

**Respondent's Name:** \_\_\_\_\_

# GLOBAL COMPETENCIES INVENTORY

## GENERAL INSTRUCTIONS

This booklet contains 170 statements and questions. Please read each item and indicate how you feel about it by **marking your answer directly in this booklet**.

Sometimes you will indicate your answer by **circling the letters** to the right of the statements. Other times you will indicate your answer by **writing your response**. Each section begins with its own set of instructions, so make sure you read them carefully as you move from one section to the next.

Please answer every item. There are no right or wrong answers and you need not be an expert to complete this survey. Try to describe yourself honestly and accurately but don't spend too much time on any one question or statement. Just give the answer you think best applies.

The Kozai Group, Inc.

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**INSTRUCTIONS FOR ITEMS 1 - 159**

Please indicate your agreement or disagreement with the following items by circling a letter to the right of each statement. For example, if you "**Strongly Agree**" with the statement, then you would circle the corresponding letters "**SA**" to the right of the statement.

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
1) I would like to live in a foreign country for a while.	SD	D	N	A	SA
2) A good job is one where what is to be done and how it is to be done are always clear.	SD	D	N	A	SA
3) What we are used to is always preferable to what is unfamiliar.	SD	D	N	A	SA
4) A person who leads an even, regular life in which few surprises or unexpected happenings arise really has a lot to be grateful for.	SD	D	N	A	SA
5) I like parties where I know most of the people more than ones where all or most of the people are complete strangers.	SD	D	N	A	SA
6) The sooner we all acquire similar values and ideals the better.	SD	D	N	A	SA
7) A good teacher is one who makes you wonder about your way of looking at things.	SD	D	N	A	SA
8) People these days have pretty low moral standards.	SD	D	N	A	SA
9) I can be comfortable with nearly all kinds of people.	SD	D	N	A	SA
10) The only thing people can talk about these days, it seems, is movies, TV, and foolishness like that.	SD	D	N	A	SA
11) People get ahead by using "pull" and not because of what they know.	SD	D	N	A	SA
12) Once you start doing favors for people, they'll just walk all over you.	SD	D	N	A	SA
13) People are too self-centered.	SD	D	N	A	SA
14) People are always dissatisfied and hunting for something new.	SD	D	N	A	SA
15) You've probably got to hurt someone if you're going to make something out of yourself.	SD	D	N	A	SA
16) In my experience, people are pretty stubborn and unreasonable.	SD	D	N	A	SA
17) I can enjoy being with people whose values are very different from mine.	SD	D	N	A	SA
18) Average people are not very well satisfied with themselves.	SD	D	N	A	SA
19) I like to surround myself with things that are familiar to me.	SD	D	N	A	SA
20) I like to have contact with people from different cultures.	SD	D	N	A	SA
21) When I make an important decision, I look for information from as many different sources as possible.	SD	D	N	A	SA
22) I avoid settings where people don't share my values.	SD	D	N	A	SA
23) I have grown over time.	SD	D	N	A	SA
24) I take advantage of opportunities to do new things.	SD	D	N	A	SA
25) I treat all situations as an opportunity to learn something.	SD	D	N	A	SA
26) I have developed significant new skills over time.	SD	D	N	A	SA
27) I seek experiences that will change my perspective.	SD	D	N	A	SA
28) I can make mid-course corrections.	SD	D	N	A	SA
29) I learn from mistakes.	SD	D	N	A	SA
30) I am able to start over after setbacks.	SD	D	N	A	SA
31) I think I would enjoy trying a range of activities in another country that I have never tried before.	SD	D	N	A	SA
32) The idea of learning a foreign language is more exciting to me than it is dreadful.	SD	D	N	A	SA

