.37       |
| Sample Company | 2.74 | 3.06       | 3.59 | 3.56          |            |

## Social Capital

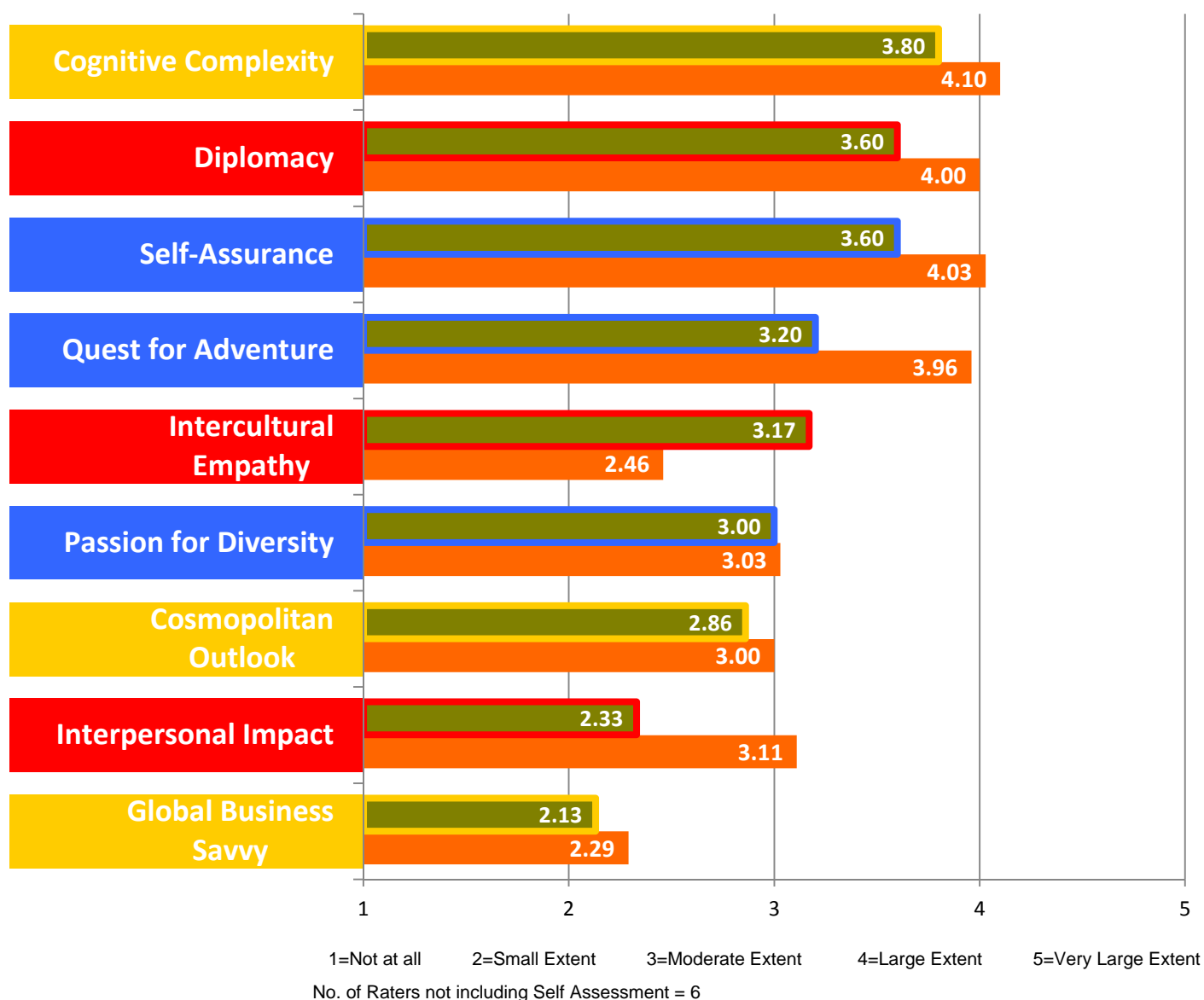


|                | Self | Supervisor | Peer | Direct Report | Grand Mean |
|----------------|------|------------|------|---------------|------------|
| Sample Report  | 3.03 | 2.77       | 3.20 | 4.01          | 3.56       |
| Sample Company | 2.98 | 3.22       | 3.73 | 3.72          |            |

