

GLOBAL COMPETENCIES INVENTORY (GCI)
EXCESSIVE USE OF STRENGTHS

	DIMENSION	LOW	STANDARD DEFINITION	HIGH	EXCESSIVE USE
PERCEPTION MANAGEMENT	Non-judgmentalness	Makes snap judgments about situations or people; reluctant to change those conclusions	Willingness to withhold or suspend negative judgments about situations or people	Waits to understand the situation or person before making a judgment	Waits too long before making any judgments; may come across as conflict-averse
	Inquisitiveness	Prefers to maintain current habits, traditions, and ways of thinking; exhibits little or no interest in actively exploring other ways or ideas	Disposition to look at new and different experiences as opportunities for variety, change, and learning	Open and curious about new things; energetically pursues an understanding of new ideas, possibilities, and experiences	Continually bounces from one new interest to the next without achieving depth or getting traction on any pursuit
	Tolerance of Ambiguity	Dislikes or avoids ambiguity and uncertainty; reacts negatively (irritably, angrily, with frustration) when it's unclear what is happening	Capacity to be comfortable with ambiguity and uncertainty	Tolerates ambiguity and uncertainty well and even welcomes it in almost all situations	Displays such extreme comfort with ambiguity that he/she never attempts to exert structure or control; may come across as overly passive
	Cosmopolitanism	Avoids foreign things; very insular when it comes to international events	Natural interest in and curiosity about foreign countries, cultures, and geography, as well as current world and international events	Intense interest in traveling abroad and learning about foreign places; strives to stay current on world and international events	Takes more interest in global affairs than what is happening at home; may flaunt cosmopolitanism in a way that denigrates others
	Interest Flexibility	Uncomfortable replacing old and familiar activities with new ones; reacts with annoyance when daily routines are disturbed or removed	Willingness to explore new interests or hobbies and to try things that differ from one's normal routine	Comfortable replacing familiar activities with different ones in new situations; easily changes daily routines and adapts to new circumstances	Changes habits and interests so readily that others cannot depend on routines; may be seen as catering to the whims of others rather than pursuing own interests

		DIMENSION	LOW	STANDARD DEFINITION	HIGH	EXCESSIVE USE
RELATIONSHIP MANAGEMENT	Relationship Interest	Not interested in knowing or learning about people who are different, especially those from other cultures or ethnic groups	Awareness of and interest in other people, especially those who are different or who come from other cultures	Interested in learning about and getting to know people who are different, especially those from other cultures or ethnic groups	Displays more interest in learning about people from other cultures than getting to know the needs and expectations of key stakeholders	
	Interpersonal Engagement	Puts very little effort into interacting with or developing friendships with people who are different from oneself	Willingness to take the initiative to meet and engage others in interactions, including strangers from other cultures	Interested in developing and maintaining friendships with people who are different and engaging them in interesting conversations	Spends a disproportionate amount of time interacting with people from other cultures while ignoring people from own culture; “goes native”	
	Emotional Sensitivity	Little awareness of how others are feeling or what they are thinking; rarely attempts to consider the situations or challenges that others may face	Capacity to read the emotions and understand the feelings and concerns of others, as well as respond with empathy to the circumstances they face	Aware of and sensitive to the emotions and feelings of others; highly attentive to how people feel and likely to respond with empathy	Expresses excessive empathy; may come across as insincere, intrusive, or overly personal - especially with people that one does not know well	
	Self-Awareness	Unconcerned about knowing oneself or how own behavior affects others; uninterested in reflecting on or trying to understand own experiences	Awareness of oneself, own values, beliefs, capabilities, and limitations as well as an understanding of how own beliefs, capabilities, and limitations impact others	Aware of own values, strengths, limitations, and behaviors along with their impact on others; continually evaluates oneself and own impact	Over-analyzes own behavior to the extent of becoming almost paralyzed and afraid to act; may behave in a stilted or cautious manner rather than naturally and genuinely	
	Social Flexibility	Dislikes adjusting own social behavior; has a hard time moving away from usual behavior even though situations may require such adjustments	Capacity to regulate and adapt one’s behavior to fit in and build positive relationships with others	Versatile at adapting own behavior to fit into varying social situations and foster a positive social and interpersonal environment	Operates in such a versatile manner that it can be difficult for others to recognize core values and beliefs; may be seen as chameleon-like or shifty	

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SELF-MANAGEMENT	Optimism	Has difficulty seeing the positive side of people, things, or events; tends to dwell on the negative	Positive mental outlook towards people and situations generally, and living or working in a foreign culture	Maintains a highly positive outlook toward people, events, and outcomes	Conveys such enthusiastic optimism about people and situations that judgment is not viewed as realistic; may not be trusted to deliver results
	Self-Confidence	Believes that he/she is unlikely to be successful in own efforts even with study and hard work	Belief in own ability to succeed by hard work and effort	Feels able to do anything if one can study it out, work hard, and apply oneself	Extreme self-reliance may prevent one from being vulnerable or asking for help; may appear arrogant
	Self-Identity	Unsure of own beliefs or has weak commitment to them; quick to compromise own values in order to fit in or avoid a conflict	Ability to maintain own values and beliefs while still being accepting of those who are different	Aware of core personal values and never violates them, yet open and comfortable around those who have different beliefs and values	Overly strong self-identity may rigidify; may get expressed as high standards that discourage others
	Emotional Resilience	Finds it difficult to handle psychologically and emotionally challenging experiences; takes a long time to recover from such experiences	Emotional strength and ability to cope well with setbacks, mistakes, or frustrations	Responds with emotional resilience to potentially challenging and frustrating situations; recovers quickly from difficult or challenging experiences	Extreme resilience may be taken advantage by others who continue making excessive or abusive demands; continual rebounding may take an inner toll
	Non-Stress Tendency	Reacts to stressors with heightened anxiety and tension	Innate disposition to respond with calmness and serenity to the stressors one faces	Calmly responds to various stressors faced in life	Excessive calm may come across as being icy or unfeeling; may not show enough empathy to others
	Stress Management	Rarely uses stress reduction strategies or only employs a narrow range of such techniques	Level of active effort to manage stressors in own life	Actively uses a variety of stress reduction strategies and techniques on a daily basis	Spends too much time managing stress rather than addressing and eliminating the causes