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
33) I have the ability to alter my behavior if I feel that I need to act differently in order to fit in.	SD	D	N	A	SA
34) Even in the face of significant obstacles, I am almost always able to accomplish what I set out to do.	SD	D	N	A	SA
35) I find it really frustrating when things don't go as I normally plan.	SD	D	N	A	SA
36) I enjoy getting into long discussions with people who are different from me.	SD	D	N	A	SA
37) I am often able to correctly read others' emotions even if their outward behavior is different.	SD	D	N	A	SA
38) Replacing old and comfortable habits with new and unfamiliar ones would be very difficult for me.	SD	D	N	A	SA
39) It is difficult to imagine myself having a really close friendship with someone from another country.	SD	D	N	A	SA
40) While in another country, it is not very likely that I will adopt many of that country's ways of doing things.	SD	D	N	A	SA
41) If asked to do something at the last minute that I have never done before, I get really nervous.	SD	D	N	A	SA
42) If the occasion arose, I would try to avoid speaking at any length with someone who is not fluent in my native language.	SD	D	N	A	SA
43) I have no problem working with a wide variety of personalities; in fact, my present friendships reflect such a variety.	SD	D	N	A	SA
44) I am normally sensitive to even the slightest change in the facial expression of the person I am talking with.	SD	D	N	A	SA
45) If I lived in another country, I would tend to search out activities that are similar to the ones I do at home.	SD	D	N	A	SA
46) I have excellent time management skills.	SD	D	N	A	SA
47) I get easily annoyed when confronted with unforeseen obstacles that hinder me from finishing a task.	SD	D	N	A	SA
48) I enjoy listening to what others have to say at least as much as I like explaining my own views on things.	SD	D	N	A	SA
49) When I am around others I don't know well, it doesn't take me very long before I start picking up little expressions or behaviors from them.	SD	D	N	A	SA
50) If I had to live in another country, I would probably try to construct a lifestyle as similar as possible to my current one.	SD	D	N	A	SA
51) I usually find it difficult to adjust to changes in my normal lifestyle.	SD	D	N	A	SA
52) I find it stressful when something unexpected happens.	SD	D	N	A	SA
53) I'm aware of my interpersonal style and can easily describe it to others.	SD	D	N	A	SA
54) It takes me a long time to get over a particularly stressful experience.	SD	D	N	A	SA
55) I have little interest in learning new hobbies.	SD	D	N	A	SA
56) People would say I'm a good leader.	SD	D	N	A	SA
57) I find changing my routine to be annoying.	SD	D	N	A	SA
58) I have no difficulty arguing for both sides of an issue.	SD	D	N	A	SA
59) I have never been good at coping with negative emotions.	SD	D	N	A	SA
60) My friends would say I always look on the bright side of things.	SD	D	N	A	SA
61) In the past I've said I was too busy to volunteer even though I wasn't.	SD	D	N	A	SA
62) My interests range widely.	SD	D	N	A	SA
63) I know what I am good at.	SD	D	N	A	SA
64) I would say I'm more self-confident than others.	SD	D	N	A	SA

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
65) My friends would say I know a lot about world geography.	SD	D	N	A	SA
66) I regularly read travel articles or stories.	SD	D	N	A	SA
67) I have never done anything to take advantage of other people.	SD	D	N	A	SA
68) It is easy for me to figure out how deeply someone is feeling about an issue.	SD	D	N	A	SA
69) I find that little things often bother me.	SD	D	N	A	SA
70) I can easily see when people's behavior doesn't match how they really feel.	SD	D	N	A	SA
71) It's hard for me to get over my failures.	SD	D	N	A	SA
72) I can often be found reading about world geography.	SD	D	N	A	SA
73) I am good at making impromptu speeches.	SD	D	N	A	SA
74) Once in a while, I've been known to gossip a little with others.	SD	D	N	A	SA
75) It doesn't take me long to get over setbacks.	SD	D	N	A	SA
76) Something worthwhile always comes from a bad situation.	SD	D	N	A	SA
77) I have never intentionally told a lie.	SD	D	N	A	SA
78) I am comfortable with myself.	SD	D	N	A	SA
79) If given a choice, I will usually visit a foreign country rather than vacation at home.	SD	D	N	A	SA
80) I am always quick to help others.	SD	D	N	A	SA
81) People who don't know themselves well are really doing themselves a disservice.	SD	D	N	A	SA
82) It doesn't bother me to start up a conversation with someone I don't know.	SD	D	N	A	SA
83) Every so often I want to get even rather than forgive and forget.	SD	D	N	A	SA
84) Meeting people from other cultures is stressful.	SD	D	N	A	SA
85) I'm not sure that I strongly believe in anything.	SD	D	N	A	SA
86) Compared to others, I have difficulty concentrating.	SD	D	N	A	SA
87) I think I would be a better actor than a mathematician.	SD	D	N	A	SA
88) Whenever I'm happy someone will always spoil it.	SD	D	N	A	SA
89) People should adjust their values to fit their circumstances.	SD	D	N	A	SA
90) I'm willing to change my values to accommodate others.	SD	D	N	A	SA
91) I sometimes like to go against the rules and do what I'm not supposed to.	SD	D	N	A	SA
92) My friends would probably describe me as someone who's sensitive to the feelings of others.	SD	D	N	A	SA
93) The idea of working in a different culture worries me.	SD	D	N	A	SA
94) I can usually handle most difficulties I encounter.	SD	D	N	A	SA
95) When I have to wait, I take advantage of the time by getting other things done.	SD	D	N	A	SA
96) I have trouble changing my behavior to fit in.	SD	D	N	A	SA
97) I view new situations as opportunities, not obstacles.	SD	D	N	A	SA
98) Given a choice, I would rather vacation at home than go abroad.	SD	D	N	A	SA
99) I have healthy sleep habits.	SD	D	N	A	SA
100) People often come to me because they feel I am understanding of their challenges and problems.	SD	D	N	A	SA
101) It is easy for me to deal with unexpected events.	SD	D	N	A	SA
102) I usually go to bed feeling good about how the day went.	SD	D	N	A	SA
103) I get very anxious when faced with a problem that has no solution.	SD	D	N	A	SA
104) I cope well with most things that come my way.	SD	D	N	A	SA
105) I can always find something good in any situation.	SD	D	N	A	SA