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No. of Raters not including Self Assessment = 6

## Your Detailed Global Mindset Profile

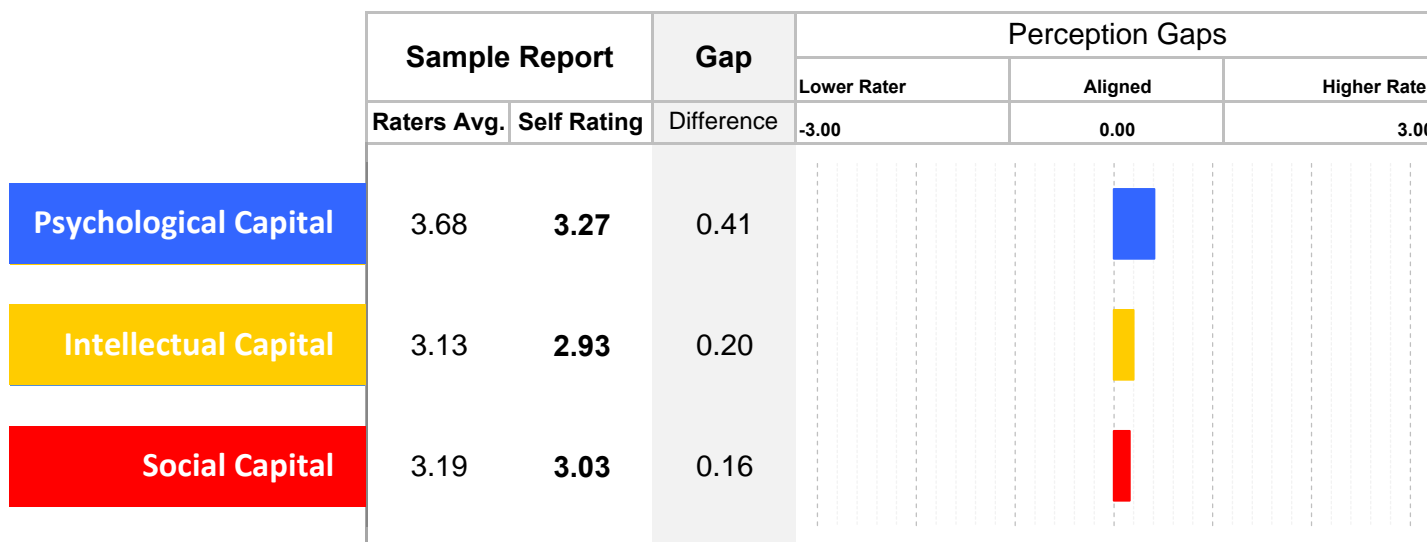


This chart shows a comparison of how you assessed yourself on the nine dimensions of Global Mindset (olive bars), and how you were assessed by ALL your raters (orange bars). The chart is sorted from your highest self assessment score to your lowest.

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 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 important 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.

# Your Global Mindset Gap Analysis



No. of Raters not including Self Assessment = 6

The above chart shows the gap between your self-assessment and the way you are assessed by other raters in terms of Intellectual Capital, Psychological Capital, and Social Capital. Please note that a gap in the range of -0.20 to +0.20 is not statistically significant or managerially relevant. On the other hand, a gap that is smaller than -0.20 or bigger than +0.20 is statistically significant and managerially relevant.

A positive gap bigger than +0.20 means that other raters, in general, have a more positive view of you than your own self-assessment. A negative gap less than -0.20 means that other raters, in general, have a less favorable view of you than your own self-assessment.

