THUNDERBIRD

GLOBAL MINDSET INSTITUTE

Conceptualizing and Measuring Global Mindset®:

Development of the Global Mindset Inventory

A Technical Report by:

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Executive Summary

Thunderbird's Global Mindset Institute is the preeminent source of the science and practice of global leadership as it relates to: definition, measurement, and development of Global Mindset. The Institute is home of the Thunderbird *Global Mindset Inventory* (GMI), the world's first and only psychometric assessment tool that measures and predicts performance in global leadership positions. This report is a review of the development and testing of the GMI, including: development of the items and scales contained in the instrument, the internal reliability of the measure and its components, and the external validity of the instrument. The executive summary of this report explains Global Mindset, and then presents an overview of the findings tendered in this report.

Global Mindset is a set of individual characteristics that help global leaders better influence individuals, groups, and organizations unlike themselves. Eight Thunderbird professors interviewed over 200 global executives and collaborated with other distinguished scholars around the world to define the concept of Global Mindset and developed metrics and scientific instruments to measure an individual's and a group's profile of Global Mindset.

Thunderbird *Global Mindset Inventory* (GMI) is an Internet-based survey developed through a rigorous scientific process including a series of pilot tests with over 1,000 global managers. It takes an average of ten minutes to complete. It is designed to measure an individual's and a group's profile of Global Mindset in terms of Psychological Capital (PC), Social Capital (SC), and Intellectual Capital (IC). The instrument is available in two formats: self-assessment and 360°. More than 6,500 individuals and managers from more than 200 organizations around the world have completed the survey.

Our research has determined that Global Mindset can be developed and improved. To enhance development of a Global Mindset, the Global Mindset Institute has designed and offers a portfolio of executive education programs, coaching solutions, and individualized action plans to managers and organizations. Upon completing the GMI, participants can attend a one-day workshop to:

- Understand their own profile of Global Mindset
- Understand their group's profile of Global Mindset
- Examine the importance of Global Mindset to their organization
- Develop action plans to enhance their own, their direct reports', and their organization's Global Mindset

Development of the *Global Mindset Inventory*

Development of the Global Mindset scales was based on theory development and statistical analyses of the Global Mindset construct. Initially, the theoretical structure of Global Mindset consisting of nine scales was statistically verified. However, second-order factor analysis supported a two-factor structure rather than the theoretically developed three-category structure. Refinements were made to the initial item pool and reliable measures were determined for the Global Mindset construct. A third interim set of *Global Mindset Inventory* scales was created to provide insight into an individual's Global Mindset. Global Mindset therefore is useful for development and training of individuals. This third interim set of 91 GMI items was found to better discriminate between empirical factors than the earlier scales.

As shown in subsequent chapters, the 91 items were further reduced to 76 final items (50 Global Mindset questions and 26 demographics) in the *Global Mindset Inventory* through a process of confirmatory factor analyses. Internal and external reliability tests were then conducted on the final 76 items to verify the instrument.

Confirmatory Factor Analyses

Confirmatory factor analyses (CFAs) were conducted to confirm the structure of the Global Mindset construct. CFAs were also used in order to finalize the items in the *Global Mindset Inventory* (GMI). CFAs were run in two iterations: on a sample of 1,266 and on a larger sample of 6,071. Analyses were conducted on the nine scales by themselves, as well as on the targeted three-factor structure (Psychological Capital, Social Capital, and Intellectual Capital). Analyses revealed that the model fit was

stronger for the nine scales run separately, rather than run together in the three-factor structure. These nine scales combined comprise an aggregated Global Mindset score.

Internal Reliability of the *Global Mindset Inventory*

Further analyses were conducted to test the reliability of the nine GMI scales and the three overall categories. Reliabilities for the nine scales and the categories in which they each belong (Psychological Capital, Social Capital, and Intellectual Capital) were found to be very strong, verifying the strength and internal consistency of the measures. Findings also revealed, as found in the confirmatory factor analyses, that the three categories are not especially distinct from one another. We conclude that the PC, SC, and IC categories should be generally used for theoretical and conceptual purposes, when discussing the categorization of the nine scales and how to improve an individual's Psychological, Social, and Intellectual Capital. Additionally, the correlations among the nine scales are significant, but distinct, indicating proper membership within the Global Mindset construct.

External Validity of the *Global Mindset Inventory*

Univariate analyses conducted with demographic items in the Global Mindset (GM) database uncovered patterns in the nine GM scales, three overall categories, and the aggregate GM score (the average of the nine scales). Independent variables included: individual's level within the organization, size of the organization, education level, age, gender, individual obtainment of an international degree, English proficiency, number of languages spoken, number of countries lived in and length of stay, number of friends and family-friends from other countries, and board of director officer positions held. The results of these analyses were then verified alongside existing leadership and cross-cultural research streams.

In addition, criterion-related validity tests were carried out on the *Global Mindset Inventory*. The purpose was to determine the ability of the GMI to predict top talent in an organization and the extent to which the GMI is related to other existing measures of top talent. Acme 1 and Acme 2 represent two large companies that participated in the study, and both provided performance-related information from company participants. The relationships between Global Mindset scales and non-self-report data are

helpful in understanding the nomological net of the Global Mindset scales and thus the Global Mindset construct. Both Acme 1 and 2 were significant in verifying the criterion-related validity of the GMI.

To summarize, as detailed in the following chapters, the instrument called the *Global Mindset Inventory* (GMI) has been developed through a very rigorous theoretical and empirical process. It has followed a multiphase multimethod research methodology and has impressive psychometric properties as evidenced by its strong reliability scores and its multidimensional validity properties. More information on the construct, the instrument, and their related topics, please visit our Web site, www.globalmindset.com. We can be contacted at globalmindset@thunderbird.edu.

Chapter 1

The Global Mindset Project at Thunderbird

Background

The Global Mindset Project at Thunderbird School of Global Management has six important objectives:

1. Define Global Mindset
2. Identify the antecedents and consequences of Global Mindset
3. Develop metrics for measuring Global Mindset
4. Design scientifically based assessment tools for Global Mindset
5. Conduct large-scale validity studies of executives in large multinational corporations
6. Design methodologies to enhance the Global Mindset of managers and executives

A group of researchers at Thunderbird School of Global Management has been developing a theoretical model of the Global Mindset construct since 2004. Their work is a product of multiple sources: the organizational literature covering research and practice, professional international business experience, interviews with 40 Thunderbird faculty, interviews with 217 senior international executives in over 20 cities around the world, a special invitation-only symposium with over 30 distinguished scholars, and data collected on over 6,000 respondents in 94 countries.

Global Mindset: Preliminary Definition

Global Mindset is an umbrella concept that contains intellectual, psychological, and social dimensions. It is the capacity of a person involved in international business to influence individuals, groups, organizations, and systems. Global Mindset is related to global leadership, which has been defined as "the process of influencing individuals, groups, and organizations inside and outside the boundaries of the global organization, representing diverse cultural/political/institutional systems to contribute towards the achievement of the organization's goals" (Javidan, 2007, p. 13). A person who possesses a Global Mindset would tend to be a more effective global leader than a person without this mindset. With the globalization of today's organizations, a Global Mindset is an increasingly important contributor to global leadership in current and future business environments. For further information on the concept of Global Mindset, please consult our Web site, www.globalmindset.com, and the following articles:

Beechler, S., & Javidan, M. 2007. Leading with a Global Mindset. *Advances in International Management*, 19: 131–169.
Javidan, M., Teagarden, M., & Bowen, D. 2010. Managing Yourself: Making It Overseas. *Harvard Business Review*, 88 (4): 109-113.

Objective of Present Report

Thunderbird School of Global Management contracted with the Dunnette Group in February 2007 to refine the Global Mindset construct conceptually, and to use rational and empirical methods to develop and validate a measure of Global Mindset. The following describes the activities that both the Dunnette Group and Thunderbird research teams undertook in pursuit of these objectives, and it summarizes the results of those activities. The scales that were formed in this phase of the project are intended for developmental purposes in line with Thunderbird's goal of cultivating Global Mindset.

The *Global Mindset Inventory* development process began with business executives, faculty, and students from around the world to generate items that would constitute Global Mindset. The process originally generated approximately 780 lower-level items, which were reduced to 76 (26 demographics, 50 Global Mindset questions) through the process outlined in this report. At the conclusion of this report, what will have emerged are 50 Global Mindset items that make up the nine components and three larger categories that comprise the overall Global Mindset instrument. The processes associated with reducing the number of items and creating the subcategories and components are presented in the following chapters.

This report offers an explanation of how the *Global Mindset Inventory* (GMI) was developed and verified. Chapter 2 explains how the overall concept of Global Mindset was devised, along with the three theoretical categories that comprise Global Mindset: Psychological Capital (PC), Social Capital (SC), and Intellectual Capital (IC). Chapter 2 then explains the item generation phase of the survey development, the pretest of the initial set of items, and the pilot studies that followed. The pretest and pilot studies included data collection and analysis, including preliminary scale development exercises. The pilot testing then involved three interim phases of scale analysis of the three PC, SC, and IC categories and the

subcategories and components herein. The three interim phases involved a sample of N = 1,266, with subsequent analyses at each phase to reduce the number of items and refine the scales.

The purpose of the second part of this report is to present the internal reliability of the *Global Mindset Inventory* and its categories and scales. The confirmatory factor analyses (CFA) in Chapter 3 were run on both, with the nine scales loaded onto the three theoretical categories (Psychological Capital, Social Capital, and Intellectual Capital) and on the nine scales alone. As will be shown in Chapter 3, model fit was stronger for the nine scales run separately, rather than run together in the three-factor structure. The CFAs were run on initial sample data and again later as the dataset grew with a larger number of participants.

Chapter 4 presents the correlations of all three categories and the nine scales. Like the CFAs, these were run and are presented for the smaller and larger datasets to see the strengthening of the scales with a larger sample. Also included in Chapter 4 are the reliability analyses for each of the categories and scales; Cronbach's alphas are provided.

Chapter 5 presents the validity of the nine GMI scales and the three overall categories alongside previous research. Univariate analyses reveal patterns among key independent variables on each of the GM elements: individual's level within the organization, size of the organization, education level, age, gender, individual obtainment of an international degree, English proficiency, number of languages spoken, number of countries lived in and length of stay, number of friends and family-friends from other countries, and board of director officer positions held.

Chapter 6 presents the criterion-related validity of the *Global Mindset Inventory* to predict top talent in an organization, and the extent to which the GMI is related to other existing measures of top talent. This was done in collaboration with two large companies, Acme 1 and Acme 2, who provided archival data for company employees.

Chapter 2

Development of the *Global Mindset Inventory*

Delineating Global Mindset

The Thunderbird School of Global Management research team began item generation first with a review of the literature and then by interviews with Thunderbird scholars to devise a list of 35 attributes. These attributes were then tested through interviews with over 200 international executives from the U.S., Europe, and Asia from 2004 to 2006. As part of the interview, the Thunderbird research team asked interviewees to rate the importance[1] of 35 attributes of Global Mindset and to explain their ratings. The list of attributes appears in Table 2.1. The ratings were primarily used to generate discussion, and were thus not summarized quantitatively.

[1] Importance ratings were on a scale of 1-7, where 1 equals extremely unimportant and 7 equals extremely important.

Table 2.1. Initial Attributes of Global Mindset—Identified Through Literature Review and Interviews with Executives and Scholars

1. Self-confidence
2. Optimism
3. Resiliency
4. Curiosity
5. Adaptability
6. Flexibility
7. Fearlessness
8. Quest for adventure
9. Risk-taking
10. Collaborativeness
11. Desire to learn about other cultures and other parts of the world
12. Understanding of the global business and industry
13. Understanding of the political and economic systems in other parts of the world
14. Knowledge and understanding of how to build and manage global alliances
15. Understanding of partnerships and value networks
16. Ability to manage the tension between corporate requirements and local challenges
17. Knowledge of how to manage such tension successfully
18. Understanding other cultures and histories
19. Respecting cultural differences

20. Understanding cultural similarities
21. Knowing other languages
22. Willingness to work across time and distance
23. Ability to suspend judgment about those from other cultures
24. Passion for learning about and being in other cultures
25. Positive attitude towards those from other cultures and regions
26. Openness to cultural diversity
27. Understanding how a person who is closed to cultural diversity behaves
28. Willingness to accept good ideas no matter where they come from
29. Acknowledgment of the validity of different views
30. Willingness to adapt, learn, and cope with other cultures
31. Ability to connect with people from other parts of the world
32. Ability to adjust behavior in a different cultural setting
33. Ability to handle complex cross-cultural issues
34. Knowledge of how someone incapable of handling complexity behaves in an international setting
35. Ability to generate positive energy in people from a different part of the world

Initially, the Thunderbird and Dunnette research teams conceptualized Global Mindset as hierarchical. The construct of Global Mindset consists of three overall theoretical categories that were further divided into subcategories, which were in turn made up of lower-level components, consisting of items (individual questions). For example, as seen in Table 2.2, the category of Psychological Capital consisted of subcategories such as Strong Psychological Profile, which consisted of a component like Resiliency, which was made up of nine items.

At the broad level, Global Mindset is theoretically envisioned as consisting of three larger categories: *Psychological Capital (PC)*, *Social Capital (SC),* and *Intellectual Capital (IC)*. Initially, we conceptualized the following, in general:

Psychological Capital as:
- Respect for diverse cultures;
- Open attitudes toward diverse cultures;
- Passion for learning about and exploring other cultures;
- Positive personality traits, such as resiliency, curiosity, confidence, and quest for adventure.

Social Capital as:
- International connections;
- Interpersonal competence needed to develop new relationships;
- Leadership skills required to mobilize employees at the global level.

Intellectual Capital is conceptualized as:
- Knowledge of global industries;
- Understanding value networks and organizations;
- Understanding complex global issues;
- Possessing cultural acumen.

Throughout this report, when using acronyms, we use GMI when referring to the empirical *Global Mindset Inventory* of items and the associated categories and components, and we use GM to represent the theoretical Global Mindset construct.

Table 2.2. Preliminary *Global Mindset Inventory*: Pretest Results

Category: Psychological Capital	Alpha Reliability	No. of Items
Subcategory 1: Strong Psychological Profile	**.88**	**26**
Component 1: Resiliency	.85	9
Component 2: Purpose	.77	7
Component 3: Stress Reaction	.61	6
Component 4: Confidence	.64	4
Subcategory 2: Openness and Passion for Diversity	**.93**	**35**
Component 1: Attitude toward Cultural Diversity	.89	13
Component 2: Openness to New Ideas	.87	13
Component 3: Adaptability/Flexibility	.80	9

Category: Social Capital	Alpha Reliability	No. of Items
Subcategory 1: Structural Social Capital	**.86**	**21**
Component 1: Contact Accessibility	.88	7
Component 2: Occupying High-Status Positions	.73	5
Component 3: Informal Networks	.70	4
Component 4: High-Status Contacts	.66	3
Component 5: Organizational Membership	.64	2
Subcategory 2: Relational Social Capital	**.94**	**34**
Component 1: Emotional Connection/Influence	.91	18
Component 2: Interpersonal Competence	.87	16
Subcategory 3: Cognitive Social Capital	**.57**	**7**

Category: Intellectual Capital	Alpha Reliability	No. of Items
Subcategory 1: Knowledge and Understanding of a Global Industry	**.93**	**22**
Component 1: Marketing Knowledge	.89	10
Component 2: Political, Economic, and Financial Knowledge	.91	12
Subcategory 2: Knowledge and Understanding of Global Value Networks	**.90**	**13**
Component 1: Global Supply Chain Skills	.93	7
Component 2: Team Management	.83	2
Component 3: Network Building	.80	4
Subcategory 3: Knowledge and Understanding of the Global Organization	**.80**	**6**
Component 1: Knowledge and Understanding of the Global Organization	.80	6
Subcategory 4: Cognitive Complexity	**.90**	**11**
Component 1: Cognitive Ability	.87	6
Component 2: Problem-Solving	.81	5
Subcategory 5: Cultural Acumen	**.90**	**18**
Component 1: Knowledge of Cross-Cultural Practices and Communicative Ability	.90	8
Component 2: Knowledge of Cultural History/Influence	.84	5
Component 3: Attitude toward Cultural Sensitivity	.71	5

Note: The scales represented here are preliminary scales and should not be used as evidence for the quality of the final scales.

Item Generation and Rational Sorting

The Dunnette Group team generated items to reflect the entire domain of the Global Mindset construct. The attributes in Table 2.1 were used as a guide to ensure that all aspects of the Global Mindset construct were represented. In addition, we reviewed the interview summaries as well as published literature on Global Mindset, Psychological Capital, Social Capital, and Intellectual Capital. We then sorted the items into theoretical categories—PC, SC, and IC—of Global Mindset, and then three raters[2] independently rated how well each item represented its category (1 = *not representative* to 5 = *very representative*, 0 = *Other/Not Assignable*). Based on these ratings, we assigned items to categories according to majority agreement. We resolved disagreements by revising items to reduce confusion, eliminating items, and discussing the logic of a particular sorting.

Pretest Study

Data Collection

The initial pool of items was pretested with a group of MBA students from the Thunderbird School of Global Management. Out of the total student sample, 109 students completed the items measuring Psychological Capital, 207 students completed the items measuring Social Capital, and 133 students completed the items measuring Intellectual Capital.

Data Analyses

Recall that during the item generation phase, items were written and sorted into categories. We used exploratory factor analysis (principal factor analysis with varimax rotation) for each set of items within each of the three PC, SC, and IC categories to examine the more refined subcategory structure. For example, Intellectual Capital consisted of subcategories such as Cultural Acumen and Knowledge and Understanding of a Global Industry. Thus, factor analyses were conducted within each subcategory, such as Cultural Acumen, to identify items within each that were internally consistent (i.e., items correlate

[2] All three raters were trained in Industrial and Organizational Psychology with an emphasis in measurement. Two of the raters held PhDs; the third was in graduate school.

highly with one another) yet externally distinct (i.e., items are empirically distinguishable from each another).

The items that emerged within each subcategory were generally consistent with the theoretical structure of Global Mindset. For instance, we found that the subcategories that comprised Psychological Capital were, for the most part, each multifaceted as expected. Strong Psychological Profile was a complex subcategory represented by the four components of Resiliency, Purpose, Stress Reaction, and Confidence. The two subcategories that comprised Social Capital and the three subcategories that comprised Intellectual Capital were similarly multifaceted. Our preliminary categories, subcategories, and components, along with the corresponding alpha reliabilities, are provided in Table 2.2. The alpha reliabilities show the relationships among the items in each category, subcategory, and component—generally anything over alpha = .70—is considered strong. Next to the alphas are the number of questions (items) that make up each component and subcategory.

Preliminary Scales

Our approach to revising the items and forming preliminary scales was construct-oriented, combining rational and empirical approaches. Items that did not correlate well with their respective components and did not fit as well conceptually were either reworded or deleted from the item pool. As shown in Table 2.2, reliability coefficients (alpha) associated with the preliminary categories, subcategories, and components are adequate for all levels.

Pilot Study

Data Collection

A sample of 146 MBA students from the Thunderbird School of Global Management responded to the revised *Global Mindset Inventory*. The MBA respondents were, on average, 29 years of age (*SD* = 4.7) with less than three years of work experience. Gender composition of the sample was 63 percent male, 37 percent female. Ethnic composition of the sample was 50 percent Caucasian, and 35 percent Asian. The majority of MBA respondents (71 percent) rated their English fluency as "like a first language."

A nonstudent sample of 820 managers from two corporations (Acme 1, a Fortune 15 company, and Acme 2, a multibillion dollar global corporation) also completed the GMI. The majority of organizational respondents worked in the United States, although approximately 22 percent of the respondents worked in other countries, including China, South Africa, Mexico, and India. Respondents were, on average, 46 years of age (*SD* = 7.9), and 69 percent were male. The majority (82 percent) held a bachelor's degree or higher, and 76 percent were Caucasian. Most of the sample (93 percent) also rated their English fluency as "very skilled" or better.

The pilot study consisted of three interims of analysis. The first interim involved further reliability analyses and factor analyses of the categories, subcategories, and components derived in the pretest. The second interim consisted of still more factor analyses and scale reliability analyses in order to reduce the number of variables and to further strengthen the internal validity of the dimensions at all levels of the GMI. The third and final interim of the pilot study involved further factor analysis to reduce the number of variables, improve the distinctiveness of the scales, and to further refine the factor structure of the inventory.

First Interim *Global Mindset Inventory* Scales

Reliability. We used the revised components from the pretest in Table 2.2 as the starting point for analyzing and revising the *Global Mindset Inventory* subcategories and components, and then used an iterative approach for further revisions. We deleted items that had low correlations with the intended components (low item–total scale correlations), moved some items to other components that were conceptually a better fit, and deleted some items altogether from the inventory. In addition, items were again reviewed for their appropriateness for respondents coming from diverse cultures; we deleted items deemed overly specific to one culture (or just a few cultures).

