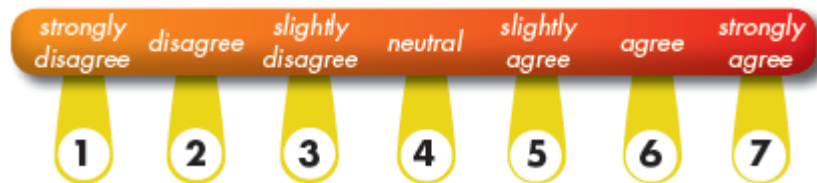


Understand Yourself

Global Perspective

This self-assessment gives you the opportunity to better understand your global perspective. Place your response on the line to the left of each statement using the scale below, and then follow the scoring instructions and read the interpretation at the end.



Conceptualization

- ___ 1. I think it is necessary today to develop strategic alliances with organizations around the globe.
- ___ 2. Projects that involve international dealings are long-term.
- ___ 3. I believe that in the next ten years, the world will be the same as it is today.
- ___ 4. In this interlinked world of ours, national boundaries are meaningless.
- ___ 5. We really live in a global village.
- ___ 6. In discussions, I always drive for a bigger, broader picture.
- ___ 7. I believe life is a balance of contradictory forces that are to be appreciated, pondered, and managed.
- ___ 8. I find it easy to rethink boundaries and to change direction and behavior.
- ___ 9. I feel comfortable with change, surprise, and ambiguity.

___ 10. I believe I can live a fulfilling life in another culture.

Contextualization

___ 11. I enjoy trying food from other countries.

___ 12. I enjoy working on world community projects.

___ 13. I mostly watch and/or read the local news.

___ 14. I am at my best when I travel to worlds that I do not understand.

___ 15. I get very curious when I meet somebody from another country.

___ 16. I enjoy reading foreign books or watching foreign movies.

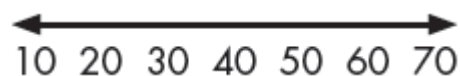
___ 17. I have a lot of empathy for people who struggle to speak my own language.

___ 18. When something unexpected happens, it is easier to change the process than the structure.

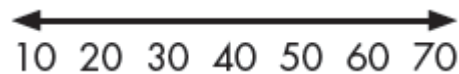
___ 19. In trying to accomplish my objectives, I find that diversity and multicultural teams play a valuable role.

___ 20. I have close friends from other cultural backgrounds.

Scoring: The sum of your scores for statements 1–10 is your Conceptualization score: _____. Plot your score on the following continuum:



The sum of your scores for statements 11–20 is your Contextualization score: _____. Plot your score on the following continuum:



Interpretation: The higher your Conceptualization score, the better you are able to think globally. The higher your Contextualization score, the better you are able to act locally and adapt to the local environment. Global perspective is characterized by high levels of both conceptualization and contextualization. Training in international management, living in a foreign country, and working in a foreign country are all related to having higher global perspective.* Although both thinking globally and acting locally are important to managers, most managers are more adept at thinking globally than at acting locally because of the uniqueness of local cultures.

If you are interested in enhancing your global perspective, reflect on the statements above that you rated lower than others and identify ways of improving in those areas. Joining international organizations and seeking out multicultural experiences can enhance your global perspective.

Source: Adapted from Arora, A., Jaju, A., Kefalas, A. G., & Perenich, T. (2004). An Exploratory Analysis of Global Managerial Mindsets: A Case of U.S. Textile and Apparel Industry. *Journal of International Management*, 10, 393–411. Copyright © 2004 Elsevier Inc. All rights reserved.