## Personal Observations:

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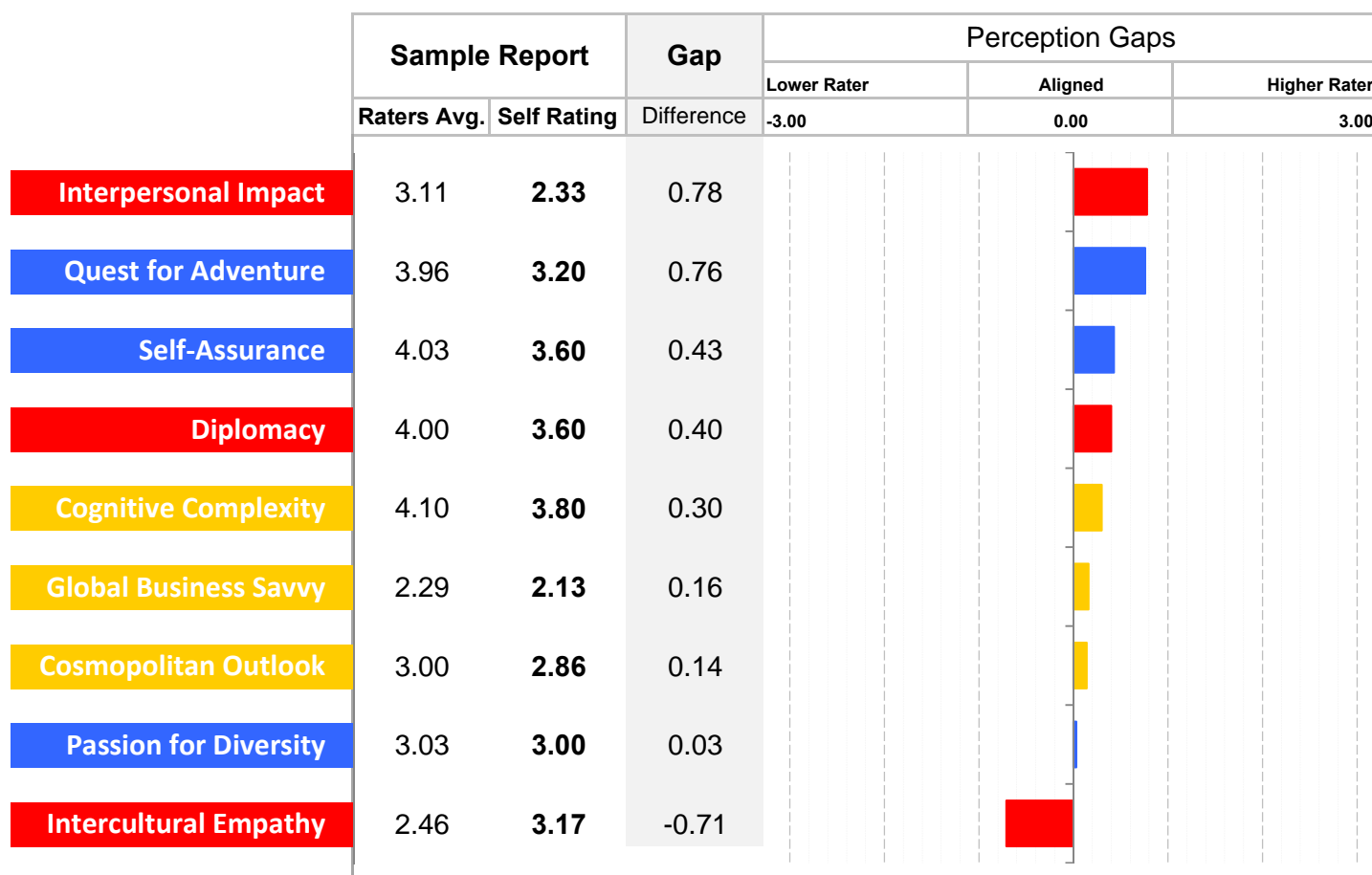
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## Your Global Mindset Gap Analysis



No. of Raters not including Self Assessment = 6

The above chart shows the gap between your Self Assessment and the way you are assessed by other raters in terms of the nine dimensions of Global Mindset. Please note that a gap in the range of -0.20 to +0.20 is not statistically significant or managerially relevant. On the other hand, a gap that is smaller than -0.20 or bigger than +0.20 is statistically significant and managerially relevant.

A positive gap bigger than +0.20 means that other raters, in general, have a more positive view of you than your own Self Assessment. A negative gap less than -0.20 means that other raters, in general, have a less favorable view of you than your own Self Assessment.

What are the biggest positive gaps? What do they mean to you?

What are the biggest negative gaps? What do they mean to you?

## Your Personal Observations

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

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

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What are your areas of relative strength?

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What are your areas of developmental opportunities?

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

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

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

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Sample Report  
**Sample Company**  
**GMI 360**