Sometimes we collapsed components and subcategories during this revision process. Specifically, the number of subcategories and components within Psychological Capital and Social Capital was reduced. The internal structure of the first interim GMI is thus somewhat different than the structure

obtained in the pretest studies. Table 2.3 contains scale reliabilities and descriptive statistics for the combined MBA students and managerial samples. Table 2.4 shows the definitions of categories, subcategories, and components of the first interim GMI.

Two components of Global Mindset could not be classified within the theoretical three-category structure. One component dealt with the respondent's experience living in other countries. The other component concerned the respondent's language facility. Both of these capture important factors that facilitate Global Mindset, but do not necessarily fit within the theoretical framework of Psychological Capital, Social Capital, and Intellectual Capital. These components can be readily incorporated into the instrument where other demographic information is collected.

Internal Structure. After revising the instrument and forming reliable scales for each component, we applied exploratory factor analysis to the component scores to find the empirical structure that underlies the Global Mindset construct. The empirical structure was not as multifaceted as we expected theoretically; many sets of items exhibited high intercorrelations. Three factors were extracted in the factor analysis, but three of the components (Understanding of Nonverbal Communication, Influence Networks, and Emotional Connection) had high cross-loadings across factors, meaning they were substantially related to more than one factor.[3] Although these three components are useful in the inventory, we set them aside from the process of summarizing the components in subsequent exploratory factor analyses.

A second set of exploratory factor analyses revealed two components (Attitude about Cultural Complexity, and Cosmopolitan Attitude) correlated with one another but did not fit well within the factor model (had high cross-loadings across factors). These two components were also set aside, and then a third exploratory factor analysis was conducted. A two-factor solution (less the five components mentioned) emerged. The first factor included the following ten components: Knowledge of the Macro-

[3] Ideally, if the factor analysis is to serve the purposes of summarizing the relationships between the components, then (a) the number of factors is fewer than the number of components, and (b) components fit well into one and only one factor.

Environment, Knowledge of Global Markets and Competitors, Knowledge of Global Supply Chains, Team Management, Network Building, Knowledge and Understanding of the Global Organization, Knowledge of Cross-Cultural Practices, Knowledge of Cultural History, Understanding of Social Meaning of Cultural Icons, and Global Connectivity. The second factor included the following seven components: Cognitive Ability, Problem-Solving, Resiliency, Optimism, Self-Efficacy, Openness to New Ideas, Quest for Adventure, and Interpersonal Competence.

The two-dimensional structure explained above was the clearest way to summarize the first interim *Global Mindset Inventory* of items. There were several components that had to be set aside to empirically summarize the structure of the items in the GMI with factor analysis. These components should not be considered unimportant; they likely provide useful and unique information for feedback and developmental purposes. The factor analysis of the other components indicates that although the GMI is conceptually multidimensional, one underlying factor accounted for most of the variance in item responses. This general factor can be interpreted as Global Mindset. In general, the components of the first interim *Global Mindset Inventory* are correlated with one another; the correlations range from modest to large in magnitude (see Table 2.5).

***Scoring*.** With few exceptions, the items that compose each component are summed or averaged to obtain a total score for that scale. The exceptions to this manner of scoring are the Influence Networks component, Experience Living in Other Countries component, and Language Facility component. The response options for these items that were considered to be exceptions were revised for future administrations.

Table 2.3. First Interim *Global Mindset Inventory*: Scale Reliabilities and Descriptive Statistics (Pilot Study Data)

	No. of Items	Alpha MBA Sample[1]	Alpha Employee Sample[2]	*M*[3] *(samples merged)*	*SD*[3] *(samples merged)*
Category: Psychological Capital					
Subcategory 1: Strong Psychological Profile					
Component 1: Resiliency	13	.77	.77	3.6	.39
Component 2: Optimism	16	.80	.82	4.1	.45
Component 3: Self-Efficacy	10	.78	.80	4.0	.40
Subcategory 2: Openness and Passion for Diversity					
Component 1: Cosmopolitan Attitude	13	.90	.92	3.6	.71
Component 2: Openness to New Ideas	14	.85	.87	3.9	.48
Component 3: Quest for Adventure	5	.77	.73	3.5	.58
Category: Social Capital					
Subcategory 1: Structural Social Capital					
Component 1: Global Connectivity	7	.87	.88	3.0	.84
Component 2: Influence Networks	10	.81	.81	2.1	.62
Subcategory 2: Relational Social Capital					
Component 1: Emotional Connection	12	.84	.85	3.2	.53
Component 2: Interpersonal Competence	13	.86	.85	3.9	.44
Category: Intellectual Capital					
Subcategory 1: Knowledge and Understanding of a Global Industry					
Component 1: Knowledge of the Macro-Environment	13	.92	.94	2.5	.80
Component 2: Knowledge of Global Markets and Competitors	6	.83	.90	2.2	.86
Subcategory 2: Knowledge and Understanding of Global Value Networks					
Component 1: Knowledge of Global Supply Chains	7	.93	.93	2.2	.88
Component 2: Team Management	2	.82	.89	2.0	1.18
Component 3: Network Building	4	.78	.87	2.8	.91
Subcategory 3: Knowledge and Understanding of the Global Organization					
Component 1: Knowledge and Understanding of the Global Organization	7	.88	.91	2.5	.91
Subcategory 4: Cognitive Complexity					
Component 1: Cognitive Ability	5	.79	.82	3.7	.61
Component 2: Problem-Solving	9	.87	.83	3.7	.52
Subcategory 5: Cultural Acumen					
Component 1: Knowledge of Cross-Cultural Practices	7	.86	.90	3.1	.84
Component 2: Knowledge of Cultural History	5	.86	.90	2.7	.89
Component 3: Attitude about Cultural Complexity	7	.76	.73	3.6	.59
Component 4: Understanding of Nonverbal Communication	4	.79	.77	3.1	.75
Component 5: Understanding of Social Meaning of Cultural Icons	6	.82	.85	2.6	.74

[1] Cronbach's alpha reliability (internal consistency) in the MBA sample ($N = 132$).
[2] Cronbach's alpha reliability (internal consistency) in the managerial samples ($N = 797$).
[3] $N = 929$ for the means (M) and standard deviations (SD) calculated across MBA and managerial samples.

Table 2.4. *Global Mindset Inventory*: First Interim Definitions

Psychological Capital

Subcategory and Component	Definition
Strong Psychological Profile	Self-efficacy; optimism; hope; resiliency.
❖ Resiliency	*Resilient and able to overcome difficulties; bounces back and persists in spite of obstacles and hardships; psychologically hardy; responds to stressful situations in calm and effective manner.*
❖ Optimism	*Hopeful and optimistic about outcomes and the future; sense of purpose and well-being.*
❖ Self-Efficacy	*Self-assured; confident; needs little reassurance from others.*
Openness and Passion for Diversity	Cosmopolitan; interest in others, ideas, and life that are different from self; passion for cultural differences; curiosity; flexibility.
❖ Cosmopolitan Attitude	*Interested in other cultures and other ways of doing things; positive attitude toward international matters; respectful and appreciative of other cultures, their art forms, cuisine, and mores; passionate about cross-cultural experiences.*
❖ Openness to New Ideas	*Curious about ideas and people that are different; open-minded; enjoyment for learning about and experiencing new and different things.*
❖ Quest for Adventure	*Enjoys challenging and testing self; enjoys taking some risks.*

Social Capital

Subcategory and Component	Definition
Structural Social Capital	Assets based on the position an individual occupies in a network; contacts that provide the individual with access to information or other benefits.
❖ Global Connectivity	*Able to contact many people for whatever reason; accessibility of contacts.*
❖ Influence Networks	*Held positions of influence and prestige; well connected to people of influence and power.*
Relational Social Capital	Assets that are derived from close and effective interactions with others in the network, rather than the structure itself.
❖ Emotional Connection	*Emotionally connected to people from own and other cultures; social warmth; able to lead and influence others; trusted.*
❖ Interpersonal Competence	*Effective interactions with others regardless of their characteristics; social insight and skill; collaborative; diplomatic; helpful; team player.*
Independent Components	
❖ Experience Living in Other Countries	*Time spent living in other countries other than one's home country.*
❖ Language Facility	*Competence and experience with multiple languages.*

Table 2.4 *(cont.)*

Intellectual Capital

Subcategory and Component	Definition
Knowledge and Understanding of a Global Industry	Understanding a global industry with global competitors; understanding a global business and its markets.
❖ Knowledge of the Macro-environment	*Knowledge of different economic, political, and financial systems and their effects; knowledge of business practices in different parts of the world; knowledge of financial systems in different parts of world; knowledge of how to transact business in different parts of the world that have different economic, political, and institutional systems; knowledge of current events; knowledge of global events that affect business planning and opportunities.*
❖ Knowledge of Global Markets and Competitors	*Knowledge of how people in different parts of the world relate to products and services; knowledge of how to tailor a message to capture market share in different parts of the world; knowledge of product pricing and entry in different parts of the world.*
Knowledge and Understanding of Global Value Networks	Building global value networks; building and managing strategic alliances and networks; managing global networks and teams; working with global supply chains.
❖ Knowledge of Global Supply Chains	*Understanding of the components of global supply chains.*
❖ Team Management	*Experience managing global teams.*
❖ Network Building	*Knowledge about building and managing global networks.*
Knowledge and Understanding of the Global Organization	Understanding the global value proposition and business model of the organization; balancing the tension between global efficiency and local effectiveness; tailoring decisions to local circumstances without sacrificing company-wide standards; finding local views that are compatible with the company's global vision and are motivating for local employees.

Table 2.4 *(cont.)*

Intellectual Capital *(cont.)*	
Cognitive Complexity	Understand complex global issues; finding solutions to problems and challenges; identifying opportunities and solutions in conflicting viewpoints; bridging and integrating multiple and diverse perspectives; recognizing merit in conflicting views or opinions; understanding the basis for different and conflicting points of view.
❖ Cognitive Ability	*Ability to understand complex global issues.*
❖ Problem-Solving	*Integrate and bridge multiple and diverse perspectives; identify opportunities and solutions in conflicting viewpoints; experience with diverse perspectives; recognize merit in conflicting views or opinions; understanding of the basis for different and conflicting points of view.*
Cultural Acumen	Awareness of cultural similarities and differences; awareness of oneself in own and other cultures; knowledge and understanding of other groups' histories and cultures; competence in other languages.
❖ Knowledge of Cross-Cultural Practices	*Knowledge about how to interact and behave in cultures other than one's own.*
❖ Knowledge of Cultural History	*Knowledge about other cultures and their histories; knowledge about the influence of culture on people and society.*
❖ Attitude about Cultural Complexity	*Acceptance of the complexity of cross-cultural interactions.*
❖ Understanding of Nonverbal Communication	*Ability to read nonverbal behavior of people from other cultures accurately; skill in communicating nonverbally with people from other cultures.*
❖ Understanding of Social Meaning of Cultural Icons	*Shared representations, interpretations, and systems of meaning among parties.*

Table 2.5.Intercorrelations between First Interim *Global Mindset Inventory* Components

	Macro-Environment	Global Markets and Competitors	Global Supply Chains	Team Mgmt	Network Building	Global Org	Cognitive Ability	Problem-Solving
Macro-Environment	1							
Global Markets and Competitors	0.832	1						
Global Supply Chains	0.733	0.780	1					
Team Management	0.628	0.673	0.556	1				
Network Building	0.801	0.821	0.705	0.643	1			
Global Organization	0.839	0.899	0.781	0.641	0.874	1		
Cognitive Ability	0.531	0.400	0.402	0.308	0.483	0.452	1	
Problem-Solving	0.563	0.470	0.438	0.333	0.555	0.531	0.763	1
Cross-Cultural Practices	0.822	0.777	0.628	0.599	0.869	0.831	0.500	0.567
Cultural History	0.881	0.693	0.589	0.502	0.700	0.720	0.491	0.502
Attitude about Cultural Complexity	0.507	0.399	0.306	0.317	0.491	0.462	0.532	0.548
Nonverbal Communication	0.633	0.599	0.455	0.425	0.656	0.636	0.526	0.654
Social Meaning of Cultural Icons	0.829	0.730	0.573	0.524	0.723	0.747	0.517	0.552
Resiliency	0.098	*0.034*	0.094	0.007	0.110	0.071	0.415	0.469
Optimism	0.276	0.203	0.201	0.140	0.312	0.256	0.517	0.653
Self-Efficacy	0.198	0.134	0.162	0.084	0.254	0.183	0.532	0.621
Cosmopolitan Attitude	0.644	0.531	0.395	0.428	0.678	0.588	0.557	0.621
Openness to New Ideas	0.433	0.330	0.297	0.232	0.469	0.390	0.671	0.800
Quest for Adventure	0.441	0.387	0.362	0.279	0.425	0.405	0.587	0.736
Global Connectivity	0.686	0.696	0.566	0.553	0.785	0.744	0.441	0.539
Influence Networks	0.464	0.492	0.404	0.353	0.524	0.506	0.382	0.479
Emotional Connection	0.602	0.544	0.419	0.458	0.689	0.599	0.583	0.731
Interpersonal Competence	0.355	0.267	0.205	0.157	0.396	0.334	0.594	0.746
Experience Living in Other Countries	0.115	0.112	0.079	0.078	0.082	0.080	0.037	0.057
Language Facility	0.372	0.349	0.208	0.316	0.368	0.359	0.211	0.200

Note: N = 929. All correlations are significant at the .05 level or above except for those that are italicized, which are nonsignificant. Moderate correlations (.40s and .50s) are highlighted in light grey, and strong correlations (.60s and above) are highlighted in dark grey.

Table 2.5 *(cont.)*

	Cross-Cultural Practices	Cultural History	Attitude - Cultural Complexity	Non-verbal Comm.	Social Meaning of Cultural Icons	Resilience	Optimism	Self-Efficacy	Cosmo. Attitude	Open to New Ideas
Macro-Environment										
Global Markets and Competitors										
Global Supply Chains										
Team Management										
Network Building										
Global Organization										
Cognitive Ability										
Problem-Solving										
Cross-Cultural Practices	1									
Cultural History	0.807	1								
Attitude about Cultural Complexity	0.564	0.500	1							
Nonverbal Communication	0.710	0.594	0.517	1						
Social Meaning of Cultural Icons	0.826	0.849	0.544	0.697	1					
Resiliency	0.115	0.072	0.131	0.261	0.114	1				
Optimism	0.339	0.254	0.388	0.430	0.288	0.561	1			
Self-Efficacy	0.258	0.162	0.244	0.350	0.206	0.707	0.726	1		
Cosmopolitan Attitude	0.769	0.659	0.640	0.679	0.697	0.209	0.446	0.342	1	
Open. to New Ideas	0.509	0.408	0.539	0.563	0.456	0.505	0.723	0.646	0.719	1
Quest for Adventure	0.435	0.379	0.422	0.495	0.419	0.381	0.565	0.506	0.547	0.709
Global Connectivity	0.787	0.616	0.440	0.631	0.662	0.099	0.330	0.249	0.640	0.473
Influence Networks	0.485	0.399	0.290	0.443	0.417	0.187	0.362	0.327	0.398	0.398
Emotional Connection	0.728	0.577	0.546	0.717	0.637	0.314	0.558	0.472	0.769	0.712
Interpersonal Competence	0.458	0.358	0.510	0.595	0.411	0.451	0.661	0.541	0.578	0.773
Experience Living in Other Countries	0.083	0.119	0.066	0.105	0.106	*0.008*	0.067	*0.034*	0.100	0.096
Language Facility	0.453	0.382	0.293	0.314	0.424	*-0.009*	0.098	*0.026*	0.427	0.210

Note: N = 929. All correlations are significant at the .05 level or above except for those that are italicized, which are nonsignificant. Moderate correlations (.40s and .50s) are highlighted in light grey, and strong correlations (.60s and above) are highlighted in dark grey.

Table 2.5 *(cont.)*

	Quest for Adventure	Global Connectivity	Influence Networks	Emotional Connection	Interpersonal Competence	Experience Living in Other Countries	Language Facility
Macro-Environment							
Global Markets and Competitors							
Global Supply Chains							
Team Management							
Network Building							
Global Organization							
Cognitive Ability							
Problem-Solving							
Cross-Cultural Practices							
Cultural History							
Attitude about Cultural Complexity							
Nonverbal Communication							
Social Meaning of Cultural Icons							
Resiliency							
Optimism							
Self-Efficacy							
Cosmopolitan Attitude							
Openness to New Ideas							
Quest for Adventure	1						
Global Connectivity	0.419	1					
Influence Networks	0.400	0.605	1				
Emotional Connection	0.573	0.722	0.542	1			
Interpersonal Competence	0.585	0.427	0.374	0.675	1		
Experience Living in Other Countries	0.114	0.074	0.077	0.092	0.025	1	
Language Facility	0.186	0.323	0.128	0.352	0.162	0.097	1

Note: $N = 929$. All correlations are significant at the .05 level or above except for those that are italicized, which are nonsignificant. Moderate correlations (.40s and .50s) are highlighted in light grey, and strong correlations (.60s and above) are highlighted in dark grey.

Second Interim *Global Mindset Inventory* Scales

A second interim analysis was conducted on the same combined student (146) and managerial (820) sample to further reduce and strengthen the items in the inventory.

Reliability. Additional data analyses were undertaken on the same combined student and managerial sample to develop a shorter inventory that confirmed the original conceptualization of the Global Mindset construct. Using the intercorrelations that appear in Table 2.5, we merged scales and deleted items that were conceptually less similar to those in the newly formed scales. This process resulted in a final set of nine scales measured by 112 items. These nine scales comprised of a mixture of subcategories and components derived in the prior analyses, as can be seen by comparing Tables 2.3 and 2.6. PC includes three new scales, SC includes three components from different subcategories, and IC includes one full subcategory, one component from another subcategory, and one new scale. We computed the reliabilities of these revised scales, which were found to be acceptable. Reliabilities for the three categories with these nine new scales appear in Table 2.6.

Internal Structure. Although all the scales should be related under the Global Mindset construct, our goal was to confirm the following structure using confirmatory factor analysis:

Psychological Capital
- Problem-Solving
- Strong Psychological Profile
- Openness to New Ideas and Adventure

Social Capital
- Global Connectivity
- Influence Networks
- Interpersonal Competence

Intellectual Capital
- Knowledge of the Macro-Environment
- Knowledge of Global and Regional Markets
- Cultural Acumen

The confirmatory factor analysis included components that were representative of their respective subcategories, which were representative of their respective categories (i.e., Intellectual, Psychological, or

Social Capital). The proposed hierarchical structure was not supported by the dataset. The results indicated a lack of good model fit.

Table 2.6. Second Interim *Global Mindset Inventory:* Alphas and Numbers of Items

Global Mindset Categories and Scales	No. Items	Internal Consistency
Psychological Capital	46	.95
• Problem Solving	10	.88
• Strong Psychological Profile	14	.85
• Openness to New Ideas and Adventure	22	.93
Social Capital	31	.92
• Global Connectivity	6	.87
• Influence Networks	9	.80
• Interpersonal Competence	16	.88
Intellectual Capital	35	.98
• Knowledge of the Macro-environment	10	.92
• Knowledge of Global and Regional Markets	12	.95
• Cultural Acumen	13	.95
TOTAL	**112**	**.98**

Other Scales

Scales	No. Items	Internal Consistency
Social Desirability	8	N/A
Language Facility	5	N/A
Experience Living in Other Countries	4	N/A

Third Interim *Global Mindset Inventory* Scales

More analyses were undertaken on the same combined student and managerial sample to develop an even shorter inventory that confirmed the original conceptualization of the Global Mindset construct—PC, SC, and IC. Steps were taken to improve the distinctiveness of the scales and produce a clear factor structure.

Internal Structure. An exploratory analysis of the scales was undertaken to understand the data and their lack of fit with the model. Scale scores were used as the variables in the analysis. The exploratory analysis revealed a two-factor structure. Six of the nine scales loaded rather cleanly on one or the other of two factors. They were:

Factor 1

- Knowledge of Regional and Global Markets
- Knowledge of Macro-Environment
- Cultural Acumen
- Global Connectivity

Factor 2

- Strong Psychological Profile
- Problem-Solving

The three remaining scales (Interpersonal Competence, Openness to New Ideas/Adventure, and Influence Networks) loaded very highly on both factors. We had been unable to confirm the originally conceptualized structure, perhaps because some of the scales had large loadings on multiple factors. One possible solution was to dissect the three cross-loading scales into finer, more homogeneous groupings of items. We conducted exploratory factor analyses *within each of* the three "polluted" scales to identify packets of homogeneous items within each scale. Each of the three polluted scales was thus split into "item packets" or "subscales."