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
106) I have my preferred interests and see no need to explore others.	SD	D	N	A	SA
107) Every now and then I watch television programs about other countries and cultures.	SD	D	N	A	SA
108) I like learning about the work and family life of my friends.	SD	D	N	A	SA
109) I am quick to explore new interests and hobbies.	SD	D	N	A	SA
110) Living in a foreign country would be a fun adventure.	SD	D	N	A	SA
111) I can easily adapt to others without compromising my beliefs.	SD	D	N	A	SA
112) At times I have tried to get by doing as little work as I can.	SD	D	N	A	SA
113) I have a personal philosophy that guides my behavior.	SD	D	N	A	SA
114) I always tell the truth without exception.	SD	D	N	A	SA
115) When confronted with a problem, I find it hard to come up with options.	SD	D	N	A	SA
116) If someone asked me what my main weaknesses are, I could give them an accurate answer right away.	SD	D	N	A	SA
117) I look for humor in tense situations to relieve the strain.	SD	D	N	A	SA
118) I am comfortable setting high standards for myself.	SD	D	N	A	SA
119) Thinking about my strengths and weaknesses is a good use of my time.	SD	D	N	A	SA
120) Most of the time it's better to give in than fight for your beliefs.	SD	D	N	A	SA
121) Getting to know other people teaches you a lot of valuable things.	SD	D	N	A	SA
122) If I were lost, someone would probably stop and help me.	SD	D	N	A	SA
123) Meeting people from other cultures is stimulating.	SD	D	N	A	SA
124) Sometimes there is so much pressure I feel like I will burst.	SD	D	N	A	SA
125) It is hard to find things to talk about with people from other cultures.	SD	D	N	A	SA
126) As a general rule, most people are trustworthy.	SD	D	N	A	SA
127) I am a regular listener of the BBC or similar world news sources.	SD	D	N	A	SA
128) When the outcome is uncertain, I tend to assume that things will work out anyway.	SD	D	N	A	SA
129) If others were afraid, I'd probably be the one to help them cope.	SD	D	N	A	SA
130) I like to impress or entertain people.	SD	D	N	A	SA
131) At times I try to get my own way regardless of what others want.	SD	D	N	A	SA
132) Before acting, I like to think through how it will impact others.	SD	D	N	A	SA
133) I find it difficult to manage my priorities.	SD	D	N	A	SA
134) I can clearly articulate my personal values to others.	SD	D	N	A	SA
135) Usually I can tell what impact my behavior has on others.	SD	D	N	A	SA
136) Even if opposed, I can still find a way to get what I want.	SD	D	N	A	SA
137) When I don't feel well, I can be somewhat impatient and grouchy.	SD	D	N	A	SA
138) I can do almost anything if I apply myself.	SD	D	N	A	SA
139) I have deeply held beliefs.	SD	D	N	A	SA
140) People who know me would say I remain calm in stressful situations.	SD	D	N	A	SA
141) If I work hard at something, I can usually achieve it.	SD	D	N	A	SA
142) My friends would say I'm resourceful.	SD	D	N	A	SA
143) It usually takes me awhile to get over my mistakes.	SD	D	N	A	SA
144) I sometimes deceive people by acting friendly when I really don't like them.	SD	D	N	A	SA
145) I'm not that interested in meeting people from other cultures.	SD	D	N	A	SA
146) I like to figure out why people do the things they do.	SD	D	N	A	SA
147) Working through problems is a good way to learn and discover new ideas.	SD	D	N	A	SA

