Intercultural Development Inventory®

Group Profile Report

ORGANIZATIONAL VERSION

Prepared for:

Prepared by:

Terri Hobart, Rector, St. Thomas Episcopal Church

IDI, LLC
http://idiinventory.com/
support@idiinventory.com

The Intercultural Development Inventory® (IDI®) is protected by copyright and is the proprietary property of Mitchell R. Hammer, Ph.D., and IDI LLC. Intercultural Development Inventory and IDI are registered trademarks of Mitchell R. Hammer, Ph.D., and IDI, LLC. You may not use, copy, display, distribute, modify, or reproduce any of the trademarks found in this Report except as expressly authorized by IDI, LLC.

Introduction

Your IDI Group Profile Report provides valuable information about the mindset/skillset toward cultural difference and commonality found within an identified group of three or more people. You can gain valuable insights about how your group engages cultural differences by reflecting on both past and current cross-cultural events or situations the group has been or is involved in. Your IDI Profile results can help you increase your group's cultural self- and other-understanding around such differences and commonalities.

The Intercultural Development Inventory® (IDI®) is a valid and reliable assessment of intercultural competence. It has been developed and tested using rigorous cross-culturally validated psychometric protocols with over 220,000 respondents from a wide range of cultural groups and countries. In addition, the IDI has been translated into multiple languages using rigorous back translation protocols.

As you reflect on your IDI profile results, consider:

Have you responded to each of the statements in the IDI honestly?

If so, then the IDI profile will be an accurate indicator of your approach for dealing with cultural differences and commonalities.

Have you recently had or are currently experiencing a significant professional or personal transitional experience (e.g., moving to another country, traumatic event)?

If so, you may wish to reflect on how this transitional situation may impact how you make sense of cultural differences and commonalities as identified by your IDI results.

Intercultural Development Continuum

Intercultural competence is ***the capability to shift perspective and adapt behavior to cultural difference and commonality***. Intercultural competence reflects the degree to which cultural differences and commonalities in values, expectations, beliefs, and practices are effectively bridged, an inclusive environment is achieved, and specific differences that exist in your organization or institution are addressed from a "mutual adaptation" perspective.

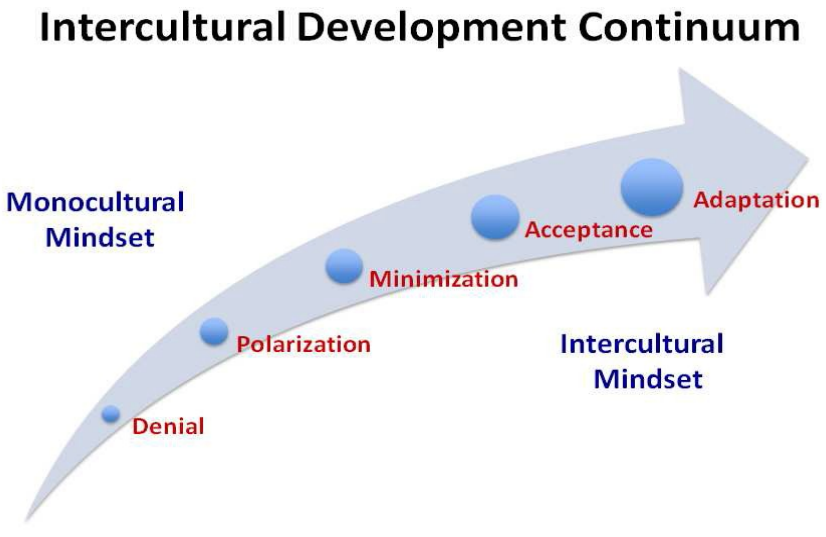
People are not alike in their capabilities to recognize and effectively respond to cultural differences and commonalities. The Intercultural Development Continuum® (IDC®) (modified from the Developmental Model of Intercultural Sensitivity originally proposed by Dr. Milton Bennett), identifies five orientations that range from the more monocultural orientations of Denial and Polarization to the transitional mindset of Minimization to the more intercultural or global mindsets of Acceptance and Adaptation. Your success in achieving your goals is better served when you can more deeply understand culturally-learned differences, recognize commonalities between yourself and others, and act on this increased insight in culturally appropriate ways that facilitate goal accomplishment among diverse individuals and groups.