The next step was an exploratory factor analysis of all the scales—the six scales plus the new "packets" or "subscales" of tightly connected items. That is, we factor-analyzed the six clean-loading scales, two new subscales of Interpersonal Competence, two new subscales of Openness to New Ideas, three new subscales of Influence Networks. The results of this analysis were as follows:

- One subscale of Interpersonal Competence, with content relating to emotional connection to people of different cultures, loaded nicely on the first factor. The other subscale of Interpersonal Competence, with content relating to being a collaborative person, in general, loaded nicely on the second factor.
- One subscale of Openness, with content relating to willingness to accept challenges, loaded nicely on the second factor. The other subscale of Openness, with content relating to a passion for culturally diverse experiences, loaded primarily on the first factor but had substantial cross-loading on the second factor.
- One subscale of Influence Networks, with content pertaining to leadership skills, loaded nicely on the second factor. Another subscale of Influence Networks, with content related to experience as a company officer or on the board of directors, failed to load highly on either factor, and was thereafter excluded from analyses. The last subscale of Influence Networks, with content pertaining to association with influential people, had high cross-loadings and was removed as well.

These analyses suggest that the internal structure for the GMI can be described primarily by one factor of items that are relevant to culture and/or international business experience and one factor of items

that measure psychological characteristics. Despite some cross-loading, we retained Passion for Diversity because of its importance to the Global Mindset construct.

Next, we undertook an exploratory factor analysis *within* each of the two factors to determine the best new structure for each factor. This analysis suggested that the four items comprising the Global Connectivity scale did not represent a distinct component; thus, these items were removed from the inventory. Exploratory analysis supported the following structure: four main components within the first factor with content related to culture or international business:

Factor 1: Culture and International Business

- Knowledge of International Business Strategy
- Knowledge of Historical and Current Global Events
- Emotional Connection with People of Other Culture
- Passion for Diversity (cross-loading on second factor)

Factor 2: Psychological Characteristics

- Problem-Solving
- Strong Psychological Profile
- Willingness to Accept Challenges
- Leadership
- Interpersonal Effectiveness

While loading on only two factors in the pilot study, the psychometric properties of these nine scales are strong and consistent. Table 2.7 shows the intercorrelations of the scales. As shown there, the scales have reasonable convergent and discriminant validity. These nine scales load cleanly on two factors at this stage. Further work on the validity of the three-factor structure of Psychological Capital, Social Capital, and Intellectual Capital was conducted with two large corporations in the validity studies and confirmatory factor analyses reported in Chapter 4.

Table 2.7. Intercorrelations between Third Interim *Global Mindset Inventory* Scales

Final *Global Mindset Inventory* Scales	Know Intl Business	Know Global Events	Emotional Connection to People from Other Cultures	Passion for Diversity	Leader-ship	Inter-personal Competence	Willing to Accept Challenges	Problem-Solving	Strong Psych Profile	Experience Living in Other Countries	Lang. Facility
Know of Intl Business	1										
Know Global Events	.691(**)	1									
Emotional Connection to People from other Cultures	.696(**)	.692(**)	1								
Passion for Diversity	.528(**)	.674(**)	.777(**)	1							
Leadership	.313(**)	.254(**)	.394(**)	.272(**)	1						
Interpersonal Competence	.375(**)	.497(**)	.620(**)	.634(**)	.531(**)	1					
Willing to Accept Challenges	.389(**)	.418(**)	.462(**)	.514(**)	.477(**)	.624(**)	1				
Problem-Solving	.350(**)	.437(**)	.398(**)	.412(**)	.467(**)	.635(**)	.643(**)	1			
Strong Psychological Profile	.302(**)	.355(**)	.447(**)	.444(**)	.563(**)	.710(**)	.655(**)	.665(**)	1		
Other Scales: Experience Living in Other Countries	.107(**)	.121(**)	.092(**)	.104(**)	0.056	.073(*)	.115(**)	0.032	0.042	1	
Language Facility	.283(**)	.369(**)	.429(**)	.446(**)	.076(*)	.303(**)	.184(**)	.168(**)	.189(**)	.097(**)	1
Social Desirability	-.092(**)	-.092(**)	-0.031	-0.022	.210(**)	.311(**)	.171(**)	.263(**)	.357(**)	0.007	-0.016

Note: N = 929.
*p< 0.05. Moderate correlations (.40s and .50s) are highlighted in light grey and strong correlations (.60s and above) are highlighted in dark grey.
**p< 0.01.

Reliability of the Scales. Reliability analyses were conducted for the nine final Global Mindset scales above. All scales had acceptable alpha reliabilities. They are reported in Table 2.8.

Table 2.8. Third Interim *Global Mindset Inventory Scales:* Alphas and Numbers of Items

Global Mindset Factor	No. Items	Alpha Reliability (Internal Consistency)
Empirical Factor #1: Cultural and International Business		
• Knowledge of Historical and Current Global Events	9	.93
• Emotional Connection to People from Other Cultures	6	.88
• Knowledge of International Business	9	.95
• Passion for Diversity	9	.91
Empirical Factor #2: Psychological Characteristics		
• Strong Psychological Profile	8	.83
• Interpersonal Competence	8	.81
• Willingness to Accept Challenges	6	.78
• Problem-Solving	7	.86
• Leadership	3	.70
OVERALL	65	.97

Conclusion of the *Global Mindset Inventory* Development

Statistical analyses and theoretical conceptualization of the Global Mindset construct guided development of the Global Mindset scales. The theoretical structure of Global Mindset consisting of nine scales was statistically verified. However, second-order factor analysis produced a two-factor structure instead of the theoretically developed three-factor structure. Refinements to the initial item pool resulted in reliable measures of the Global Mindset construct. Although the scales tend to be highly correlated with one another, the third interim set of *Global Mindset Inventory* scales can be used to provide insight into an individual's Global Mindset, and is thus useful for development and training purposes.

The components of the GMI scales are correlated with one another; the correlations range from modest to large in magnitude. The third interim set of GMI scales has better discrimination between empirical factors than the earlier scales. It consists of a total of 91 items (65 items related to Global Mindset and 26 demographics). The confirmatory factory analyses discussed in Chapter 3 explain the further reduction of items in the final instrument of 76 items.

Chapter 3

Confirmatory Factor Analyses

The purpose of this section is to explain the confirmatory factor analyses (CFAs) conducted to confirm the conceptual structure of the Global Mindset construct and to finalize the items in the *Global Mindset Inventory* (GMI). The data were prepared for loading into the Mplus structural equation modeling program. The first step was to run the theoretical model of nine scales loading onto three GMI categories—PC, SC, and IC—and compare this to the nine scales loading onto the two-factor structure discussed earlier in Chapter 2. This was run in two iterations: on a sample of 1,266 and with a much larger sample of 6,071. These CFAs were run on both the nine scales by themselves and the targeted three-factor structure of the Psychological Capital, Social Capital, and Intellectual Capital categories.

First Iteration: N = 1,266

Tested on 65 GMI items (91 item inventory including 26 demographics), this initial analysis yielded moderately good fit, in which the CFI was 0.857, the RMSEA 0.056, and the SRMR 0.083 (see Table 3.1). Hu and Bentler (1999)[4] recommend that for appropriate fit, the CFI should be as close to 0.95 as possible or higher, RMSEA should be as close to 0.05 or below, and SRMR should be below 0.08. In addition, as long as two of the three of these indices are within range, the model is determined to have good fit. For our models, fit indices hovered around, but were nonetheless not quite within, recommended cut-off levels for appropriate fit. Although the three fit indices were relatively close, a more pressing problem was a high correlation that the Social Capital factor had with the other two categories. This posed an issue for the three-factor model, reiterating the two factors found previously in the pilot study.

The next step was to confirm the nine-scale model. As shown in Table 3.1, by not loading the scales onto the three categories, model fit improved tremendously. Both the RMSEA and SRMR moved within appropriate fit thresholds and the CFI came closer to the recommended cut-off. More importantly,

[4] Hu, L., & Bentler, P. M. 1999. Cutoff Criteria for Fit Indices in Covariance Structure Analysis: Conventional Criteria versus New Alternatives. *Structural Equation Modeling*, 6 (1): 1-55.

the Chi Square difference test yielded a significant difference, indicating a better model fit than the three-factor model.

Table 3.1. Initial Confirmatory Factor Analysis

	Chi-Square	DF	CFI	RMSEA	SRMR
Model 1: 9 scales loaded onto 3 categories	9987.509	2003	0.857	0.056	0.083
Model 2: 9 scales not loaded onto 3 categories	8387.435	1979	0.885	0.051	0.049
N = 1,266					

In addition, the research team identified four items that seemed to theoretically not fit well, and modification indices supported removing these items. Because the data represented two clearly distinct samples, we split the data into two separate samples for further CFA testing: one representing a Thunderbird sample (N = 870) and the second a corporate sample (N = 396), and examined the improvement over the original model when the four items are removed. Having two samples also allows us to tell if the results can be replicated. Table 3.2 shows that for both samples, removal of the four items improved the model.

Table 3.2. Confirmatory Factor Analysis Minus 4 Items

	Chi Square	DF	Chi Square Change	Change Significance?	CFI	RMSEA	SRMR
Thunderbird Sample N = 870							
9 scales	6402.942	1979			0.881	0.051	0.051
9 scales minus 4 items	5677.836	1733	172.393	Yes	0.888	0.051	0.051
Corporate Sample N = 396							
9 scales	4384.566	1979			0.864	0.055	0.060
9 scales minus 4 items	3763.639	1733	149.238	Yes	0.878	0.054	0.059

We further examined the possibility of reducing the number of items. The process was to utilize the R-Square estimates and modification indices to identify which items could improve model fit if dropped. First, the corporate sample was used and then, based on the items that seemed to provide the most improvement, the process was replicated with the Thunderbird sample. Eleven items in addition to the previous four were identified. Dropping more items was certainly a possibility, but these 15 presented the point at which we achieved reasonable fit, and additional drops would provide very small

improvement. The total number of items in the final instrument is 76 (26 demographics and 50 GMI items). The step-by-step changes are represented in Table 3.3. We also renamed and organized the nine scales as follows:

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

Overall, the nine-scale model was confirmed and reduced to a fit within each of the three recommended fit thresholds. The conceptual model of Global Mindset consisting of nine distinct scales is clearly confirmed. Although the high correlation of the Social Capital factor with the other two factors created difficulty in psychometrically confirming the three-factor model, given the support for the nine-scale model, we decided to keep the conceptual three capital models of Intellectual Capital, Psychological Capital, and Social Capital. The main reason for this decision was our focus on individual development. Keeping the three categories of Psychological Capital separate from the three dimensions of Social Capital provides a better opportunity to help develop individuals' Global Mindset due to the fact that the interventions regarding Social Capital are behavioral and experiential in nature, while the interventions regarding Psychological Capital are mostly face-to-face coaching and counseling related.

The overall Global Mindset score is the average of the above nine scales. The correlations for the overall Global Mindset, as well as the three Capitals, using the 91 items and 76 items, ranged from 0.994 to 0.998, indicating very strong similarity between the two types of scales. The correlations for each of the nine scales, using the two categories for each, ranged from 0.950 to 1.0. Thus, the more parsimonious version with 76 items is supported.

Table 3.3. 9-Dimension Model Tested with T-bird Sample (N = 870)—50 Items

	Chi Square	DF	CFI	RMSEA	SRMR	Item removed
9 Scales Minus 4 Items	5677.836	1733	0.888	0.051	0.051	
PD5						Identify yourself as a citizen of the world rather than a citizen of a particular country or culture.
PD6						Like the food of many different countries.
D1						Easily start up a conversation with someone you have not heard from or seen for a long time.
D2						Have strong relationships with people even though you rarely see them face-to-face.
Minus CO2	5253.836	1674	0.895	0.05	0.05	Know about the culture of several countries.
Minus SA2	5111.555	1616	0.896	0.05	0.05	Respond to humor even during stressful times.
Minus SA1	4961	1559	0.897	0.05	0.05	Feel sure of yourself in most situations.
Minus PD8	4714	1503	0.901	0.05	0.05	Seek out people from other countries to learn about their experiences and culture.
Minus D3	4493	1448	0.904	0.049	0.047	Integrate multiple and diverse perspectives.
Minus GB8	4317	1394	0.905	0.049	0.046	Know how to translate a core concept into something that people in different parts of the world can relate to.
Minus CC3	4090	1341	0.908	0.049	0.045	Handle unstructured business situations effectively and make effective decisions in those situations.
Minus CO1	3858	1289	0.912	0.048	0.044	Know about myths and legends of several cultures.
Minus CC1	3687	1238	0.914	0.048	0.043	Find ways around problems and roadblocks.
Minus SA5	3549	1188	0.916	0.048	0.042	Feel as happy as other people seem to be.
Minus QA6	3329	1139	0.921	0.047	0.042	Willingly tolerate some discomfort in a relationship

Second Iteration: N = 6,071

Tested on 50 GMI items (76-item inventory including 26 demographics), the final analysis yielded good fit. Confirmatory factor analysis cannot include missing data, causing the sample included in these second-iteration analyses to be N = 3,542 when missing data were removed. Missing data exist in this larger sample, whereas as it did not in the smaller sample, because throughout the process of adding and

removing items to strengthen and reduce the inventory from 91 to 76 items, some items are missing for some groups of respondents.

This second CFA replicated the results with the smaller samples, indicating that the *Global Mindset Inventory* consists of nine dimensions. Specifically, the larger sample (N = 3,542), which excluded pilot samples and missing data, resulted in a Chi-Square = 10110.52 (df = 1139). The fit indices all fell within parameters suggested as indicators of good fit by Hu and Bentler (1999) mentioned above. The CFI = .923, RMSEA = .047, and SRMR = .039. Table 3.4 shows the results of this latest CFA. Table 3.4 also reveals again that the nine scales produced a stronger fit than the three larger categories. By loading the nine dimensions on to three factors, the fit indices fall just outside the recommended thresholds of appropriate fit, although not dramatically. The Chi-Square difference also indicates that the nine scales provide a better fit for the data than the three categories.

Table 3.4. Final Confirmatory Factor Analysis

	Chi-Square	**Degrees of Freedom**	**CFI**	**RMSEA**	**SRMR**
Model 1: 9 scales loaded onto 3 categories	13449.02	1163	0.895	0.055	0.071
Model 2: 9 Scales not loaded onto 3 categories	10110.516	1139	0.923	0.047	0.039
N = 3,542					

Conclusion to the Confirmatory Factor Analyses

The CFAs were run on both the nine scales alone and with the nine scales loaded onto the three theoretical categories (Psychological Capital, Social Capital, and Intellectual Capital). The initial analysis with the smaller sample of N = 1,266 revealed that the model fit was stronger for the nine scales run separately, rather than run together in the three-factor structure. The CFAs were then run again as the dataset grew with a larger number of participants and a sample of N = 3,542. This analysis confirmed the nine scales with the larger sample. The nine scales loaded onto the three categories fits weakly, but the three categories are still highly correlated with each other. With this nine-scale model in place, the next objective was to test the internal reliability of scales, as presented in Chapter 4.

Chapter 4

Reliability Analyses and Correlations

Reliability analyses examine how related the items in a scale are to one another. This chapter includes the reliabilities and correlations from a smaller sample of Global Mindset participants (N = 1,266), plus a reanalysis of both on a more recent and larger sample size (N = 6,071). The correlations here are intended to compare the strength of the relationship between scales—the three larger categories (Psychological Capital, Social Capital, and Intellectual Capital) and the nine scales.

Table 4.1 presents the reliabilities for dataset with 91 questions—65 GMI items—from the earlier analysis before items were further analyzed and reduced (N = 1,266). The reliabilities are very strong, with a Cronbach's $\alpha > .70$ on all except Interpersonal Impact, which is close ($\alpha = .626$). Table 4.2 shows the reliabilities for the final 76-question dataset—50 GMI items—and all are very strong as well, with the weakest being Interpersonal Impact ($\alpha = .680$). With the larger sample size, all reliabilities are stronger.

Table 4.1. Scale Reliabilities

N = 1,266	
	Cronbach's Alpha
Total GMI Average	0.964
Psychological Capital	0.895
Passion for Diversity	0.908
Quest for Adventure	0.787
Self-Assuredness	0.776
Social Capital	0.889
Intercultural Empathy	0.889
Interpersonal Impact	0.626
Diplomacy	0.781
Intellectual Capital	0.945
Global Business Savvy	0.943
Cosmopolitan Outlook	0.930
Cognitive Complexity	0.838

Table 4.2. Scale Reliabilities

N = 6,071			
	Cronbach's Alpha	**# of Items**	**N**
Total GMI Average	0.962	50	4302
Psychological Capital	0.897	16	5972
Passion for Diversity	0.910	6	6071
Quest for Adventure	0.816	5	6044
Self-Assuredness	0.788	5	5972
Social Capital	0.894	14	6024
Intercultural Empathy	0.899	6	6044
Interpersonal Impact	0.680	3	6051
Diplomacy	0.800	5	6024
Intellectual Capital	0.939	20	4421
Global Business Savvy	0.941	8	6071
Cosmopolitan Outlook	0.932	7	4421
Cognitive Complexity	0.850	5	6071

Table 4.3 shows the correlations for the three larger categories (PC, SC, and IC) with the dataset of 91 questions and the smaller sample size (N = 1,266). Table 4.4 shows the same with a larger sample size (N = 6,071**)** from the dataset with 76 questions. As the discussions in Chapters 2 and 3 indicate, the three larger categories of PC, SC, and IC are highly correlated with one another, with *r*'s close to or greater than .70. Tables 4.5 and 4.6 provide the correlations among the nine scales with both sample sizes. These two tables clarify that the nine scales are more valid than the three larger categories. The correlational range for these is *r* = .34–.67, in the moderate range, indicating that each scale is related because of its membership in the overall GM construct, but all are distinct from one another. It is the nine scales combined that comprise the total GMI score, not the combination of PC, SC, and IC.

Table 4.3. Correlations for the 3 Categories

N = 1,266		
	Intellectual Capital	**Psychological Capital**
Psychological Capital	0.61	
Social Capital	0.75	0.74

Table 4.4. Correlations for the 3 Categories

N = 6,071			
	Total GMI Average	**Psychological Capital**	**Social Capital**
Psychological Capital	.866		
Social Capital	.917	.718	
Intellectual Capital	.901	.647	.742
All Sig. $p<.001$			

Table 4.5. Correlations for the 9 Scales

N = 1,266								
	Global Business Savvy	**Cosmo-politan Outlook**	**Cognitive Complexity**	**Passion for Diversity**	**Quest for Adventure**	**Self-Assurance**	**Inter-cultural Empathy**	**Inter-personal Impact**
Cosmopolitan Outlook	0.67							
Cognitive Complexity	0.40	0.46						
Passion for Diversity	0.47	0.60	0.41					
Quest for Adventure	0.37	0.42	0.60	0.46				
Self-Assurance	0.37	0.35	0.58	0.43	0.62			
Intercultural Empathy	0.69	0.70	0.45	0.70	0.47	0.50		
Interpersonal Impact	0.60	0.44	0.42	0.34	0.46	0.48	0.57	
Diplomacy	0.34	0.38	0.53	0.49	0.51	0.55	0.56	0.43
All Sig. $p<.001$								

Table 4.6. Correlations for the 9 Scales

N = 6,071								
	Global Business Savvy (IC)	**Cosmo Outlook (IC)**	**Inter-cultural Empathy (SC)**	**Passion for Diversity (PC)**	**Inter-personal Impact (SC)**	**Diplomacy (SC)**	**Quest for Adventure (PC)**	**Cognitive Complexity (IC)**
Cosmopolitan Outlook (IC)	.637							
Intercultural Empathy (SC)	.607	.677						
Passion for Diversity (PC)	.385	.566	.674					
Interpersonal Impact (SC)	.596	.456	.554	.330				
Diplomacy (SC)	.305	.381	.553	.477	.416			
Quest for Adventure (PC)	.337	.383	.458	.460	.439	.506		
Cognitive Complexity (IC)	.366	.439	.423	.368	.413	.506	.594	
Self-Assurance (PC)	.334	.366	.441	.363	.477	.522	.612	.622
All Sig. $p<.001$								

Countries in the GMI database

The following are frequencies from the large dataset of 6,071 participants. Table 4.7a shows the number of respondents working in each country, and Table 4.7b reports the top ten countries in terms of place of work. Table 4.8a shows the number of respondents born in each country, and Table 4.8b shows the top ten countries in terms of place of birth.