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
148) I would probably not make a good actor.	SD	D	N	A	SA
149) As a student, I've taken many courses on foreign countries and cultures.	SD	D	N	A	SA
150) Variety truly is the spice of life.	SD	D	N	A	SA
151) I routinely read about international news.	SD	D	N	A	SA
152) I can honestly say there's never been a time when I was really mean to someone else.	SD	D	N	A	SA
153) Even if you have strong beliefs, you can still get along with those who differ.	SD	D	N	A	SA
154) I enjoy making friends with people from other cultures.	SD	D	N	A	SA
155) People usually have to lie to get ahead.	SD	D	N	A	SA
156) I find it difficult to stay focused and accomplish my goals.	SD	D	N	A	SA
157) I enjoy reflecting on my past experiences to see what I can learn from them.	SD	D	N	A	SA
158) I have a well-developed sense of humor.	SD	D	N	A	SA
159) People should not compromise their values to accommodate a situation.	SD	D	N	A	SA

***INSTRUCTIONS FOR ITEMS 160 - 170***

*Please answer the following questions about yourself. This section is voluntary and has no effect on your survey results. Indicate your response by circling the appropriate letter to the left of each answer. For the last two items, simply write your response on the blank line. We appreciate your willingness to share this information with us.*

- 160) What's the highest level of education you have completed?
- A. Secondary or high school (or less)
  - B. Some university coursework (including 2-year degrees)
  - C. Completed university degree (e.g., B.A./B.S.)
  - D. Some graduate coursework
  - E. Completed masters level degree (e.g., M.A./M.S., MBA)
  - F. Completed doctoral/terminal degree (e.g., PhD, JD, MD)
  - G. Post-doctoral degree
  - H. Other
- 161) What is your age?
- A. Under 20 years of age
  - B. 20 - 29
  - C. 30 - 39
  - D. 40 - 49
  - E. 50 and above
- 162) Are you male or female?
- A. Male
  - B. Female
  - C. Other

- 163) Which category best describes your present (or most recent) job level?
- A. Upper management or upper-level administrator
  - B. Middle management or mid-level administrator
  - C. Lower management or lower-level administration
  - D. Professional employee/self-employed (physicians, lawyers, teachers, consultants, engineers, etc.)
  - E. Front line or direct supervision
  - F. Hourly employee/worker
  - G. Other
- 164) Please indicate if you have experienced the following (select all that apply):
- A. Lived in a foreign country(ies) with your family before age 18 for extended period of time
  - B. International study abroad program in secondary school (semester or more)
  - C. International study abroad program in university (semester or more)
  - D. Short term international study tour (less than a month or two)
  - E. Short term international work travel (a week or two at a time)
  - F. Extended international work travel (a few months at a time)
  - G. Extended international work assignment (overseas expatriate assignment)
  - H. Worked in a highly multicultural environment
  - I. Worked as part of a global virtual team
- 165) In how many foreign countries have you lived?
- 0
  - 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7 or more
- 166) In total, how many years have you lived outside your home country?
- 0
  - 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7 or more
- 167) How many languages do you speak fluently (including your native language)?
- 1
  - 2
  - 3
  - 4
  - 5 or more
- 168) Would you describe yourself as bicultural?
- Yes
  - No
- 169) To what ethnic group(s) do you belong? \_\_\_\_\_
- 170) Of what country are you a citizen (or permanent resident)? \_\_\_\_\_