Monocultural Mindset

- Makes sense of cultural differences and commonalities based on one's own cultural values and practices
- Uses broad stereotypes to identify cultural difference
- Leads to less complex perceptions and experiences of cultural difference and commonality

Intercultural/Global Mindset

- Makes sense of cultural differences and commonalities based on one's own and other culture's values and practices
- Uses cultural generalizations to recognize cultural difference
- Leads to more complex perceptions and experiences of cultural difference and commonality



Summary Orientation Descriptions

Denial

An orientation that recognizes more observable cultural differences (e.g., food), but may not notice deeper cultural difference (e.g., conflict resolution styles) and may avoid or withdraw from such differences.

Polarization

An orientation that views cultural difference in terms of “us” and “them”. This ranges from (1) a more uncritical view toward one’s own cultural values and practices coupled with an overly critical view toward other cultural values and practices (*Defense*) to (2) an overly critical view toward one’s own cultural values and practices and an uncritical view toward other cultural values and practices (*Reversal*).

Minimization

An orientation that highlights cultural commonality and universal values and principles that may also mask deeper recognition and appreciation of cultural differences.

Acceptance

An orientation that recognizes and appreciates patterns of cultural difference and commonality in one’s own and other cultures.

Adaptation

An orientation that can shift cultural perspective and change behavior in culturally appropriate and authentic ways.

How to Interpret the IDI Group Profile Report

The IDI Group Profile Report presents information about how your group makes sense of and responds to cultural differences and commonalities. This Report reviews the following information specifically focused on your group's approach to cultural differences and commonalities:

Perceived Orientation (PO)

The Perceived Orientation (PO) reflects where your group *places itself* along the Intercultural Development Continuum. This reflects how the group sees itself when interacting with culturally diverse individuals and groups. Your group's Perceived Orientation can be Denial, Polarization, Minimization, Acceptance, or Adaptation.

Developmental Orientation (DO)

The Developmental Orientation (DO) indicates your group's primary orientation toward cultural differences and commonalities along the Continuum as assessed by the IDI. The DO is the perspective your group most likely uses in those situations where cultural differences and commonalities need to be bridged. Your group's Developmental Orientation can be Denial, Polarization, Minimization, Acceptance, or Adaptation.

Orientation Gap (OG)

The Orientation Gap (OG) is the difference along the Intercultural Development Continuum between the group's Perceived Orientation and Developmental Orientation. The larger the gap, the more likely the group may misread how effective they are in bridging across cultural differences. Also, the larger the Orientation Gap, the more likely the group may be "surprised" by the discrepancy between the Perceived Orientation score and Developmental Orientation score.

A Perceived Orientation score that is higher than the Developmental Orientation score indicates an *overestimation* of your group's intercultural competence; that is, you may feel you are more adaptive than you likely are.

A Developmental Orientation score that is higher than the Perceived Orientation score indicates an *underestimation* of your group's intercultural competence; that is, you may believe you are less adaptive to cultural differences than you are.

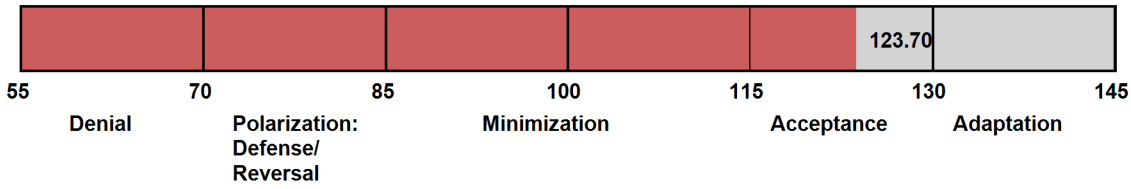
A Perceived Orientation score that matches the Developmental Orientation score indicates your group is generally accurate in your assessment of how you adapt to cultural differences.

Leading Orientations (LO)

Leading Orientations are the next steps to take in further development of intercultural competence. For example, if your group's Developmental Orientation is Minimization, then the Leading Orientations (LO) would be Acceptance and Adaptation.