Table 4.7a - In what country do you currently work?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Afghanistan	4	.1	.1	.1
Albania	2	.0	.0	.1
Angola	1	.0	.0	.1
Argentina	12	.2	.2	.3
Australia	27	.4	.5	.8
Austria	11	.2	.2	1.0
Bangladesh	1	.0	.0	1.0
Belarus	1	.0	.0	1.0
Belgium	18	.3	.3	1.3
Belize	1	.0	.0	1.3
Benin	1	.0	.0	1.3
Bermuda	1	.0	.0	1.3
Brazil	38	.6	.6	2.0
Bulgaria	5	.1	.1	2.1
Cambodia	2	.0	.0	2.1
Canada	138	2.2	2.3	4.4
Chile	28	.4	.5	4.9
China	247	4.0	4.1	9.0
Colombia	36	.6	.6	9.6
Congo	1	.0	.0	9.6
Costa Rica	26	.4	.4	10.0
Cyprus	1	.0	.0	10.1
Czech Republic	19	.3	.3	10.4
Denmark	6	.1	.1	10.5
Dominican Republic	2	.0	.0	10.5
Ecuador	2	.0	.0	10.5
Egypt	7	.1	.1	10.7
El Salvador	10	.2	.2	10.8
Estonia	1	.0	.0	10.8
Ethiopia	1	.0	.0	10.9
France	50	.8	.8	11.7
Germany	71	1.1	1.2	12.9
Ghana	2	.0	.0	12.9
Greece	1	.0	.0	12.9
Guatemala	6	.1	.1	13.0
Hong Kong	41	.7	.7	13.7
Iceland	6	.1	.1	13.8
India	197	3.2	3.3	17.1
Indonesia	9	.1	.2	17.3
Iraq	1	.0	.0	17.3
Ireland	4	.1	.1	17.3
Israel	4	.1	.1	17.4
Italy	19	.3	.3	17.7
Jamaica	2	.0	.0	17.8
Japan	98	1.6	1.6	19.4
Jordan	27	.4	.5	19.8
Kazakhstan	3	.0	.1	19.9
Kenya	4	.1	.1	20.0
Korea, Republic of	117	1.9	2.0	21.9

Table 4.7a Cont'd. - In what country do you currently work?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Kosovo	1	.0	.0	21.9
Kuwait	3	.0	.1	22.0
Kyrgyzstan	2	.0	.0	22.0
Latvia	2	.0	.0	22.1
Lebanon	2	.0	.0	22.1
Liechtenstein	1	.0	.0	22.1
Luxembourg	2	.0	.0	22.1
Malaysia	33	.5	.6	22.7
Mexico	299	4.8	5.0	27.7
Moldova	1	.0	.0	27.7
Mongolia	1	.0	.0	27.7
Netherlands	16	.3	.3	28.0
New Zealand	7	.1	.1	28.1
Nigeria	19	.3	.3	28.4
Norway	20	.3	.3	28.8
Oman	1	.0	.0	28.8
Pakistan	3	.0	.1	28.8
Panama	4	.1	.1	28.9
Paraguay	3	.0	.1	28.9
Peru	32	.5	.5	29.5
Philippines	13	.2	.2	29.7
Poland	6	.1	.1	29.8
Portugal	4	.1	.1	29.9
Puerto Rico	11	.2	.2	30.0
Qatar	14	.2	.2	30.3
Romania	2	.0	.0	30.3
Saudi Arabia	8	.1	.1	30.4
Senegal	3	.0	.1	30.5
Singapore	28	.4	.5	31.0
Slovakia	1	.0	.0	31.0
Slovenia	1	.0	.0	31.0
South Africa	23	.4	.4	31.4
Spain	28	.4	.5	31.8
Sri Lanka	2	.0	.0	31.9
Sweden	6	.1	.1	32.0
Switzerland	53	.8	.9	32.9
Taiwan	91	1.5	1.5	34.4
Thailand	37	.6	.6	35.0
Turkey	6	.1	.1	35.1
Ukraine	2	.0	.0	35.1
United Arab Emirates	44	.7	.7	35.9
United Kingdom	80	1.3	1.3	37.2
United States	3573	57.2	59.7	96.9
Uruguay	1	.0	.0	96.9
Venezuela	10	.2	.2	97.1
Several Countries	175	2.8	2.9	100.0
Total	5986	95.9	100.0	
Missing	259	4.1		
Total	6245	100.0		

Table 4.7b - Top 10 Countries Respondents Work In		
	Frequency	Percent
United States	3573	57.2
Mexico	299	4.8
China	247	4.0
India	197	3.2
Canada	138	2.2
Korea, Republic of	117	1.9
Japan	98	1.6
Taiwan	91	1.5
United Kingdom	80	1.3
Germany	71	1.1
Total	4911	82

Table 4.8a - Where were you born?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Angola	1	.0	.0	.0
Argentina	7	.1	.2	.2
Australia	15	.2	.5	.7
Austria	2	.0	.1	.8
Bahamas	1	.0	.0	.8
Bahrain	3	.0	.1	.9
Bangladesh	2	.0	.1	.9
Barbados	1	.0	.0	1.0
Belarus	1	.0	.0	1.0
Belgium	11	.2	.3	1.3
Bolivia	1	.0	.0	1.4
Bosnia and Herzegovina	1	.0	.0	1.4
Botswana	1	.0	.0	1.4
Brazil	28	.4	.8	2.3
Brunei Darussalam	1	.0	.0	2.3
Bulgaria	5	.1	.2	2.4
Burkina Faso	1	.0	.0	2.5
Burundi	1	.0	.0	2.5
Cambodia	4	.1	.1	2.6
Cameroon	1	.0	.0	2.6
Canada	115	1.8	3.5	6.1
Chile	24	.4	.7	6.8
China	173	2.8	5.2	12.0
Colombia	49	.8	1.5	13.5
Costa Rica	18	.3	.5	14.0
Croatia	1	.0	.0	14.0
Cuba	1	.0	.0	14.1
Cyprus	1	.0	.0	14.1
Czech Republic	11	.2	.3	14.4
Denmark	7	.1	.2	14.7
Dominican Republic	2	.0	.1	14.7

Table 4.8a Cont'd - Where were you born?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Ecuador	2	.0	.1	14.8
Egypt	6	.1	.2	15.0
El Salvador	6	.1	.2	15.1
England	6	.1	.2	15.3
Estonia	1	.0	.0	15.3
Finland	1	.0	.0	15.4
France	48	.8	1.4	16.8
Georgia	2	.0	.1	16.9
Germany	53	.8	1.6	18.5
Ghana	4	.1	.1	18.6
Guatemala	6	.1	.2	18.8
Guinea	1	.0	.0	18.8
Guyana	1	.0	.0	18.8
Haiti	1	.0	.0	18.9
Hong Kong	28	.4	.8	19.7
Hungary	1	.0	.0	19.7
Iceland	4	.1	.1	19.8
India	247	4.0	7.4	27.3
Indonesia	5	.1	.2	27.4
Ireland	6	.1	.2	27.6
Israel	4	.1	.1	27.7
Italy	31	.5	.9	28.6
Jamaica	1	.0	.0	28.7
Japan	36	.6	1.1	29.8
Jordan	20	.3	.6	30.4
Kenya	3	.0	.1	30.4
Korea, Republic of	89	1.4	2.7	33.1
Kuwait	6	.1	.2	33.3
Kyrgyzstan	2	.0	.1	33.4
Latvia	1	.0	.0	33.4
Lebanon	10	.2	.3	33.7
Malaysia	36	.6	1.1	34.8
Mali	1	.0	.0	34.8
Mauritius	2	.0	.1	34.9
Mexico	213	3.4	6.4	41.2
Moldova	1	.0	.0	41.3
Mongolia	2	.0	.1	41.3
Morocco	2	.0	.1	41.4
Mozambique	1	.0	.0	41.4
Nepal	2	.0	.1	41.5
Netherlands	9	.1	.3	41.8
New Caledonia	1	.0	.0	41.8

Table 4.8a Cont'd - Where were you born?				
	Frequency	Percent	Valid Percent	Cumulative Percent
New Zealand	3	.0	.1	41.9
Nicaragua	1	.0	.0	41.9
Nigeria	26	.4	.8	42.7
Norway	12	.2	.4	43.1
Oman	1	.0	.0	43.1
Pakistan	7	.1	.2	43.3
Panama	4	.1	.1	43.4
Paraguay	1	.0	.0	43.4
Peru	31	.5	.9	44.4
Philippines	9	.1	.3	44.6
Poland	9	.1	.3	44.9
Portugal	4	.1	.1	45.0
Puerto Rico	3	.0	.1	45.1
Qatar	1	.0	.0	45.2
Romania	10	.2	.3	45.5
Russian Federation	2	.0	.1	45.5
Saudi Arabia	5	.1	.2	45.7
Singapore	10	.2	.3	46.0
Somalia	1	.0	.0	46.0
South Africa	11	.2	.3	46.3
Spain	18	.3	.5	46.9
Sri Lanka	1	.0	.0	46.9
Sweden	1	.0	.0	46.9
Switzerland	10	.2	.3	47.2
Taiwan	91	1.5	2.7	50.0
Tajikistan	1	.0	.0	50.0
Thailand	14	.2	.4	50.4
Togo	1	.0	.0	50.4
Tunisia	1	.0	.0	50.5
Turkey	8	.1	.2	50.7
Uganda	2	.0	.1	50.8
Ukraine	1	.0	.0	50.8
United Arab Emirates	22	.4	.7	51.5
United Kingdom	32	.5	1.0	52.4
United States	1556	24.9	46.7	99.1
Uruguay	2	.0	.1	99.2
Uzbekistan	2	.0	.1	99.2
Venezuela	19	.3	.6	99.8
Viet Nam	2	.0	.1	99.9
Yemen	1	.0	.0	99.9
Zambia	1	.0	.0	99.9
Zimbabwe	2	.0	.1	100.0
Total	3331	53.3	100.0	
Missing	2914	46.7		
Total	6245	100.0		

Table 4.8b - Top 10 Respondents Birth Countries		
	Frequency	Percent
United States	1556	24.9
India	247	4.0
Mexico	213	3.4
China	173	2.8
Canada	115	1.8
Taiwan	91	1.5
Korea, Republic of	89	1.4
Germany	53	.8
Colombia	49	.8
France	48	.8
Total	2634	80

Conclusion of the Reliability and Correlation Testing

The analyses presented in Chapter 4 test predominately the reliability of the nine GMI scales and the three overall categories. Results indicate that the reliabilities for the nine scales and the categories they each belong to are indeed very strong, verifying the strength and internal consistency of the measures. We also find in this chapter that, again, the three categories are not terribly distinct from one another and should be used for theoretical and conceptual purposes only, like when discussing the groupings of the nine scales and, more important, how to improve an individual's Psychological, Social, and Intellectual Capital upon completion of the GMI. In addition, the correlations among the nine scales are significant, indicating proper membership within the Global Mindset construct, but distinct from one another because the correlations are only moderate in strength. With confirmation that the GMI scales are reliable, Chapters 5 and 6 will test their validity.

Chapter 5

Demographic and Prior Research Validity Test

Presented in this part of the report are validity tests conducted with the demographic questions asked of the participants in the database. The results of these analyses are then compared alongside prior leadership and cross-cultural research and theory. We ran univariate analyses on key demographic variables in the Global Mindset (GM) database to uncover patterns in the nine GM scales, three overall categories, and the aggregate GM score (the average of the nine scales). We examined the effect of the following independent variables on each of the GM elements: individual's level within the organization, size of the organization, education level, age, gender, individual obtainment of an international degree, English proficiency, number of languages spoken, number of countries lived in and length of stay, number of friends and family-friends from other countries, and board of director officer positions held. Also present in Chapter 5 are frequencies, means, and standard deviations for each of these variables. We then examined past research to test the validity of our findings and the fit of our results within existing research streams. The sample size for all these tests is N = 6,071.

Organizational Level from CEO

The score on each of the nine components, as well as the aggregate score for GM (average of nine components) and PC, SC, and IC is higher at higher organizational levels. Table 5.1 below shows the frequencies of the responses to the question, "How many levels below the CEO of the corporation are you?"

Table 5.1. Frequencies: Organizational Level from CEO				
Mean = 3.14	**Std. Deviation = 1.576**			
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
None/I am the CEO	424	6.8	7.3	7.3
1	616	9.9	10.5	17.8
2	848	13.6	14.5	32.3
3	1010	16.2	17.3	49.6
4	1100	17.6	18.8	68.4
5	875	14.0	15.0	83.3
6 or more	974	15.6	16.7	100.0
Total	5847	93.6	100.0	
Missing	398	6.4		
Total	6245	100.0		

We hypothesized that the leaders at higher levels of the organization are likely to have more business contacts and control over the most important resources, increasing the potential to build GM, PC, SC, and IC. Table 5.2 below shows the results of the ANOVA across organization levels, confirming this hypothesis. All other things being equal, the higher the level in an organization a person is, the higher that individual's Global Mindset—including a higher Psychological, Social, and Intellectual Capital, and all the lower-level components of each.

An individual's level within the organization would be expected to be a result of increased experience, and somewhat correlated with age and education. We apply relational view (RV), stakeholder-based view (SHV), and resource-based view (RBV) theories to interpret these results. RV theory (Dyer & Singh, 1998) explains performance as a function of the network of business contacts with other business organizations. SHV (Post, Preston, & Sachs, 2002) proposes how these top management team members would also be in charge of managing the relationships with key stakeholders, including governments and communities, exposing them to more cultures and business experience. And, finally, RBV (Barney, 1986; Teece, Pisano, & Shuen, 1997; Wernerfelt, 1984) explains the importance of the heterogeneity and immobility of the key resources and competencies controlled by the organization. As one gets older, gains more experience, and builds a broader network of contacts, he or she would then build capacities in Global Mindset, Psychological Capital, Social Capital, and Intellectual Capital.

Table 5.2 - ANOVA's and Means: Organizational Level from CEO				
Independent Variables	**F**	**p-value**	**How many levels below the CEO are you?**	**Mean**
GMI Avg.	49.987	<.001	None/I am the CEO	3.862
			1	3.752
			2	3.692
			3	3.617
			4	3.577
			5	3.504
			6 or more	3.434
Psychological Capital	21.862	<.001	None/I am the CEO	4.110
			1	4.031
			2	3.987
			3	3.943
			4	3.903
			5	3.867
			6 or more	3.825
Social Capital	44.564	<.001	None/I am the CEO	3.790
			1	3.705
			2	3.627
			3	3.553
			4	3.508
			5	3.424
			6 or more	3.345
Intellectual Capital	54.188	<.001	None/I am the CEO	3.685
			1	3.519
			2	3.461
			3	3.357
			4	3.321
			5	3.220
			6 or more	3.131
Passion for Diversity (PC)	9.589	<.001	None/I am the CEO	4.444
			1	4.332
			2	4.308
			3	4.258
			4	4.211
			5	4.171
			6 or more	4.206
Quest for Adventure (PC)	13.753	<.001	None/I am the CEO	3.931
			1	3.873
			2	3.817
			3	3.782
			4	3.735
			5	3.718
			6 or more	3.658

Table 5.2 (Continued) - ANOVA's and Means: Organizational Level from CEO				
Independent Variables	**F**	**p-value**	**How many levels below the CEO are you?**	**Mean**
Self-Assurance (PC)	24.477	<.001	None/I am the CEO	3.956
			1	3.888
			2	3.839
			3	3.789
			4	3.762
			5	3.711
			6 or more	3.610
Intercultural Empathy (SC)	23.170	<.001	None/I am the CEO	3.787
			1	3.661
			2	3.585
			3	3.506
			4	3.457
			5	3.386
			6 or more	3.349
Interpersonal Impact (SC)	66.212	<.001	None/I am the CEO	3.509
			1	3.414
			2	3.284
			3	3.147
			4	3.100
			5	2.906
			6 or more	2.794
Diplomacy (SC)	7.752	<.001	None/I am the CEO	4.073
			1	4.039
			2	4.011
			3	4.005
			4	3.968
			5	3.980
			6 or more	3.892
Global Business Savvy (IC)	49.378	<.001	None/I am the CEO	3.149
			1	2.944
			2	2.870
			3	2.712
			4	2.669
			5	2.519
			6 or more	2.406
Cosmopolitan Outlook (IC)	32.606	<.001	None/I am the CEO	3.752
			1	3.540
			2	3.439
			3	3.386
			4	3.345
			5	3.232
			6 or more	3.162
Cognitive Complexity (IC)	24.613	<.001	None/I am the CEO	4.154
			1	4.073
			2	4.074
			3	3.972
			4	3.949
			5	3.910
			6 or more	3.826

Organizational Size

Table 5.3 below shows the frequencies of the size of the organizations in our sample. We collapsed several size categories due to lack of any significant differences among different sized groups. The critical point of distinction seems to be at the 100 employee mark - the most noticeable differences are between the organizations that hire less than 100 employees and those that hire over 100 employees.

Table 5.3. Frequencies: Organizational Size

	Frequency	Percent	Valid Percent	Cumulative Percent
Under 100 Employees	695	11.1	20.1	20.1
100 Employees and Over	2764	44.3	79.9	100.0
Total	3459	55.4	100.0	
Missing	2786	44.6		
Total	6245	100.0		

In almost all cases, respondents working for smaller organizations reported higher average scores on Global Mindset. As demonstrated in Table 5.4 below, GM, PC, SC, IC, Passion for Diversity (PC), Global Business Savvy (IC), Cosmopolitan Outlook (IC), and Cognitive Complexity (IC) are all significantly and negatively affected by the size of the organization in which individuals work. Quest for Adventure is the only variable that is higher for people working in larger organizations. We believe that these findings might indicate that as organizations grow larger, organizational culture begins to dominate, and restricts exposure and learning from outside cultural forces. An individual's personal Quest for Adventure is the only significant indicator that would increase Global Mindset, because the individual is left on his or her own to seek cultural influences outside the organization.

Table 5.4 - ANOVA's and Means: Organization Size				
Dependent Variables	**F**	**p-value**	**How big is your corporation? (employees)**	**Mean**
GMI Avg.	6.292	.012	Under 100 Employees	3.657
			100 Employees and Over	3.599
Psychological Capital	19.253	<.001	Under 100 Employees	4.070
			100 Employees and Over	3.968
Social Capital	5.998	.014	Under 100 Employees	3.587
			100 Employees and Over	3.520
Intellectual Capital	.030	.862	Under 100 Employees	3.313
			100 Employees and Over	3.308
Passion for Diversity (PC)	9.741	.002	Under 100 Employees	3.630
			100 Employees and Over	3.521
Quest for Adventure (PC)	7.111	.008	Under 100 Employees	2.533
			100 Employees and Over	2.637
Self-Assurance (PC)	.003	.954	Under 100 Employees	3.971
			100 Employees and Over	3.970
			100 Employees and Over	3.843
Intercultural Empathy (SC)	.266	.606	Under 100 Employees	3.766
			100 Employees and Over	3.752
Interpersonal Impact (SC)	1.147	.284	Under 100 Employees	3.080
			100 Employees and Over	3.038
Diplomacy (SC)	3.756	.053	Under 100 Employees	4.051
			100 Employees and Over	4.002
Global Business Savvy (IC)	37.428	<.001	Under 100 Employees	4.490
			100 Employees and Over	4.309
Cosmopolitan Outlook (IC)	14.418	<.001	Under 100 Employees	3.954
Cognitive Complexity (IC)	10.628	.001	Under 100 Employees	3.435
			100 Employees and Over	3.318

Education

Upon running the univariate analyses to examine the impact of education on GM and each of the scales, two issues occurred. One, the sample size for "some high school" was too small, and two, there were no significant differences between the four levels under completing a four-year college degree. Therefore, further analysis was warranted to compensate for these discrepancies. We collapsed the four lower-level educational categories into one category to represent any amount of education less than a four-year college degree. This solved both issues previously explained and offered much more robust findings. Table 5.5 below shows the frequencies of the educational levels of the respondents.

Table 5.5. Frequencies: Education				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Less than 4 Year College Degree	303	4.9	5.0	5.0
College Degree, BA, BS, or equivalent	2658	42.6	43.8	48.8
MBA, Masters or equivalent	2694	43.1	44.4	93.1
PhD., Medical Doctor, Law Degree, or equivalent	416	6.7	6.9	100.0
Total	6071	97.2	100.0	
Missing	174	2.8		
Total	6245	100.0		

The univariate results with the collapsed four-category education variable are reported in Table 5.6 below. They show a significant linear relationship on the GM construct, all three higher-level categories, and all nine of the lower-level scales. At the lowest levels of adult education, GM is the weakest, and as individuals become more educated, with a minimum of a four-year college degree, their GM—including all the elements of Psychological, Social, and Intellectual Capital—grows.

An interesting related finding is that there is only one statistically significant difference between those holding an MBA or Master's degree and those who have Ph.D. degrees, and it is related to Cognitive Complexity. Those with Ph.D. degrees, in general, have a higher level of Cognitive Complexity. The two groups have similar scores on all of the other elements of Global Mindset.

Table 5.6 - ANOVA's and Means: Education				
Dependent Variables	**F**	**p-value**	**What is the highest educational level you have attained?**	**Mean**
GMI Avg.	150.273	<.001	Less than 4 Year College Degree	3.204
			College Degree, BA, BS, or equivalent	3.500
			MBA, Masters or equivalent	3.724
			PhD., Medical Doctor, Law Degree, or equivalent	3.770
Psychological Capital	54.389	<.001	Less than 4 Year College Degree	3.597
			College Degree, BA, BS, or equivalent	3.906
			MBA, Masters or equivalent	3.977
			PhD., Medical Doctor, Law Degree, or equivalent	4.054
Social Capital	84.615	<.001	Less than 4 Year College Degree	3.204
			College Degree, BA, BS, or equivalent	3.439
			MBA, Masters or equivalent	3.643
			PhD., Medical Doctor, Law Degree, or equivalent	3.656
Intellectual Capital	271.781	<.001	Less than 4 Year College Degree	2.811
			College Degree, BA, BS, or equivalent	3.156
			MBA, Masters or equivalent	3.550
			PhD., Medical Doctor, Law Degree, or equivalent	3.598
Passion for Diversity (PC)	82.427	<.001	Less than 4 Year College Degree	3.638
			College Degree, BA, BS, or equivalent	4.252
			MBA, Masters or equivalent	4.332
			PhD., Medical Doctor, Law Degree, or equivalent	4.303
Quest for Adventure (PC)	16.937	<.001	Less than 4 Year College Degree	3.529
			College Degree, BA, BS, or equivalent	3.777
			MBA, Masters or equivalent	3.769
			PhD., Medical Doctor, Law Degree, or equivalent	3.873
Self-Assurance (PC)	45.697	<.001	Less than 4 Year College Degree	3.625
			College Degree, BA, BS, or equivalent	3.691
			MBA, Masters or equivalent	3.831
			PhD., Medical Doctor, Law Degree, or equivalent	3.986
Intercultural Empathy (SC)	100.175	<.001	Less than 4 Year College Degree	2.93
			College Degree, BA, BS, or equivalent	3.398
			MBA, Masters or equivalent	3.651
			PhD., Medical Doctor, Law Degree, or equivalent	3.635
Interpersonal Impact (SC)	60.721	<.001	Less than 4 Year College Degree	2.864
			College Degree, BA, BS, or equivalent	2.968
			MBA, Masters or equivalent	3.251
			PhD., Medical Doctor, Law Degree, or equivalent	3.273
Diplomacy (SC)	19.311	<.001	Less than 4 Year College Degree	3.819
			College Degree, BA, BS, or equivalent	3.95
			MBA, Masters or equivalent	4.027
			PhD., Medical Doctor, Law Degree, or equivalent	4.06
Global Business Savvy (IC)	259.365	<.001	Less than 4 Year College Degree	2.046
			College Degree, BA, BS, or equivalent	2.411
			MBA, Masters or equivalent	3.02
			PhD., Medical Doctor, Law Degree, or equivalent	2.864
Cosmopolitan Outlook (IC)	183.224	<.001	Less than 4 Year College Degree	2.733
			College Degree, BA, BS, or equivalent	3.177
			MBA, Masters or equivalent	3.582
			PhD., Medical Doctor, Law Degree, or equivalent	3.675
Cognitive Complexity (IC)	95.100	<.001	Less than 4 Year College Degree	3.655
			College Degree, BA, BS, or equivalent	3.878
			MBA, Masters or equivalent	4.049
			PhD., Medical Doctor, Law Degree, or equivalent	4.256

Age

Univariate analyses delivered some curious findings on the relationship between the Global Mindset constructs and age. The score on each of the nine components, as well as the aggregate score for GM (average of nine components) and PC, SC, and IC has a nonlinear relationship with age. In many cases, S- and U-shaped relationships were found; however, this happened under circumstances where significant differences could not be detected between categorical levels of the independent variable. Several age groups had nonsignificant findings. In such instances, the levels of the independent variable were collapsed in an effort to strengthen the variable for more robust findings, and are reported in Table 5.7 below.

Table 5.7. Frequencies: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 29 years old	1171	18.8	19.6	19.6
30 to 39 years old	1913	30.6	32.1	51.7
40 to 49 years old	1543	24.7	25.9	77.6
50 to 59 years old	977	15.6	16.4	93.9
60 years old or more	361	5.8	6.1	100.0
Total	5965	95.5	100.0	
Missing	280	4.5		
Total	6245	100.0		

Age with 30s, 40s and 50s Collapsed

	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 29 years old	1171	18.8	19.6	19.6
30 to 59 years old	4433	71.0	74.3	93.9
60 years old or more	361	5.8	6.1	100.0
Total	5965	95.5	100.0	
Missing	280	4.5		
Total	6245	100.0		

Age with 20s and 30s Collapsed

	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 39 years old	3084	49.4	51.7	51.7
40 to 49 years old	1543	24.7	25.9	77.6
50 to 59 years old	977	15.6	16.4	93.9
60 years old or more	361	5.8	6.1	100.0
Total	5965	95.5	100.0	
Missing	280	4.5		
Total	6245	100.0		

Table 5.8 below shows the results of the ANOVA across age groups. For the composite total Global Mindset construct, results of the new three categorical variable indicate a significant linear relationship. Overall, all other things being equal, an individual's Global Mindset is significantly impacted by his or her age. As people get older, their Global Mindset intensifies. By examining the scales that make up Global Mindset, we better understand the relationship between age and GM.

Table 5.8 - ANOVA's and Means: Age

Dependent Variables	F	p-value	What age group do you belong to?	Mean
GMI Avg.	11.251	<.001	20 to 29 years old	3.563
			30 to 59 years old	3.606
			60 years old or more	3.719
Psychological Capital	14.565	<.001	20 to 29 years old	3.982
			30 to 39 years old	3.979
			40 to 49 years old	3.872
			50 to 59 years old	3.868
			60 years old or more	3.974
Social Capital	6.365	<.001	20 to 29 years old	3.484
			30 to 39 years old	3.550
			40 to 49 years old	3.528
			50 to 59 years old	3.522
			60 years old or more	3.667
Intellectual Capital	17.025	<.001	20 to 29 years old	3.222
			30 to 39 years old	3.357
			40 to 49 years old	3.372
			50 to 59 years old	3.366
			60 years old or more	3.517
Passion for Diversity (PC)	69.240	<.001	20 to 29 years old	4.466
			30 to 39 years old	4.369
			40 to 49 years old	4.127
			50 to 59 years old	4.044
			60 years old or more	4.205
Quest for Adventure (PC)	11.065	<.001	20 to 29 years old	3.807
			30 to 39 years old	3.828
			40 to 49 years old	3.703
			50 to 59 years old	3.702
			60 years old or more	3.763
Self-Assurance (PC)	21.273	<.001	20 to 29 years old	3.672
			30 to 39 years old	3.739
			40 to 49 years old	3.785
			50 to 59 years old	3.857
			60 years old or more	3.953

Table 5.8 (Continued) - ANOVA's and Means: Age				
Dependent Variables	**F**	**p-value**	**What age group do you belong to?**	**Mean**
Intercultural Empathy (SC)	13.972	<.001	20 to 29 years old	3.555
			30 to 39 years old	3.583
			40 to 49 years old	3.438
			50 to 59 years old	3.379
			60 years old or more	3.555
Interpersonal Impact (SC)	34.779	<.001	20 to 29 years old	2.900
			30 to 39 years old	3.064
			40 to 49 years old	3.205
			50 to 59 years old	3.205
			60 years old or more	3.382
Diplomacy (SC)	4.721	<.001	20 to 29 years old	3.997
			30 to 39 years old	4.003
			40 to 49 years old	3.940
			50 to 59 years old	3.982
			60 years old or more	4.062
Global Business Savvy (IC)	24.417	<.001	20 to 29 years old	2.475
			30 to 39 years old	2.703
			40 to 49 years old	2.799
			50 to 59 years old	2.725
			60 years old or more	2.895
Cosmopolitan Outlook (IC)	10.664	<.001	20 to 29 years old	3.316
			30 to 39 years old	3.395
			40 to 49 years old	3.329
			50 to 59 years old	3.355
			60 years old or more	3.630
Cognitive Complexity (IC)	9.368	<.001	20 to 29 years old	3.877
			30 to 39 years old	3.972
			40 to 49 years old	3.989
			50 to 59 years old	4.018
			60 years old or more	4.027

With regard to Psychological Capital and the new four-category age variable, PC has a U-shaped relationship with age, indicating that, all other things being equal, people earlier in life (ages 20-39) and later in life (over 60 years) have higher Psychological Capital than individuals in their middle-age years (40-59). To understand this better, we look at the three elements of PC. Passion for Diversity (PD) has a similar U-shaped relationship with age, with people in their young adult years (20-39) having the highest passion for diversity—strongest for individuals in their 20s. PD then drops lower for people in their 40s and 50s, and increases again, although slightly, later in life (60+). The U-shaped relationship may show that middle-aged people, with career and family demands on their time, may simply have less energy to

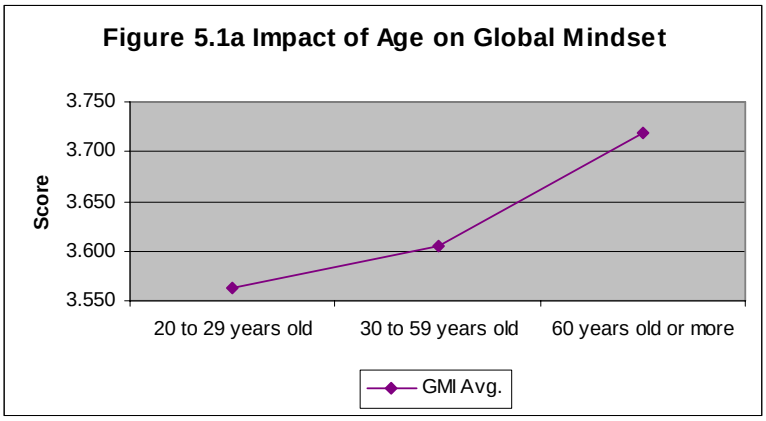
devote to a passion for diversity. The univariate tests for Quest for Adventure (QA) indicated no significant differences among the higher three age categories (40s, 50s, and 60s+). Results indicate that individuals in their 20s and 30s have a higher Quest for Adventure, and this starts to erode when people get into their 40s. Results for Self-Assurance (SA) show a significant and also positive linear relationship, indicating that as people get older they become more self-assured. These relationships make logical sense: younger and older adults may have more time to allot to exploring, art, and travel (PD); younger adults are equipped for dealing with new and unpredictable challenges that test their abilities (QA); and as people get older and gain experience, education, and social and professional contacts, they become more self-assured (SA).

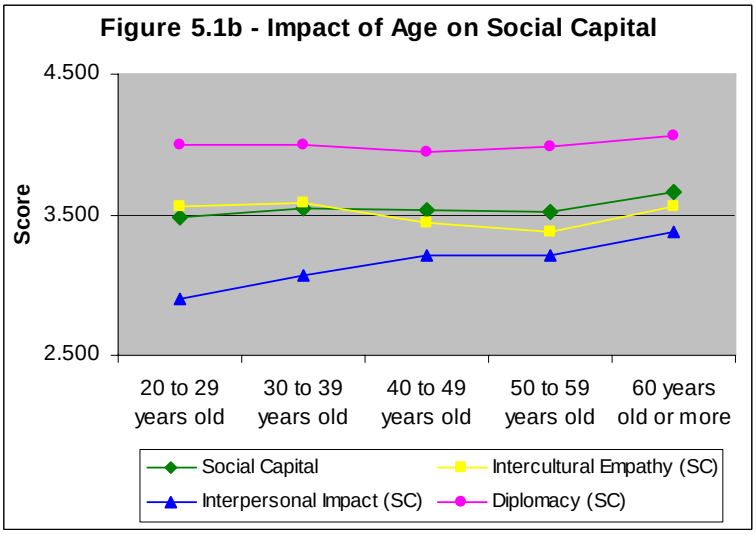
Social Capital and Intellectual Capital have a linear relationship with age, with no significant differences among individuals in their 30s, 40s, and 50s. We find that Social Capital is the lowest for people in their 20s, then increases in their 30s, but stays fairly consistent through their 50s. SC then grows significantly again as people reach 60 and older. Similarly, Interpersonal Impact has a perfect linear relationship, indicating that as a person gets older, they have more interpersonal impact on those around them. These findings show that as adults get older, they build social networks, and in doing so people become more comfortable dealing with them and have confidence in their abilities and experience.

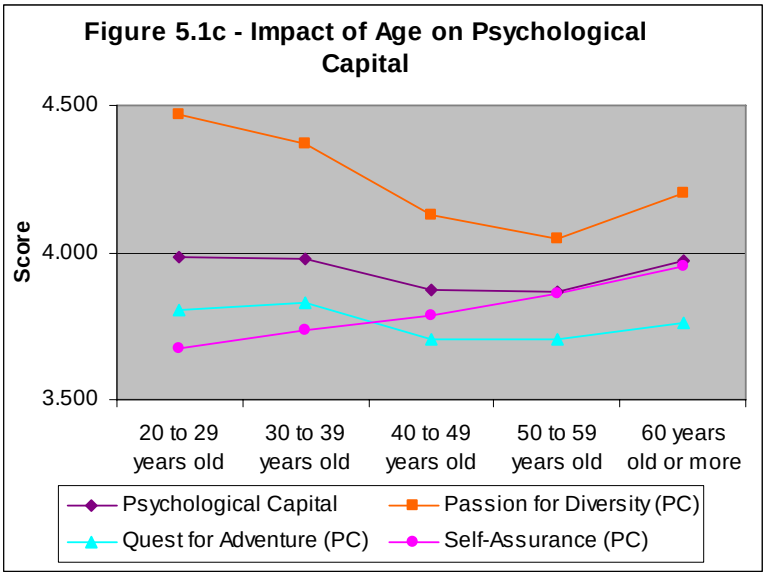
The Intercultural Empathy (IE) element of SC presents some very interesting findings—an S-shaped relationship—IE is the same for people in their 20s as it is for people age 60 and older. IE then increases in people's 30s and then begins to drop rather dramatically in individuals' 40s and 50s, only to then increase again significantly in one's 60s. From this, it seems that individuals in their 40s and 50s have the lowest IE (no significant differences were found between these two groups). The univariate analysis of the new four-category age variable and Diplomacy (D) revealed a U-shaped relationship, with Diplomacy dropping off for people in their 40s and coming back up again in their 50s and even more so in their 60s and beyond. It may be that middle-aged people, with career and family demands on their attention, may be less equipped to understand and connect with people from other cultures (IE) and listen

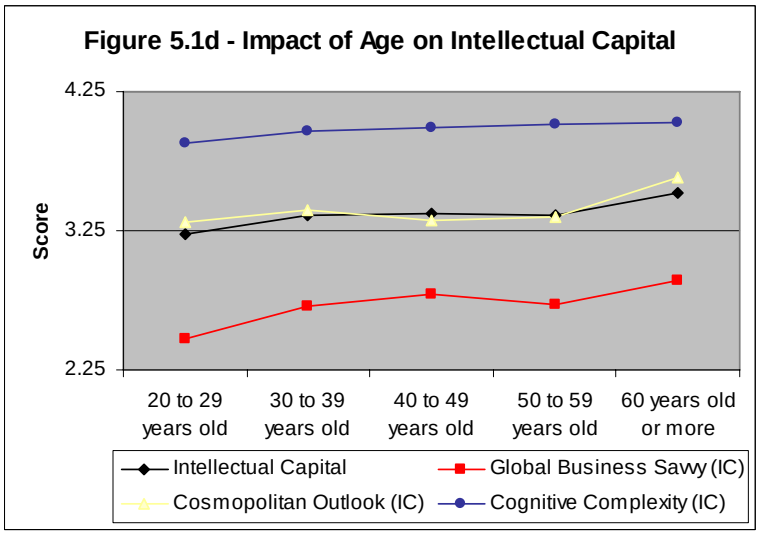
carefully and being willing to coordinate activities (D) because the demands in their own personal worlds are so strong.

To better represent our findings with regard to age, the following graphs are provided showing these relationships (see Figures 5.1a-d).









Gender

Table 8.9 below shows the gender distribution in the sample.

Table 5.9. Frequencies: Gender				
Mean = 1.33			**Std. Deviation = .469**	
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Male	4070	65.2	67.3	67.3
Female	1981	31.7	32.7	100.0
Total	6051	96.9	100.0	
Missing	194	3.1		
Total	6245	100.0		

Table 5.10 shows the mean differences for men and women on each of the GM scales. Table 5.10 below also shows that gender is significantly, albeit very weakly, correlated with almost all of the GM elements—except Diplomacy and the overall PC scale, which were not significant. Women score higher only on Intercultural Empathy and Passion for Diversity, whereas men score higher on all other elements, including the aggregate Global Mindset scale.

Table 5.10 - ANOVA's and Means: Gender				
Dependent Variables	**F**	**p-value**	**What age group do you belong to?**	**Mean**
GMI Avg.	26.137	<.001	Male	3.629
			Female	3.552
Psychological Capital	.148	.700	Male	3.932
			Female	3.937
Social Capital	5.628	.018	Male	3.546
			Female	3.506
Intellectual Capital	116.297	<.001	Male	3.408
			Female	3.212
Passion for Diversity (PC)	71.473	<.001	Male	4.207
			Female	4.378
Quest for Adventure (PC)	19.740	<.001	Male	3.795
			Female	3.714
Self-Assurance (PC)	18.243	<.001	Male	3.794
			Female	3.720
Intercultural Empathy (SC)	8.581	.003	Male	3.483
			Female	3.549
Interpersonal Impact (SC)	74.735	<.001	Male	3.177
			Female	2.970
Diplomacy (SC)	1.418	.234	Male	3.979
			Female	3.998
Global Business Savvy (IC)	104.424	<.001	Male	2.781
			Female	2.514
Cosmopolitan Outlook (IC)	73.678	<.001	Male	3.436
			Female	3.233
Cognitive Complexity (IC)	48.808	<.001	Male	4.007
			Female	3.890

Table 5.10 (Continued) - Pearson Correlations:		
	1=Men 2=Women	**p-value**
GMI Avg.	-.066	<.001
Psychological Capital	.005	.700
Social Capital	-.030	.018
Intellectual Capital	-.137	<.001
Passion for Diversity (PC)	.108	<.001
Quest for Adventure (PC)	-.057	<.001
Self-Assurance (PC)	-.055	<.001
Intercultural Empathy (SC)	.038	.003
Interpersonal Impact (SC)	-.110	<.001
Diplomacy (SC)	.015	.234
Global Business Savvy (IC)	-.130	<.001
Cosmopolitan Outlook (IC)	-.110	<.001
Cognitive Complexity (IC)	-.089	<.001

Explanations for this may lie in past research related to leadership and gender. It has been argued that women display relatively feminine, communal values by acting affectionate, cooperative, and compassionate (Eagly & Mitchell, 2004). Eagly and Karau (1991), in a meta-analysis on gender and the

emergence of leaders, found that women specialized in leadership roles that required more socially facilitative behaviors. Westermann, Ashby, and Pretty (2005) found collaboration, solidarity, conflict resolution, and reciprocity to be greater in groups where women were present. This might explain the finding that women are more likely to show empathy and are more likely to enjoy diversity of any type.

Graduate Degree in International Business/Affairs

Table 5.11 below shows the number of respondents in our sample who hold a graduate degree in international business or international affairs. We hypothesized that holding a graduate degree has a positive effect on an individual's Global Mindset.

Table 5.11. Frequencies: Graduate Degree in International Business/Affairs

Mean = 1.69			**Std. Deviation = .461**	
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Yes	1863	29.8	30.7	30.7
No	4208	67.4	69.3	100.0
Total	6071	97.2	100.0	
Missing	174	2.8		
Total	6245	100.0		

Table 5.12 below reports the results of the ANOVA comparing the two groups. It shows that, all other things being equal, people with a graduate degree in international business or international affairs have a significantly higher Global Mindset, and PC, SC, IC, and all of the associated components.

Table 5.12 - ANOVA's and Means: Graduate Degree in International Business/Affairs				
Depdendent Variables	**F**	**p-value**	**Do you have a graduate degree in International Management/International Business/International Affairs?**	**Mean**
GMI Avg.	672.646	<.001	Yes	3.864
			No	3.488
Psychological Capital	147.871	<.001	Yes	4.059
			No	3.876
Social Capital	450.885	<.001	Yes	3.780
			No	3.423
Intellectual Capital	1205.136	<.001	Yes	3.753
			No	3.163
Passion for Diversity (PC)	289.516	<.001	Yes	4.499
			No	4.154
Quest for Adventure (PC)	6.857	.009	Yes	3.801
			No	3.753
Self-Assurance (PC)	80.126	<.001	Yes	3.877
			No	3.722
Intercultural Empathy (SC)	558.712	<.001	Yes	3.863
			No	3.344
Interpersonal Impact (SC)	312.869	<.001	Yes	3.402
			No	2.980
Diplomacy (SC)	66.230	<.001	Yes	4.074
			No	3.946
Global Business Savvy (IC)	1455.470	<.001	Yes	3.329
			No	2.413
Cosmopolitan Outlook (IC)	882.193	<.001	Yes	3.835
			No	3.162
Cognitive Complexity (IC)	116.169	<.001	Yes	4.096
			No	3.913

Language

Table 5.13 below shows the proficiency level of the respondents speaking English language.