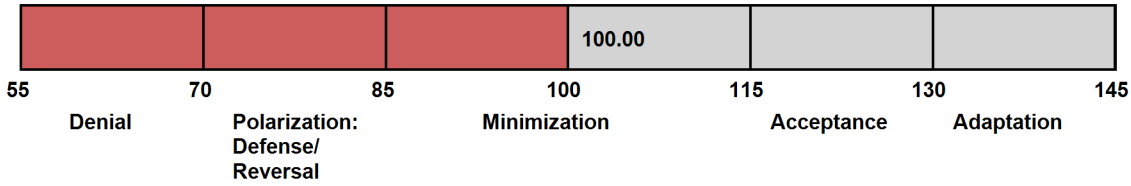
IDI Group Profile

Perceived Orientation (PO)



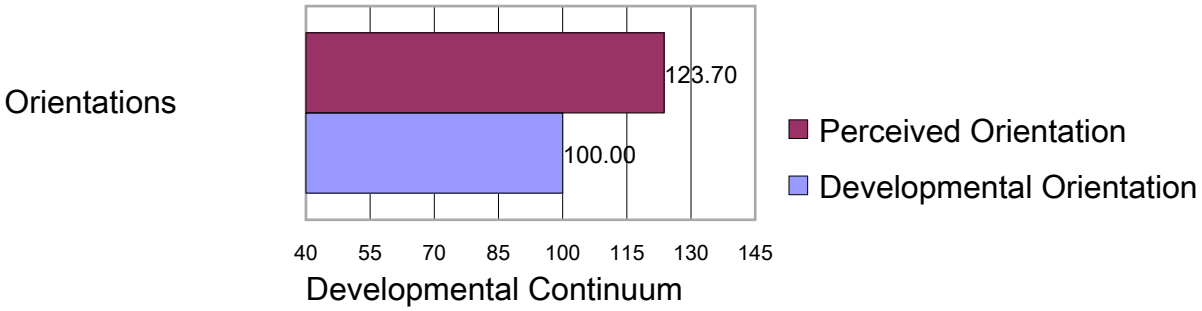
The group's **Perceived Orientation Score** indicates that the group rates its own capability in understanding and appropriately adapting to cultural differences within Acceptance, reflecting an orientation that recognizes and appreciates patterns of cultural difference in one's own and other cultures in values, perceptions, and behaviors.

Developmental Orientation (DO)



The group's **Developmental Orientation Score** indicates that the group's primary orientation toward cultural differences is within Minimization, reflecting a tendency to highlight commonalities across cultures that can mask important cultural differences in values, perceptions, and behaviors.

Orientation Gap (OG)



The **Orientation Gap** between the group's Perceived Orientation score and its Developmental Orientation score is 23.69 points.

A Perceived Orientation (PO) score that is higher than the Developmental Orientation (DO) score indicates your group has overestimated its level of intercultural competence. A DO score that is higher than the PO score indicates that the group has underestimated its intercultural competence. A Perceived Orientation score that matches the Developmental Orientation score indicates the group is generally accurate in its assessment of how it adapts to. **The group overestimates its level of intercultural competence and may be surprised their DO score is not higher.**

A Deeper Look at Your Orientation Gap

Starting your journey to increase intercultural competence begins by reflecting on the gap (if any) between your own self-rating (Perceived Orientation) and the IDI's assessment (Developmental Orientation) of your intercultural competence (i.e., the way you primarily engage cultural differences and commonalities).

If you **overestimated** your intercultural competence, this is not unusual. Research indicates that human beings often feel they are more effective in a variety of pursuits than they are. For example, people consistently rate themselves as using communication skills more effectively and frequently than they do.