Table 5.13. Frequencies: English Proficiency				
Non-Anglo Countries: How fluent are you in English?				
Mean = 3.95	**Std. Deviation = .906**			
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
1.Minimaly Skilled	29	1.8	1.8	1.8
2.Somewhat skilled	68	4.2	4.2	6.0
3.Moderately skilled	328	20.4	20.4	26.4
4.Very skilled	721	44.8	44.8	71.2
5.Like a first language	464	28.8	28.8	100.0
Total	1610	100.0	100.0	
Missing	0			
Total	3220			
All Countries: How fluent are you in English?				
Mean = 3.95	**Std. Deviation = .906**			
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
1.Minimaly Skilled	41	.7	.7	.7
2.Somewhat skilled	94	1.5	1.5	2.2
3.Moderately skilled	455	7.3	7.5	9.7
4.Very skilled	1430	22.9	23.6	33.3
5.Like a first language	4051	64.9	66.7	100.0
Total	6071	97.2	100.0	
Missing	174	2.8		
Total	6245	100.0		

We hypothesized that for those not born in Anglo countries (U.S., Canada, U.K., Australia, New Zealand), the score on each of the nine components, as well as the aggregate score for GM (average of nine components) and PC, SC, and IC, are positively correlated to English language proficiency. The rationale for this hypothesis is that non-Anglo individuals who have a high level of Global Mindset will find that a proficiency in the English language makes it easier to explore the world and be exposed to other cultures. Table 5.14 below reports the Pearson's Correlations between the level of English language proficiency and the various elements of GM, confirming the hypothesis.

Table 5.14. Pearson Correlations: English Proficiency	
1 = Minimally	5 = Like a first language
GMI Avg.	.361
Psychological Capital	.358
Social Capital	.333
Intellectual Capital	.283
Passion for Diversity (PC)	.389
Quest for Adventure (PC)	.219
Self-Assurance (PC)	.266
Intercultural Empathy (SC)	.378
Interpersonal Impact (SC)	.192
Diplomacy (SC)	.271
Global Business Savvy (IC)	.139
Cosmopolitan Outlook (IC)	.339
Cognitive Complexity (IC)	.214

All significant at $p<.05$

We also hypothesized that all of the elements of Global Mindset are also positively correlated with the number of languages a person is fluent in, besides English. Individuals who speak other languages besides English, even minimally, are expected to have a higher Global Mindset because speaking other languages reflects their exposure to and interest in other cultures. Table 5.15 shows the frequencies of the levels of proficiency in other languages.

Table 5.15. Frequencies: Besides English, How Many Other Languages Do You Read, Speak, and Write?								
	Very Skilled Proficiency Level				Moderately Skilled Proficiency Level			
	Frequency	Percent	Valid Percent	Cumulative Percent	Frequency	Percent	Valid Percent	Cumulative Percent
None	2049	32.8	41.2	41.2	3092	49.5	61.2	61.2
1	2120	33.9	42.6	83.8	1550	24.8	30.7	91.9
2	617	9.9	12.4	96.2	345	5.5	6.8	98.7
3	156	2.5	3.1	99.4	53	.8	1.0	99.8
4	26	.4	.5	99.9	9	.1	.2	100.0
5 or more	6	.1	.1	100.0	2	.0	.0	100.0
Total	4974	79.6	100.0		5051	80.9	100.0	
Missing	1271	20.4			1194	19.1		
Total	6245	100.0			6245	100.0		
	Somewhat Skilled Proficiency Level				Minimally Skilled Proficiency Level			
	Frequency	Percent	Valid Percent	Cumulative Percent	Frequency	Percent	Valid Percent	Cumulative Percent
None	2867	45.9	59.8	59.8	2150	34.4	42.6	42.6
1	1503	24.1	31.4	91.2	2038	32.6	40.4	82.9
2	351	5.6	7.3	98.5	654	10.5	13.0	95.9
3	57	.9	1.2	99.7	135	2.2	2.7	98.6
4	11	.2	.2	99.9	50	.8	1.0	99.6
5 or more	4	.1	.1	100.0	22	.4	.4	100.0
Total	4793	76.7	100.0		5049	80.8	100.0	
Missing	1452	23.3			1196	19.2		
Total	6245	100.0			6245	100.0		

Table 5.16a reports the results of the ANOVA across numbers of languages one is familiar with, at different levels of proficiency. The results show that in general, the number of languages one is familiar with, regardless of level of proficiency, is positively associated with one's Global Mindset.

Table 5.16a - ANOVA's & Means: Number of Langauges Spoken and Skill Level													
	Besides English, how many other languages can you speak or write?	Very Skilled Level			Moderately Skilled Level			Somewhat Skilled Level			Minimally Skilled Level		
Dependent Variables		Mean	F	p-value	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value
GMI Avg.	None	3.935	31.322	<.001	3.887	18.114	<.001	4.126	9.015	<.001	4.061	10.355	<.001
	1	4.051			4.013			4.212			4.105		
	2	4.176			4.079			4.273			4.205		
	3	4.284			4.188			4.169			4.262		
	4	4.334			4.256			4.408			4.283		
	5 or more	4.377			4.735			3.969			4.241		
Psychological Capital	None	4.185	7.643	<.001	4.104	9.110	<.001	4.278	4.965	<.001	4.184	7.724	<.001
	1	4.207			4.199			4.336			4.221		
	2	4.287			4.237			4.391			4.295		
	3	4.403			4.299			4.271			4.397		
	4	4.401			4.158			4.501			4.393		
	5 or more	4.312			4.797			4.017			4.305		
Social Capital	None	3.816	39.037	<.001	3.796	14.351	<.001	4.106	5.971	<.001	4.041	6.329	<.001
	1	3.993			3.919			4.184			4.080		
	2	4.130			4.000			4.250			4.180		
	3	4.225			4.162			4.152			4.211		
	4	4.337			4.261			4.339			4.230		
	5 or more	4.374			4.736			3.846			4.134		
Intellectual Capital	None	3.806	33.384	<.001	3.759	19.482	<.001	3.998	10.695	<.001	3.960	10.851	<.001
	1	3.955			3.922			4.118			4.013		
	2	4.113			3.998			4.178			4.142		
	3	4.224			4.103			4.084			4.179		
	4	4.263			4.350			4.388			4.231		
	5 or more	4.446			4.676			4.042			4.283		
Passion for Diversity (PC)	None	4.535	11.456	<.001	4.567	8.722	<.001	4.655	7.988	<.001	4.567	10.632	<.001
	1	4.611			4.702			4.773			4.641		
	2	4.720			4.687			4.801			4.745		
	3	4.831			4.596			4.807			4.856		
	4	4.784			4.733			4.783			4.797		
	5 or more	4.890			5.086			4.551			4.763		

Table 5.16a Cont'd - ANOVA's & Means: Number of Langauges Spoken and Skill Level													
	Besides English, how many other languages can you speak or write?	Very Skilled Level			Moderately Skilled Level			Somewhat Skilled Level			Minimally Skilled Level		
Dependent Variables		Mean	F	p-value	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value
Quest for Adventure (PC)	None	4.047	2.560	.025	3.903	4.731	<.001	4.118	1.985	.078	4.009	3.429	.004
	1	4.043			3.976			4.158			4.021		
	2	4.104			4.031			4.203			4.089		
	3	4.215			4.127			4.039			4.163		
	4	4.190			3.813			4.316			4.302		
	5 or more	4.098			4.849			3.864			4.114		
Self-Assurance (PC)	None	3.972	4.121	.001	3.844	6.476	<.001	4.061	3.081	.009	3.977	3.173	.007
	1	3.967			3.921			4.076			4.001		
	2	4.038			3.995			4.170			4.050		
	3	4.164			4.173			3.970			4.174		
	4	4.230			3.926			4.406			4.081		
	5 or more	3.949			4.461			3.636			4.037		
Intercultural Empathy (SC)	None	3.770	45.696	<.001	3.873	18.412	<.001	4.15	8.489	<.001	3.994	11.437	<.001
	1	4.020			4.079			4.284			4.079		
	2	4.196			4.143			4.335			4.207		
	3	4.305			4.126			4.291			4.324		
	4	4.325			4.402			4.267			4.206		
	5 or more	4.535			4.529			3.825			4.341		
Interpersonal Impact (SC)	None	3.456	35.179	<.001	3.439	9.628	<.001	3.838	5.047	<.001	3.839	3.004	.010
	1	3.713			3.563			3.932			3.864		
	2	3.886			3.681			4.046			3.985		
	3	3.988			3.995			3.897			3.935		
	4	4.256			3.944			4.254			4.081		
	5 or more	4.234			4.908			3.564			3.827		

Table 5.16a Cont'd - ANOVA's & Means: Number of Langauges Spoken and Skill Level													
	Besides English, how many other languages can you speak or write?	Very Skilled Level			Moderately Skilled Level			Somewhat Skilled Level			Minimally Skilled Level		
Dependent Variables		Mean	F	p-value	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value
Diplomacy (SC)	None	4.221	3.995	.001	4.075	4.345	.001	4.328	.717	.611	4.289	1.457	.201
	1	4.244			4.114			4.335			4.297		
	2	4.309			4.177			4.370			4.346		
	3	4.382			4.364			4.267			4.371		
	4	4.431			4.441			4.491			4.401		
	5 or more	4.350			4.766			4.146			4.233		
Global Business Savvy (IC)	None	3.168	43.459	<.001	3.122	16.154	<.001	3.575	8.687	<.001	3.487	4.280	.001
	1	3.469			3.327			3.727			3.524		
	2	3.652			3.421			3.819			3.648		
	3	3.813			3.700			3.557			3.671		
	4	3.907			4.074			3.906			3.711		
	5 or more	3.935			4.299			3.359			3.903		
Cosmopolitan Outlook (IC)	None	3.975	27.029	<.001	3.973	20.386	<.001	4.135	12.209	<.001	4.132	16.943	<.001
	1	4.136			4.200			4.311			4.245		
	2	4.341			4.286			4.355			4.441		
	3	4.444			4.288			4.362			4.454		
	4	4.422			4.726			4.668			4.499		
	5 or more	4.990			4.834			4.477			4.537		
Cognitive Complexity (IC)	None	4.275	3.302	.006	4.184	3.086	.009	4.284	1.639	.146	4.260	3.282	.006
	1	4.262			4.239			4.316			4.272		
	2	4.344			4.288			4.361			4.337		
	3	4.415			4.319			4.335			4.411		
	4	4.462			4.247			4.590			4.484		
	5 or more	4.417			4.898			4.290			4.412		

Table 5.16b below shows the regression results with levels of proficiency in other languages as predictors of the various elements of Global Mindset. As reported in the table, two strongest predictors are moderate and very skilled levels of proficiency.

Table 5.16b - Regression: Language

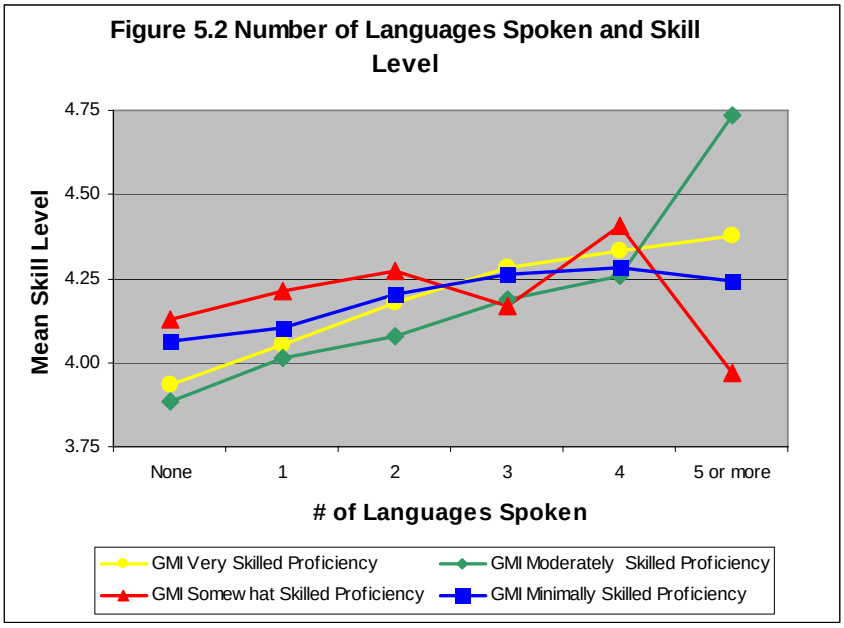
	Very Skilled Level		Moderately Skilled Level		Somewhat Skilled Level		Minimally Skilled Level	
Dependent Variables	R^2_{adj}	β	R^2_{adj}	β	R^2_{adj}	β	R^2_{adj}	β
GMI Avg.	.044	.209	.039	.198	.024	.155	.017	.132
Psychological Capital	.010	.102	.017	.132	.012	.109	.010	.106
Social Capital	.051	.226	.032	.179	.017	.133	.010	.102
Intellectual Capital	.047	.216	.043	.208	.027	.166	.020	.142
Passion for Diversity (PC)	.015	.123	.015	.125	.015	.125	.014	.124
Quest for Adventure (PC)	.003	.056	.008	.091	.004	.067	.004	.064
Self-Assurance (PC)	.004	.065	.010	.102	.005	.070	.005	.069
Intercultural Empathy (SC)	.055	.235	.037	.192	.021	.146	.016	.126
Interpersonal Impact (SC)	.045	.213	.022	.149	.014	.119	.005	.072
Diplomacy (SC)	.006	.080	.007	.084	.002	.046	.002	.047
Global Business Savvy (IC)	.055	.235	.036	.190	.020	.142	.009	.096
Cosmopolitan Outlook (IC)	.038	.194	.042	.206	.029	.172	.027	.164
Cognitive Complexity (IC)	.003	.059	.007	.087	.005	.074	.006	.078

All significant at $p < .01$
Grey boxes indicate the strongest of the 4 levels

Examining these results closer, we conducted ANOVA's with post hoc analyses to uncover how many languages spoken make the difference in GM scores. Due to the size of these post hoc tables, we looked for consistent and discernable patterns in the results, and a summary of the findings is as follows. The general pattern across the board for all of these analyses on all of the GM components indicates that in general, the more languages a person speaks, up to three, with at least a moderately skilled proficiency level, the higher will be his or her Global Mindset—including PC, SC, and IC. Figure 5.2 below provides a graphic representation of the relationship between number of languages spoken, level of proficiency, and the GMI score.

Figure 5.2 shows a visible increase in GM past four languages at the moderately skilled proficiency level (green line) and a drop in GM past four languages at the somewhat skilled proficiency level (red line), with other two proficiency levels leveling off after four languages (blue and yellow lines); however, looking at the post hoc analyses, these are not statistically significant changes. The markers to

pay attention to, specifically for the over GM scores shown in the graph, are speaking two languages at moderately skilled and somewhat skilled proficiency levels, and three languages for very skilled and minimally skilled proficiency levels. Any visible changes in the lines past these two break points are actually not significant. The explanation for this may be an issue of sample size. Looking at the frequencies in Table 5.15, the number of people who speak three or more languages is slim, and the numbers of people who speak four or five languages are even smaller, representing less than a percent in of our sample for the three skill levels past minimally proficient. This small sample size would show visible changes, like those seen in the graph in Figure 5.2, but when examining the statistical analyses these are not significant changes.



These findings echo past research on the effects of language in business settings. Applying social identity theory, Harzing and Feely (2008) argue that communication is a function of interpersonal contact (Gardner, Paulsen, Gallois, Callan, & Monaghan, 2001) and belonging to an organizational group. Social categorization allows people to make sense of their social environment, reducing complexities (Gudykunst & Schmidt, 1988). Language is an essential element of a person's national identity in many locales around the world (Hill, 2002)—a key cultural differentiator (Usunier, 1998) that is possibly used

more than ethnicity to categorize others (Giles & Johnson, 1981). Higher language proficiency has been found to reduce uncertainty in interpersonal interaction, leading to fewer trust issues and decreased anxiety, and in turn to an increase in willingness to interact with members from different groups (Gudykunst, 1995). The use of humor, symbolism, sensitivity, negotiation, persuasion, and motivation often require a high level of fluency (Harzing & Feely, 2008). Such findings would lend support to our results showing that people with higher language skills would score higher on Global Mindset, including Psychological, Social, and Intellectual Capital.

Countries Lived In

Table 5.17 reports the number of countries the respondents have lived in for various periods of time.

Table 5.17. Frequencies: In How Many Countries Have You Lived?

	Other Than Your Own 1 to 6 Months				Other Than Your Own 6 to 12 Months			
	Frequency	Percent	Valid Percent	Cumulative Percent	Frequency	Percent	Valid Percent	Cumulative Percent
None	2112	33.8	34.9	34.9	3713	59.5	61.2	61.2
1	1801	28.8	29.8	64.7	1575	25.2	25.9	87.1
2	1041	16.7	17.2	81.9	518	8.3	8.5	95.6
3	547	8.8	9.0	90.9	155	2.5	2.6	98.2
4	257	4.1	4.2	95.2	59	.9	1.0	99.2
5 or more	292	4.7	4.8	100.0	51	.8	.8	100.0
Total	6050	96.9	100.0		6071	97.2	100.0	
Missing	195	3.1			174	2.8		
Total	6245	100.0			6245	100.0		
	Other Than Your Own 1 to 2 Years				Other Than Your Own More than 2 Years			
	Frequency	Percent	Valid Percent	Cumulative Percent	Frequency	Percent	Valid Percent	Cumulative Percent
None	3802	60.9	62.6	62.6				
1	1620	25.9	26.7	89.3	3822	61.2	63.0	63.0
2	447	7.2	7.4	96.7	1461	23.4	24.1	87.0
3	131	2.1	2.2	98.8	462	7.4	7.6	94.6
4	40	.6	.7	99.5	175	2.8	2.9	97.5
5 or more	31	.5	.5	100.0	151	2.4	2.5	100.0
Total	6071	97.2	100.0		6071	97.2	100.0	
Missing	174	2.8			174	2.8		
Total	6245	100.0			6245	100.0		

We hypothesized that the number of countries lived in is positively associated with all elements of Global Mindset. Table 5.18a shows the results of the ANOVA for number of countries lived in and various elements of Global Mindset. The score on each of the nine components, as well as the aggregate score for GM (average of nine components) and PC, SC, and IC is positively associated with the number of countries a person has lived in for one to six months, six to 12 months, one to two years, and two years or more. The results show that, in general, the more the number of countries one has lived in, at least one month, the higher the score on various elements of Global Mindset.

Table 5.18a - ANOVA's & Means: Other Countries Lived In													
	In how many OTHER countries have you lived?	1 to 6 Months			6 Months to 1 Year			1 to 2 Years			2 Years or More		
Dependent Variables		Mean	F	p-value	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value
GMI Avg.	None	3.689	51.938	<.001	3.884	.612	.690	3.878	1.031	.397			
	1	3.754			3.868			3.873			3.628	96.368	<.001
	2	3.914			3.915			3.925			3.841		
	3	3.967			3.911			3.859			3.973		
	4	4.034			3.883			3.844			3.983		
	5 or more	4.023			3.918			4.000			4.058		
Psychological Capital	None	3.929	32.182	<.001	4.099	.228	.950	4.089	1.165	.324			
	1	3.979			4.101			4.078			3.970	24.164	<.001
	2	4.102			4.110			4.120			4.095		
	3	4.157			4.136			4.035			4.150		
	4	4.229			4.055			4.035			4.126		
	5 or more	4.203			4.097			4.243			4.157		
Social Capital	None	3.657	39.015	<.001	3.822	1.423	.212	3.852	.438	.822			
	1	3.727			3.811			3.839			3.564	91.588	<.001
	2	3.881			3.894			3.877			3.804		
	3	3.949			3.869			3.828			3.949		
	4	3.983			3.870			3.847			3.965		
	5 or more	3.988			3.919			3.942			4.039		
Intellectual Capital	None	3.480	51.146	<.001	3.733	.817	.537	3.694	1.432	.209			
	1	3.555			3.692			3.702			3.349	125.109	<.001
	2	3.758			3.741			3.779			3.626		
	3	3.797			3.730			3.715			3.822		
	4	3.891			3.726			3.653			3.857		
	5 or more	3.878			3.737			3.815			3.978		
Passion for Diversity (PC)	None	4.199	53.473	<.001	4.543	.503	.774	4.493	1.358	.237			
	1	4.341			4.518			4.453			4.261	42.773	<.001
	2	4.554			4.535			4.515			4.482		
	3	4.618			4.528			4.414			4.576		
	4	4.651			4.450			4.444			4.540		
	5 or more	4.621			4.411			4.666			4.628		

Table 5.18a Cont'd - ANOVA's & Means: Other Countries Lived In												
	In how many	1 to 6 Months			6 Months to 1 Year			1 to 2 Years			2 Years or More		
Dependent Variables	OTHER countries have you lived?	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value
Quest for Adventure (PC)	None	3.756	14.998	<.001	3.880	.652	.660	3.884	1.327	.249			
	1	3.774			3.867			3.878			3.829	4.914	.001
	2	3.876			3.883			3.924			3.906		
	3	3.933			3.977			3.823			3.924		
	4	4.031			3.864			3.757			3.901		
	5 or more	3.978			3.878			4.083			3.898		
Self-Assurance (PC)	None	3.833	7.075	<.001	3.872	1.283	.268	3.890	.337	.891			
	1	3.819			3.918			3.904			3.821	7.947	<.001
	2	3.874			3.913			3.918			3.896		
	3	3.919			3.902			3.867			3.950		
	4	4.002			3.851			3.901			3.936		
	5 or more	4.010			4.003			3.979			3.946		
Intercultural Empathy (SC)	None	3.586	58.147	<.001	3.924	1.332	.247	3.900	1.158	.327			
	1	3.701			3.900			3.871			3.486	118.339	<.001
	2	3.958			3.995			3.943			3.873		
	3	4.036			3.973			3.810			4.036		
	4	4.078			3.891			3.899			4.057		
	5 or more	4.123			3.799			4.057			4.115		
Interpersonal Impact (SC)	None	3.349	22.316	<.001	3.472	2.407	.034	3.541	.435	.824			
	1	3.421			3.459			3.552			3.203	65.952	<.001
	2	3.565			3.598			3.582			3.461		
	3	3.669			3.592			3.533			3.693		
	4	3.740			3.641			3.514			3.713		
	5 or more	3.710			3.692			3.732			3.809		

Table 5.18a Cont'd - ANOVA's & Means: Other Countries Lived In													
	In how many	1 to 6 Months			6 Months to 1 Year			1 to 2 Years			2 Years or More		
Dependent Variables	OTHER countries have you lived?	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value	Mean	F	p-value
Diplomacy (SC)	None	4.035	5.199	<.001	4.072	1.039	.392	4.113	.431	.827			
	1	4.060			4.074			4.092			4.002	10.535	<.001
	2	4.123			4.088			4.106			4.078		
	3	4.141			4.042			4.143			4.118		
	4	4.131			4.078			4.127			4.125		
	5 or more	4.130			4.265			4.040			4.194		
Global Business Savvy (IC)	None	2.944	45.089	<.001	3.268	1.584	.161	3.220	1.060	.380			
	1	3.052			3.193			3.234			2.694	139.828	<.001
	2	3.338			3.298			3.317			3.103		
	3	3.371			3.309			3.263			3.409		
	4	3.483			3.293			3.170			3.485		
	5 or more	3.441			3.269			3.425			3.667		
Cosmopolitan Outlook (IC)	None	3.513	53.407	<.001	3.874	.559	.731	3.797	2.038	.070			
	1	3.629			3.831			3.791			3.373	115.961	<.001
	2	3.893			3.867			3.929			3.726		
	3	3.944			3.822			3.807			3.963		
	4	4.039			3.873			3.795			3.981		
	5 or more	4.061			3.812			3.961			4.191		
Cognitive Complexity (IC)	None	3.982	6.283	<.001	4.055	.198	.964	4.065	.311	.907			
	1	3.984			4.052			4.081			3.978	6.937	<.001
	2	4.043			4.056			4.090			4.048		
	3	4.076			4.059			4.074			4.094		
	4	4.148			4.011			3.994			4.106		
	5 or more	4.131			4.131			4.060			4.077		

Interestingly, the means are slightly higher for the two end groups—1-6 months, and over 2 years—and seem to be a little lower in the middle categories—6 months to 1 year, and 1-2 years. To examine this further, we conducted post hoc analyses and regressions to uncover any discernable patterns in how many other countries make a difference and the duration of time that one lives in those other countries. Due to the size of these post hoc and regression tables, a summary of the findings are as follows: (1) The regression results, reported in table 5.18b below, indicate that living in other countries for at least one to six months will have a positive impact on building an individual's Global Mindset, specifically for Psychological Capital, all of its components, and for Intercultural Empathy and Cognitive Complexity. Living in other countries for more than two years is necessary in order to have an impact on an individual's total Global Mindset score, Social Capital, Intellectual Capital, and all of the remaining components, which are Interpersonal Impact, Diplomacy, Global Business Savvy, and Cosmopolitan Outlook.

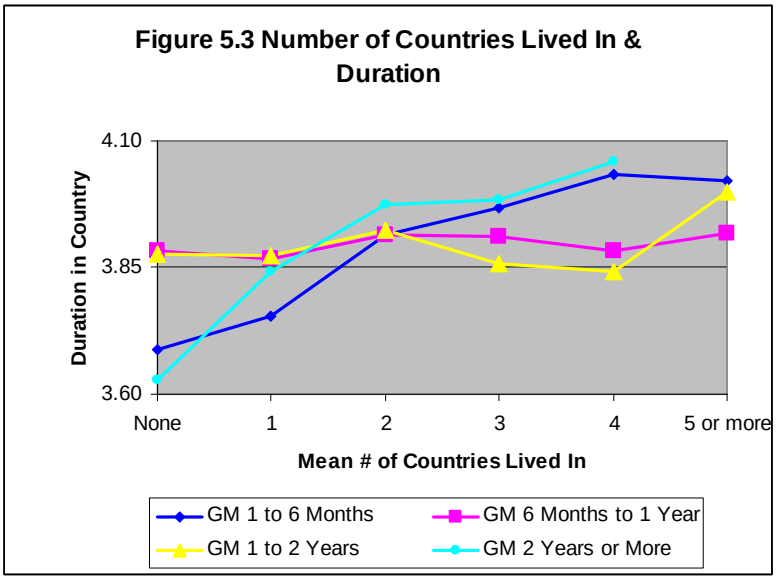
Table 5.18b - Regression: Other Countries Lived In

	1 to 6 Months		6 Months to 1 Year		1 to 2 Years		2 Years or More	
Dependent Variables	R^2_{adj}	β	R^2_{adj}	β	R^2_{adj}	β	R^2_{adj}	β
GMI Avg.	.067	.259	.023	.153	.018	.134	.073	.271
Psychological Capital	.039	.197	.011	.107	.007	.086	.020	.142
Social Capital	.056	.237	.023	.015	.016	.125	.069	.264
Intellectual Capital	.065	.256	.022	.147	.020	.143	.093	.305
Passion for Diversity (PC)	.050	.225	.010	.099	.007	.082	.031	.176
Quest for Adventure (PC)	.018	.133	.005	.073	.003	.057	.005	.071
Self-Assurance (PC)	.011	.107	.007	.085	.004	.067	.007	.087
Intercultural Empathy (SC)	.070	.265	.022	.149	.015	.124	.079	.281
Interpersonal Impact (SC)	.041	.204	.023	.151	.016	.125	.056	.236
Diplomacy (SC)	.007	.084	.003	.055	.001	.040	.009	.097
Global Business Savvy (IC)	.059	.243	.021	.144	.020	.141	.102	.320
Cosmopolitan Outlook (IC)	.066	.257	.020	.142	.019	.139	.086	.294
Cognitive Complexity (IC)	.008	.093	.003	.055	.003	.048	.006	.079

All significant at $p < .01$
Grey boxes indicate the strongest of the 4 levels

(2) Given that most of the post hoc analyses for living in countries between six months and two years were not significant, we focused on the findings for living in countries for one to six months and for over two years. Overall, for Global Mindset it doesn't seem to matter if an individual lives in zero or one other

country, but there are positive and linear significant differences when an individual has lived in one, two, or three other countries for at least one month and up to six months. The more other countries an individual has lived in, up to three, the greater the impact on GM. The more countries an individual lives in for an extended period of time, the higher will be his or her Global Mindset. Even living in just one other country for an extended duration matters. The more other countries (generally up to three) and the longer the duration of time (past two years), the more impact on Global Mindset. Figure 5.3 below provides a graphic representation of the relationship between number of countries lived in, duration, and the GMI score. The increase in GMI from three to four countries is not statistically significant due to small sample sizes.



Friends and Families from Other Countries

The score on each of the nine components, as well as the aggregate score for GM (average of nine components) and PC, SC, and IC, is positively associated with the number of friends and families from other cultures with whom an individual has friendships. Table 5.19 below reports the frequencies of the number of individuals and families the respondents are friends with in other countries.

Table 5.19. Frequencies: Friends from Other Countries				
How Many of Your Friends Are from Other Cultures?				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
None	21	.3	.4	.4
A few	190	3.0	3.8	4.2
Several	957	15.3	19.1	23.4
Quite a few	1059	17.0	21.2	44.5
Many	2775	44.4	55.5	100.0
Total	5002	80.1	100.0	
Missing	1243	19.9		
Total	6245	100.0		
How Many Families from a Different Culture Do You Have a Strong Friendship With?				
	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
None	96	1.5	1.9	1.9
A few	665	10.6	13.3	15.2
Several	1720	27.5	34.4	49.6
Quite a few	1083	17.3	21.7	71.3
Many	1438	23.0	28.7	100.0
Total	5002	80.1	100.0	
Missing	1243	19.9		
Total	6245	100.0		

Table 5.20 below shows the results of the ANOVA for the number of friends and families. People who are friends with other individuals and families from other cultures have higher Global Mindsets. Post hoc analyses reveal a positive linear relationship, showing that the more friends one has from other countries, the greater his or her Global Mindset, Psychological Capital, Social Capital, and Intellectual Capital. The same can be said for how many families an individual knows from other cultures. Having friends and knowing families from other countries in part reflects the individual's interest in learning about other cultures. It can also increase an individual's interest in, and familiarity with, other cultures, and in turn impact his or her GMI score.

Table 5.20 - ANOVA's & Means: Friends and Families From Other Countries							
		How many of your friends are from other cultures?			How many families from a different culture do you have strong friendship with?		
Dependent Variables		**Mean**	**F**	**p-value**	**Mean**	**F**	**p-value**
GMI Avg.	None	2.854	281.140	<.001	3.095	289.245	<.001
	A few	3.181			3.352		
	Several	3.356			3.518		
	Quite a few	3.553			3.747		
	Many	3.853			3.962		
Psychological Capital	None	3.174	157.444	<.001	3.456	157.774	<.001
	A few	3.600			3.759		
	Several	3.760			3.884		
	Quite a few	3.914			4.058		
	Many	4.132			4.209		
Social Capital	None	2.736	270.284	<.001	3.001	275.912	<.001
	A few	3.024			3.216		
	Several	3.224			3.417		
	Quite a few	3.462			3.671		
	Many	3.801			3.930		
Intellectual Capital	None	2.652	211.124	<.001	2.828	223.119	<.001
	A few	2.920			3.080		
	Several	3.083			3.252		
	Quite a few	3.285			3.512		
	Many	3.627			3.747		
Passion for Diversity (PC)	None	3.040	218.864	<.001	3.577	177.922	<.001
	A few	3.763			4.043		
	Several	4.045			4.255		
	Quite a few	4.282			4.469		
	Many	4.572			4.648		
Quest for Adventure (PC)	None	3.352	51.880	<.001	3.465	53.000	<.001
	A few	3.546			3.653		
	Several	3.640			3.724		
	Quite a few	3.745			3.872		
	Many	3.929			3.989		

Table 5.20 Cont'd - ANOVA's & Means: Friends and Families From Other Countries							
		How many of your friends are from other cultures?			How many families from a different culture do you have strong friendship with?		
Dependent Variables		Mean	F	p-value	Mean	F	p-value
Self-Assurance (PC)	None	3.129	64.191	<.001	3.325	86.967	<.001
	A few	3.492			3.583		
	Several	3.596			3.675		
	Quite a few	3.715			3.834		
	Many	3.895			3.990		
Intercultural Empathy (SC)	None	2.333	384.958	<.001	2.773	331.827	<.001
	A few	2.754			3.082		
	Several	3.091			3.402		
	Quite a few	3.457			3.742		
	Many	3.916			4.060		
Interpersonal Impact (SC)	None	2.444	121.569	<.001	2.576	145.777	<.001
	A few	2.633			2.748		
	Several	2.742			2.921		
	Quite a few	2.985			3.221		
	Many	3.357			3.521		
Diplomacy (SC)	None	3.429	79.552	<.001	3.654	85.061	<.001
	A few	3.685			3.817		
	Several	3.840			3.930		
	Quite a few	3.942			4.049		
	Many	4.132			4.210		
Global Business Savvy (IC)	None	1.950	156.758	<.001	2.097	160.753	<.001
	A few	2.226			2.398		
	Several	2.358			2.568		
	Quite a few	2.609			2.910		
	Many	3.065			3.215		
Cosmopolitan Outlook (IC)	None	2.443	220.095	<.001	2.697	233.342	<.001
	A few	2.758			2.976		
	Several	3.022			3.271		
	Quite a few	3.318			3.592		
	Many	3.737			3.892		
Cognitive Complexity (IC)	None	3.562	35.731	<.001	3.690	40.119	<.001
	A few	3.775			3.867		
	Several	3.869			3.916		
	Quite a few	3.926			4.035		
	Many	4.080			4.133		

Board of Directors Office Positions

Global Mindset, including Psychological Capital, Social Capital, and Intellectual Capital, is correlated to the number of Board memberships held with organizations (see Frequency Table in 5.21 and ANOVA's and Means in Table 5.22). Post hoc results indicate a positive linear relationship, meaning that individuals who have held an officer position or been a member of the executive committee on a Board of Directors, for either national or international organizations, have higher Global Mindsets as they participate on more

Boards. There is a cutoff, however, to this impact. Being involved on more than two or three Boards of Directors no longer has a significant impact on these constructs.

An individual's experiences as an officer or member on various company Boards of Directors would be expected to increase one's Global Mindset because of the broad network of contacts resulting from such affiliations. As seen in the Organizational Level section at the beginning of this chapter, we present three theories to explain this finding as well: a relational view (RV), stakeholder-based view (SHV), and resource-based view (RBV). According to RV theory (Dyer & Singh, 1998), the network of contacts with other business organizations impacts performance. SHV (Post et al., 2002) also might help us understand how participation on Boards of Directors would involve managing the relationships with key stakeholders, including governments and communities. The importance of heterogeneous and immobile key resources and competencies explained by RBV (Barney, 1986; Teece et al., 1997; Wernerfelt, 1984) are also somewhat controlled by Board members. These theories help us understand how participants on a Board of Directors might have a plethora of business contacts and control over the most important resources, exposing them to more cultures and business experience, and increasing the potential to build capacities in Global Mindset, Psychological Capital, Social Capital, and Intellectual Capital.

Table 5.21. Frequencies: Board of Directors Office Positions

In How Many National and International Organizations (For-Profit and Not-for-Profit) Have You Held an Officer Position or Been a Member of the Executive Committee or Board Of Directors?

	Frequency	Percent	Valid Percent	Cumulative Percent
None	21	.3	.4	.4
A few	190	3.0	3.8	4.2
Several	957	15.3	19.1	23.4
Quite a few	1059	17.0	21.2	44.5
Many	2775	44.4	55.5	100.0
Total	5002	80.1	100.0	
Missing	1243	19.9		
Total	6245	100.0		

Table 5.22 - ANOVA's & Means: Board of Directors Office Positions				
Dependent Variables	**In how many national and international organizations (for profit and not-for-profit) have you held an officer position or been a member of the executive committee or board of directors?**	**Mean**	**F**	**p-value**
GMI Avg.	None	3.262	176.299	<.001
	1	3.581		
	2	3.753		
	3	3.822		
	4 or more	3.861		
Psychological Capital	None	3.645	99.112	<.001
	1	3.937		
	2	4.051		
	3	4.073		
	4 or more	4.069		
Social Capital	None	3.206	154.954	<.001
	1	3.484		
	2	3.704		
	3	3.792		
	4 or more	3.847		
Intellectual Capital	None	2.935	168.374	<.001
	1	3.322		
	2	3.503		
	3	3.601		
	4 or more	3.668		
Passion for Diversity (PC)	None	3.716	170.961	<.001
	1	4.338		
	2	4.420		
	3	4.413		
	4 or more	4.343		
Quest for Adventure (PC)	None	3.560	38.814	<.001
	1	3.761		
	2	3.843		
	3	3.889		
	4 or more	3.925		

Table 5.22 Cont'd - ANOVA's & Means: Board of Directors Office Positions				
Dependent Variables	**In how many national and international organizations (for profit and not-for-profit) have you held an officer position or been a member of the executive committee or board of directors?**	**Mean**	**F**	**p-value**
Self-Assurance (PC)	None	3.660	39.017	<.001
	1	3.713		
	2	3.888		
	3	3.918		
	4 or more	3.938		
Intercultural Empathy (SC)	None	2.944	173.138	<.001
	1	3.513		
	2	3.713		
	3	3.784		
	4 or more	3.797		
Interpersonal Impact (SC)	None	2.853	145.468	<.001
	1	2.960		
	2	3.352		
	3	3.493		
	4 or more	3.654		
Diplomacy (SC)	None	3.821	32.124	<.001
	1	3.979		
	2	4.046		
	3	4.100		
	4 or more	4.089		
Global Business Savvy (IC)	None	2.121	174.109	<.001
	1	2.649		
	2	2.917		
	3	3.076		
	4 or more	3.211		
Cosmopolitan Outlook (IC)	None	2.844	141.037	<.001
	1	3.368		
	2	3.573		
	3	3.663		
	4 or more	3.669		
Cognitive Complexity (IC)	None	3.840	24.372	<.001
	1	3.949		
	2	4.020		
	3	4.063		
	4 or more	4.125		

Chapter 6

Criterion-Related Validities of *Global Mindset Inventory* Scales

This chapter explains the criterion-related validity of the *Global Mindset Inventory* to predict top talent in an organization, and the extent to which the GMI is related to other existing measures of top talent. Two large companies participated in this study, Acme 1 and Acme 2. Performance-related information was available for the Acme 1 and Acme 2 Corporation participants. The relationships between Global Mindset scales and non-self-report data are helpful in understanding the nomological net of the Global Mindset scales, and thus the Global Mindset construct. The following details the external measures to which the GMI were compared in the studies with these two organizations, as well as the correlations of these outside criteria with the GMI.

Acme 1 Validity Study

Acme 1 Survey Participant Characteristics

Three hundred twenty-eight (328) Acme 1 employees provided useable data during the 2007-2008 Web-administered phase of the *Global Mindset Inventory* data collection. The demographic characteristics of these participants, separately for the total group, international, and U.S.-based employees, are shown in Table 6.1.

Global Mindset Inventory Descriptive Statistics

Acme 1 participant mean scores, standard deviations, and sample sizes on the *Global Mindset Inventory* scales (76 items) appear in Table 6.2.

Table 6.1. Acme 1 Survey Participants: Demographic Characteristics for the Total Group, International-Based, and U.S.-Based Participants (Data Gathered during 2007-2008 Study)

AGE: Total Group

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	284	28.00	64.00	44.88	6.56825
Valid N	284				

AGE: International-Based Participants

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Age	44	35.00	57.00	44.93	6.23	38.763
Valid N	44					

AGE: U.S.-Based Participants

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Age	240	28.00	64.00	44.88	6.64	44.110
Valid N	240					

Table 6.1 *(cont.)*

GENDER: Total Group

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	236	72.0	76.9	76.9
	Female	71	21.6	23.1	100.0
	Total	307	93.6	100.0	
Missing	System	21	6.4		
Total		328	100.0		

GENDER: International-Based Participants

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	35	68.6	76.1	76.1
	Female	11	21.6	23.9	100.0
	Total	46	90.2	100.0	
Missing	System	5	9.8		
Total		51	100.0		

GENDER: U.S.-Based Participants

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	201	72.6	77.0	77.0
	Female	60	21.7	23.0	100.0
	Total	261	94.2	100.0	
Missing	System	16	5.8		
Total		277	100.0		

Table 6.1 *(cont.)*

ETHNICITY: Total Group

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African American or Black	14	4.3	4.6	4.6
	Native American	2	.6	.7	5.2
	Asian	13	4.0	4.3	9.5
	Hispanic	40	12.2	13.1	22.6
	White	232	70.7	76.1	98.7
	Other	4	1.2	1.3	100.0
	Total	305	93.0	100.0	
Missing	System	23	7.0		
Total		328	100.0		

ETHNICITY: International-Based Participants

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Asian	6	11.8	13.0	13.0
	Hispanic	28	54.9	60.9	73.9
	White	12	23.5	26.1	100.0
	Total	46	90.2	100.0	
Missing	System	5	9.8		
Total		51	100.0		

ETHNICITY: U.S.-Based Participants

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African American or Black	14	5.1	5.4	5.4
	Native American	2	.7	.8	6.2
	Asian	7	2.5	2.7	8.9
	Hispanic	12	4.3	4.6	13.5
	White	220	79.4	84.9	98.5
	Other	4	1.4	1.5	100.0
	Total	259	93.5	100.0	
Missing	System	18	6.5		
Total		277	100.0		

Table 6.2. Acme 1 Survey Participants: *Global Mindset Inventory* (2010 Edition, Shortened Scales) Means, Standard Deviations, and Sample Sizes (Data Gathered during 2007-2008 Study)

***Global Mindset Inventory* Shortened Scales (2010 Edition)**	**Sample Size**	**Minimum**	**Maximum**	**Mean**	**Standard Deviation**
GMI Average Score	328	1.83	4.85	3.37	0.54
Psychological Capital	328	2.10	4.88	3.70	0.54
Passion for Diversity	328	1.17	5.00	3.65	0.89
Quest for Adventure	328	2.00	5.00	3.61	0.54
Self-Assurance	328	2.40	5.00	3.85	0.52
Social Capital	328	1.80	4.93	3.36	0.57
Intercultural Empathy	328	1.00	5.00	3.02	0.84
Interpersonal Impact	328	1.67	5.00	3.18	0.67
Diplomacy	328	2.00	5.00	3.89	0.50
Intellectual Capital	328	1.58	4.77	3.03	0.67
Global Business Savvy	328	1.00	4.88	2.26	0.91
Cosmopolitan Outlook	328	1.00	5.00	2.89	0.90
Cognitive Complexity	328	2.60	5.00	3.94	0.53

Acme 1 Criteria

Acme 1 had archival performance-related information (2007-2008) on employees that had completed the *Global Mindset Inventory*, including work conducted previously by Personnel Decisions International (PDI). PDI is a talent management firm that works with companies to identify and recruit key talent and leaders that enhance a company's corporate strategy.[5] A third-party Industrial-Organizational psychologist with Applied Psychological Techniques, who provides consulting services to Acme 1, identified available Acme 1 criteria measures for comparison with the GMI. He described the available criteria as follows:

1. Individual Assessment Data from PDI. Several dimension scores were available as follows:

   T1 = Judgment/Decision-Making—PDI
   T2 = Strategic Thinking—PDI
   T3 = Financial/Analytical Skills—PDI
   T4 = Broad, Global Perspective—PDI
   T5 = Corporate Sustainability (Creativity, Innovation, Vision)—PDI
   R1 = Drive for Results—PDI
   R2 = Lead Courageously—PDI
   R3 = Customer Focus—PDI
   R4 = Execution—PDI
   R5 = Aligning and Planning—PDI
   P1 = Influence—PDI
   P2 = Motivate—PDI

[5] www.personneldecisions.com.