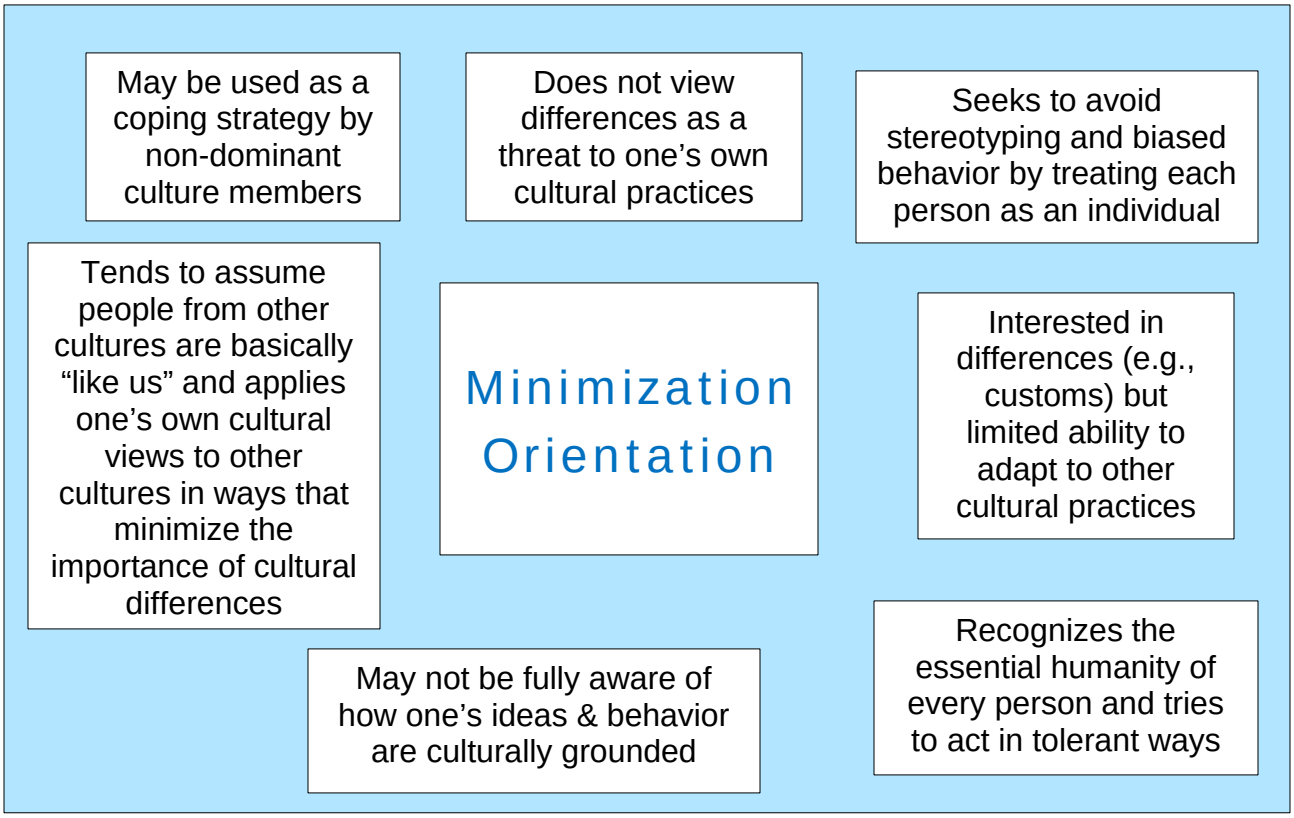
You may also feel your IDI results are not really "accurate" when in fact, this reaction is often grounded in the gap between your Perceived Orientation and your Developmental Orientation. Being aware of your Orientation Gap can help you engage more fully in your own intercultural competence development.

If you **underestimated** your intercultural competence, it indicates you use more culturally responsive strategies than you believe you do. This can arise from situations you have encountered where diversity challenges were substantial, and you may feel you responded less competently than you did.

If you **accurately estimated** your intercultural competence, you likely are accurate about your own sense of how well you do when engaging cultural diversity. Your IDI results likely would not surprise you.

A Deeper Look at Your Developmental Orientation

A **Minimization** Orientation reflects a tendency to focus on commonalities across diverse communities that can mask deeper recognition of differences. Characteristics of a Minimization mindset are:



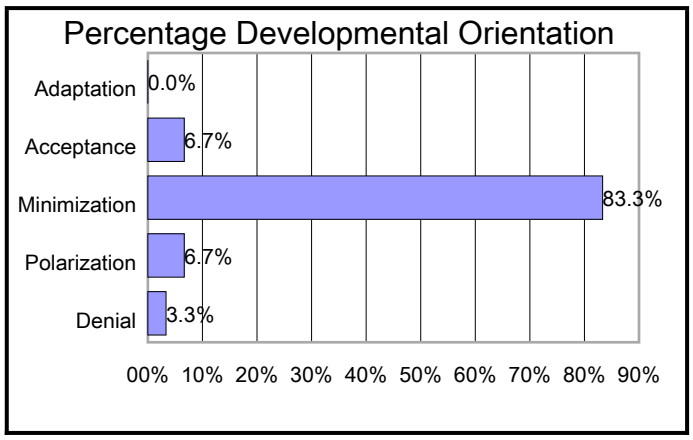
Strength

Your group likely has found some success interacting with people from diverse cultures when commonalities can be drawn upon.

Developmental Opportunity

Your group may struggle to bridge across diverse communities when differences need to be more deeply understood and acted upon. Your task is to develop a deeper understanding of your own culture—cultural self-awareness—and increased understanding of culture general and culture specific frameworks for making sense of and more fully attending to cultural differences.

Range of Developmental Orientations

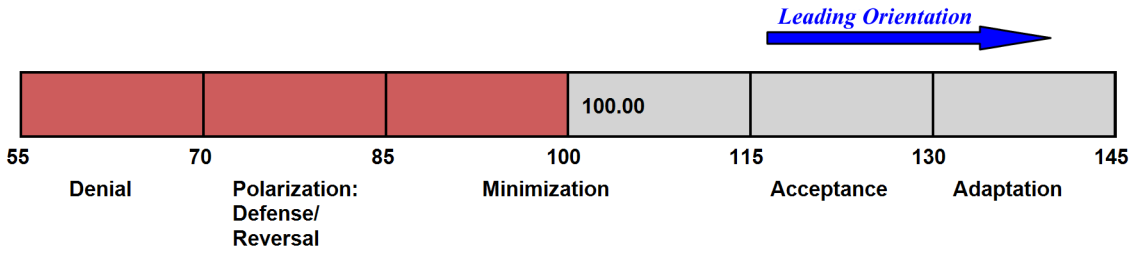


The chart above identifies the percentage of group members whose Developmental Orientation falls within each of the Orientations.

A *narrow range* of Orientations suggests the group has a more consistent perspective they use when confronted with cultural differences and similarities. When this narrow range exists within Acceptance or Adaptation, the group would more likely demonstrate relatively consistent perceptions and behavior that is generally adaptive around cultural differences. One key is how many members possess an "intercultural/global mindset" (i.e., Acceptance and Adaptation) as these members represent particularly helpful perspectives that can aid overall competence development of the group.

A *wider range* of Developmental Orientations (e.g., from Denial or Polarization through Acceptance or Adaptation) within the group reflects a lack of consensus on how the group makes sense of and adapts behavior to cultural differences and commonalities. In effect, the group has both monocultural mindsets and intercultural mindsets at work. Without targeted, intercultural competence development of the members of the group, it is likely the group will find it difficult to achieve a "shared vision and focus" for meeting educational objectives in a culturally diverse environment.

Leading Orientations



Leading Orientations are the orientations immediately "in front" of the group's Developmental Orientation. The Leading Orientations for this group are **Acceptance through Adaptation**. Acceptance is focused on both increasing cultural self-awareness and learning culture general and culture specific frameworks for more deeply understanding patterns of difference that emerge in interaction with people who are from other cultures. In addition, Acceptance involves the capability to make moral and ethical judgments in ways that take into consideration other cultural values and principles as well as one's own cultural values and principles. As the group begins to more fully recognize and appreciate cultural differences, it is well positioned to look for ways to shift cultural perspective and adapt behavior around cultural differences.

An Organization Example

An IDI Group profile of 25 executives indicates that their Developmental Orientation is within Minimization. It is likely that, overall, the group's current (Minimization-level) efforts at building understanding and awareness of cultural differences and commonalities within the organization is effective at times and less effective in other situations. Further, there is likely a sense (especially around issues of equal treatment and tolerance of cultural differences) that the organization is on the right track in creating an inclusive, multicultural community, however, the group is likely not aware that their efforts at establishing common goals, policies, and practices in the organization may not attend as deeply as needed to cultural differences and integrating those differences into the solutions generated. It is likely that the group will struggle with making decisions and solving problems when cultural differences arise that demand creative solutions in ways that value differences. The group's Minimization level of intercultural competence suggests they will likely be challenged to identify cross-culturally adaptive policies and practices that can guide common efforts across differences.

IDI Group Profile

Demographic Information