P3 = Teamwork—PDI
P4 = Foster Open Communication—PDI
P5 = Build Relationships—PDI
P6 = Build Talent—PDI
S1 = Earns Trust—PDI
S2 = Adapts and Learns—PDI

These data were derived from several levels of management models. Table 6.3 shows the mapping of these models to the Acme 1 Universal Competency Model.

Acme 1 participant means, standard deviations, and sample sizes of these PDI Assessment dimensions appear in Table 6.4.

2. "Thought Leadership—PDI," "Results Leadership—PDI," "People Leadership—PDI," and "Personal Leadership—PDI" are composite (construct) scores for individuals who had ratings on all competencies within a category in the model shown in Table 6.4.
3. "Average of All PDI Assessment Ratings—PDI" This variable is the average rating across all individual assessment competency scores for an individual. Acme 1 participant means, standard deviations, and sample sizes of this PDI Assessment variable appear in Table 6.4.

Table 6.3. Personnel Decisions International (PDI) Assessment Dimensions Mapped onto the Acme 1 Universal Model

Acme 1 Officer Competencies	New Mid-Level (Aug 2005 on)	Business Unit Leader	Senior Executive
THOUGHT LEADERSHIP			
Judgment / Decision Making	Make Sound Decisions	Use Insightful Judgment	Use Astute Judgment
Strategic Thinking	Act Strategically	Think Strategically	Shape Strategy
Financial / Analytical Skills	Use Financial Data	Apply Financial Acumen	Apply Financial Insights
Broad, Global Perspective		Display Global Perspective	Drive Global Integration
Corporate Sustain-ability	Think Creatively	Innovate	Display Vision
RESULTS LEADERSHIP			
Passion / Drive for Results	Show Drive & Initiative	Drive for Results	Drive Organizational Success
		Lead Courageously	Lead Boldly
Customer Focus	Meet Customer Needs	Focus on Customer	Ensure Customer Focus
Align the Infrastructure	Manage Execution	Ensure Execution	Optimize Execution
	Build Realistic Plans		Align the Organization
PEOPLE LEADERSHIP			
Inspires and Influences Others	Build Support	Influence Others	Use Organizational Influence
	Motivate Others	Engage and Inspire	Energize the Organization
	Promote Teamwork	Promote Collaboration	Ensure Collaboration
	Foster Open Communicatio n		
	Establish Relationships	Build Relationships	Build Organizational Relationships
Builds Talent	Develop Others	Build Talent	Develop Organizational Talent
PERSONAL LEADERSHIP			
Earns Trust	Establish Trust	Inspire Trust	Earn Unwavering Trust
Adapts and Learns	Show Adaptability	Adapt and Learn	Demonstrate Agility

Table 6.4. Acme 1 Survey Participant Means, Standard Deviations, and Sample Sizes of Personnel Decisions International (PDI) Assessment Data (Based on Archival Data Obtained during 2007-2008 Study)

PDI Assessment Data	Sample Size	Minimum	Maximum	Mean	Standard Deviation
***Thought Leadership**—PDI*	12	2.40	3.60	2.94	0.38
Judgment/Decision-Making	64	2.00	4.00	3.00	0.40
Strategic Thinking	60	2.50	4.00	2.93	0.44
Financial/Analytical	64	2.00	4.00	2.91	0.55
Broad, Global Perspective	12	2.00	4.00	2.96	0.62
Corporate Sustainability (Creativity, Innovation, Vision)	60	2.00	4.00	3.09	0.41
Results Leadership—PDI	9	2.80	3.40	3.03	0.18
Drive for Results	64	2.50	4.00	3.27	0.36
Lead Courageously	16	2.50	4.00	3.28	0.48
Customer Focus	64	2.50	4.00	3.21	0.32
Execution	64	2.00	3.50	2.93	0.39
Aligning and Planning	57	2.00	3.50	2.89	0.37
People Leadership—PDI	51	2.42	3.75	2.94	0.27
Influence	64	2.00	4.00	2.96	0.45
Motivate	63	2.00	4.00	2.98	0.42
Teamwork	64	2.00	4.00	2.97	0.44
Foster Open Communication	52	2.00	4.00	2.95	0.42
Build Relationships	64	2.50	4.50	3.20	0.48
Build Talent	64	2.00	4.00	2.65	0.42
Personal Leadership—PDI	60	2.75	4.00	3.21	0.27
Earns Trust	60	2.50	4.00	3.29	0.34
Adapts and Learns	64	2.50	4.00	3.10	0.38
Average of ALL PDI Assessment Ratings	64	2.67	3.50	3.02	0.19

Validities of *Global Mindset Inventory* Variables (76 Items): Correlations with Criteria

The industrial psychologist computed correlations between the 76 GMI items and Acme 1 Personnel Decisions International (PDI) assessment data are shown. The results appear in Tables 6.5. Subsets of these data are presented in Tables 6.6, 6.7, and 6.8. Table 6.6 shows the correlations between the *Global Mindset Inventory* constructs and PDI Assessment constructs. Table 6.7 shows the correlations between *Global Mindset Inventory* scales and PDI Assessment scales. Table 6.8 shows the correlations between *Global Mindset Inventory* scales and PDI Assessment constructs, as well as the average of the values of the correlations between *Global Mindset Inventory* scales and PDI constructs. There were many significant correlations between several PDI assessment factors and the *Global Mindset Inventory* scales. These relationships tended to follow patterns consistent with professional theory and past empirical findings.

Table 6.5. Correlations between *Global Mindset Inventory* (76 Items) and PDI Assessment Data Criteria (Acme 1 Sample)

Criterion: PDI Assessment Data	***Psycho-logical Capital***	Passion for Diversity	Quest for Adventure	Self-Assur-ance	***Social Capital***	Inter-cultural Empathy	Inter-personal Impact	Diplo-macy	***Intellec-tual Capital***	Global Business Savvy	Cosmo-politan Outlook	Cognitive Complexity	**GMI Ave. Score**
Thought Leadership—PDI	**0.78**** (10)	0.56 (10)	**0.70*** (10)	**0.69*** (10)	**0.67*** (10)	0.52 (10)	**0.71*** (10)	0.59 (10)	0.62 (10)	0.48 (10)	0.56 (10)	0.34 (10)	**0.76*** (10)
Judgment/Decision-Making	**0.36**** (59)	**0.34**** (59)	0.25 (59)	0.21 (59)	**0.46**** (59)	**0.51**** (59)	**0.37**** (59)	0.23 (59)	**0.53**** (59)	**0.45**** (59)	**0.50**** (59)	**0.38**** (59)	**0.51**** (59)
Strategic Thinking	**0.30*** (55)	**0.28*** (55)	0.25 (55)	0.17 (55)	**0.34*** (55)	**0.37**** (55)	**0.28*** (55)	0.17 (55)	**0.48**** (55)	**0.42**** (55)	**0.40**** (55)	**0.42**** (55)	**0.43**** (55)
Financial/Analytical Skills	0.00 (59)	0.06 (59)	-0.09 (59)	-0.02 (59)	0.07 (59)	0.09 (59)	0.06 (59)	-0.01 (59)	**0.31*** (59)	**0.32*** (59)	**0.26*** (59)	0.15 (59)	0.16 (59)
Broad, Global Perspective	**0.75*** (10)	0.48 (10)	**0.73*** (10)	**0.64*** (10)	0.56 (10)	0.40 (10)	0.56 (10)	0.61 (10)	0.58 (10)	0.62 (10)	0.47 (10)	0.15 (10)	**0.69*** (10)
Corporate Sustainability (Creativity, Innovation, Vision)	0.14 (55)	0.03 (55)	**0.28*** (55)	0.08 (55)	0.11 (55)	0.15 (55)	0.08 (55)	0.02 (55)	0.18 (55)	0.21 (55)	0.08 (55)	0.18 (55)	0.16 (55)

Criterion: PDI Assessment Data	***Psycho-logical Capital***	Passion for Diversity	Quest for Adventure	Self-Assur-ance	***Social Capital***	Inter-cultural Empathy	Inter-personal Impact	Diplo-macy	***Intellec-tual Capital***	Global Business Savvy	Cosmo-politan Outlook	Cognitive Complexity	**GMI Ave. Score**
Results Leadership—PDI	0.75 (9)	0.63 (9)	0.58 (9)	0.35 (9)	0.14 (9)	0.18 (9)	0.13 (9)	-0.31 (9)	0.48 (9)	0.39 (9)	**0.68*** (9)	-0.09 (9)	0.61 (9)
Drive for Results	**0.33*** (59)	**0.28*** (59)	0.24 (59)	0.25 (59)	0.13 (59)	0.18 (59)	0.06 (59)	0.08 (59)	0.15 (59)	0.11 (59)	0.13 (59)	0.18 (59)	0.22 (59)
Lead Courageously	**0.67**** (14)	0.37 (14)	**0.54*** (14)	**0.67**** (14)	**0.64*** (14)	0.48 (14)	**0.55*** (14)	0.51 (14)	0.28 (14)	0.23 (14)	0.42 (14)	-0.20 (14)	**0.58*** (14)
Customer Focus	0.08 (59)	0.10 (59)	0.07 (59)	-0.01 (59)	0.03 (59)	0.07 (59)	0.03 (59)	-0.06 (59)	0.21 (59)	**0.32*** (59)	0.17 (59)	-0.09 (59)	0.13 (59)
Execution	0.01 (59)	0.06 (59)	-0.01 (59)	-0.08 (59)	0.06 (59)	0.09 (59)	0.04 (59)	0.00 (59)	0.11 (59)	0.12 (59)	0.13 (59)	-0.04 (59)	0.07 (59)
Aligning & Planning	0.07 (54)	0.19 (54)	-0.07 (54)	-0.07 (54)	0.02 (54)	0.12 (54)	-0.06 (54)	-0.06 (54)	**0.31*** (54)	**0.32*** (54)	**0.29*** (54)	0.13 (54)	0.16 (54)

Note: Statistically significant correlations are bolded; **ρ<.01, *ρ<.05.
Numbers in parentheses are sample sizes.

Table 6.5 *(cont.)*

Criterion: PDI Assessment Data	***Psycho-logical Capital***	Passion for Diversity	Quest for Adventure	Self-Assur-ance	***Social Capital***	Inter-cultural Empathy	Inter-personal Impact	Diplo-macy	***Intellec-tual Capital***	Global Business Savvy	Cosmo-politan Outlook	Cognitive Complexity	**GMI Ave. Score**
People Leadership—PDI	0.33 (48)	0.12 (48)	**0.41**** (48)	**0.40**** (48)	**0.42**** (48)	**0.31*** (48)	**0.43**** (48)	**0.33*** (48)	0.28 (48)	0.26 (48)	0.17 (48)	**0.34*** (48)	**0.38**** (48)
Influence	**0.26*** (59)	0.09 (59)	**0.26*** (59)	**0.38**** (59)	**0.35**** (59)	0.24 (59)	**0.34*** (59)*****	**0.35**** (59)	**0.31*** (59)	**0.27*** (59)	0.21 (59)	**0.35**** (59)	**0.34**** (59)
Motivate	**0.27*** (58)	0.08 (58)	**0.34**** (58)	**0.34**** (58)	**0.34**** (58)	**0.31*** (58)	**0.31*** (58)	0.23 (58)	0.23 (58)	0.19 (58)	0.25 (58)	0.10 (58)	**0.31*** (58)
Teamwork	0.16 (59)	-0.02 (59)	**0.30*** (59)	0.21 (59)	0.09 (59)	0.02 (59)	0.16 (59)	0.07 (59)	0.11 (59)	0.06 (59)	0.05 (59)	0.23 (59)	0.13 (59)
Foster Open Commun-ications	0.14 (49)	0.15 (49)	0.13 (49)	0.01 (49)	0.10 (49)	0.14 (49)	0.08 (49)	-0.01 (49)	0.11 (49)	0.10 (49)	0.07 (49)	0.16 (49)	0.13 (49)
Build Relationships	**0.27*** (59)	0.11 (59)	0.22 (59)	**0.40**** (59)	**0.47**** (59)	**0.40**** (59)	**0.45**** (59)	**0.31*** (59)	**0.33*** (59)	**0.32*** (59)	0.21 (59)	**0.34**** (59)	**0.40**** (59)
Build Talent	0.17 (59)	0.15 (59)	0.11 (59)	0.12 (59)	**0.27*** (59)	**0.27*** (59)	**0.27*** (59)	0.10 (59)	0.17 (59)	0.16 (59)	0.18 (59)	0.07 (59)	0.23 (59)

Criterion: PDI Assessment Data	***Psycho-logical Capital***	Passion for Diversity	Quest for Adventure	Self-Assur-ance	***Social Capital***	Inter-cultural Empathy	Inter-personal Impact	Diplo-macy	***Intellec-tual Capital***	Global Business Savvy	Cosmo-politan Outlook	Cognitive Complexity	**GMI Ave. Score**
Personal Leadership—PDI	0.26 (55)	0.17 (55)	**0.29*** (55)	0.20 (55)	0.22 (55)	0.13 (55)	**0.33*** (55)	0.07 (55)	**0.34*** (55)	**0.34*** (55)	**0.27*** (55)	0.23 (55)	**0.31*** (55)
Earns Trust	.018 (55)	0.20 (55)	0.10 (55)	0.08 (55)	0.19 (55)	0.15 (55)	0.26 (55)	0.03 (55)	**0.27*** (55)	0.25 (55)	0.26 (55)	0.12 (55)	0.24 (55)
Adapts & Learns	0.17 (59)	0.01 (59)	0.24 (59)	0.24 (59)	0.15 (59)	0.06 (59)	0.23 (59)	0.10 (59)	0.18 (59)	0.18 (59)	0.11 (59)	0.18 (59)	0.19 (59)

Average of All PDI Assessment Ratings	**0.41**** (59)	**0.29*** (59)	**0.37**** (59)	**0.35**** (59)	**0.46**** (59)	**0.45**** (59)	**0.44**** (59)	0.24 (59)	**0.54**** (59)	**0.51**** (59)	**0.46**** (59)	**0.38**** (59)	**0.54**** (59)

Note: Statistically significant correlations are bolded; **ρ<.01, *ρ<.05.
Numbers in parentheses are sample sizes.

Table 6.6. Correlations between *Global Mindset Inventory* (76 Items) Constructs and PDI Assessment Constructs (Acme 1 Sample)

PDI Assessment Constructs	Global Mindset: *Psychological Capital*	Global Mindset: *Social Capital*	Global Mindset: *Intellectual Capital*	Global Mindset: Average Score
Thought Leadership (Judgment; Strategic Thinking; Financial/Analytic Skill; Broad, Global Perspective; Corporate Sustainability)	**.78**** (10)	**.67*** (10)	**.62** (10)	**.76*** (10)
Results Leadership (Drive for Results; Lead Courageously; Customer Focus; Execution; Aligning & Planning)	**.75** (9)	**.14** (9)	**.48** (9)	**.61** (9)
People Leadership (Influence; Motivate; Teamwork; Foster Open Communications; Build Relationships; Build Talent)	**.33** (48)	**.42**** (48)	**.28** (48)	**.38**** (48)
Personal Leadership (Earns Trust; Adapts & Learns)	**.26** (55)	**.22** (55)	**.34*** (55)	**.31**** (55)
Average of ALL PDI Assessment Ratings	**.41**** (59)	**.46**** (59)	**.54**** (59)	**.54**** (59)

Note: Statistically significant correlations are indicated as follow: **ρ<.01, *ρ<.05.
Numbers in parentheses are sample sizes.

Table 6.7. Correlations between *Global Mindset Inventory* (76 Items) and PDI Assessment Scales (Acme 1 Sample)

PDI Assessment Scales	Passion for Diversity	Quest for Adventure	Self-Assurance	Intercultural Empathy	Interpersonal Impact	Diplomacy	Global Business Savvy	Cosmo-politan Outlook	Cognitive Complexity	GMI Ave.
Judgment/Decision-Making	**0.34**** (59)	0.25 (59)	0.21 (59)	**0.51**** (59)	**0.37**** (59)	0.23 (59)	**0.45**** (59)	**0.50**** (59)	**0.38**** (59)	**0.51**** (59)
Strategic Thinking	**0.28*** (55)	0.25 (55)	0.17 (55)	**0.37**** (55)	**0.28*** (55)	0.17 (55)	**0.42**** (55)	**0.40**** (55)	**0.42**** (55)	**0.43**** (55)
Financial/Analytical Skills	0.06 (59)	-0.09 (59)	-0.02 (59)	0.09 (59)	0.06 (59)	-0.01 (59)	**0.32*** (59)	**0.26*** (59)	0.15 (59)	0.16 (59)
Broad, Global Perspective	0.48 (10)	**0.73*** (10)	**0.64*** (10)	0.40 (10)	0.56 (10)	0.61 (10)	0.62 (10)	0.47 (10)	0.15 (10)	**0.69*** (10)
Corporate Sustainability	0.03 (55)	**0.28*** (55)	0.08 (55)	0.15 (55)	0.08 (55)	0.02 (55)	0.21 (55)	0.08 (55)	0.18 (55)	0.16 (55)
Drive for Results	**0.28*** (59)	0.24 (59)	0.25 (59)	0.18 (59)	0.06 (59)	0.08 (59)	0.11 (59)	0.13 (59)	0.18 (59)	0.22 (59)
Lead Courageously	0.37 (14)	**0.54*** (14)	**0.67**** (14)	0.48 (14)	**0.55*** (14)	0.51 (14)	0.23 (14)	0.42 (14)	-0.20 (14)	**0.58*** (14)
Customer Focus	0.10 (59)	0.07 (59)	-0.01 (59)	0.07 (59)	0.03 (59)	-0.06 (59)	**0.32*** (59)	0.17 (59)	-0.09 (59)	0.13 (59)
Execution	0.06 (59)	-0.01 (59)	-0.08 (59)	0.09 (59)	0.04 (59)	0.00 (59)	0.12 (59)	0.13 (59)	-0.04 (59)	0.07 (59)
Aligning & Planning	0.19 (54)	-0.07 (54)	-0.07 (54)	0.12 (54)	-0.06 (54)	-0.06 (54)	**0.32*** (54)	**0.29*** (54)	0.13 (54)	0.16 (54)
Influence	0.09 (59)	**0.26*** (59)	**0.38**** (59)	0.24 (59)	**0.34*** (59)*	**0.35**** (59)	**0.27*** (59)	0.21 (59)	**0.35**** (59)	**0.34**** (59)
Motivate	0.08 (58)	**0.34**** (58)	**0.34**** (58)	**0.31*** (58)	**0.31*** (58)	0.23 (58)	0.19 (58)	0.25 (58)	0.10 (58)	**0.31*** (58)
Teamwork	-0.02 (59)	**0.30*** (59)	0.21 (59)	0.02 (59)	0.16 (59)	0.07 (59)	0.06 (59)	0.05 (59)	0.23 (59)	0.13 (59)
Foster Open Communications	0.15 (49)	0.13 (49)	0.01 (49)	0.14 (49)	0.08 (49)	-0.01 (49)	0.10 (49)	0.07 (49)	0.16 (49)	0.13 (49)
Build Relationships	0.11 (59)	0.22 (59)	**0.40**** (59)	**0.40**** (59)	**0.45**** (59)	**0.31*** (59)	**0.32*** (59)	0.21 (59)	**0.34**** (59)	**0.40**** (59)
Build Talent	0.15 (59)	0.11 (59)	0.12 (59)	**0.27*** (59)	**0.27*** (59)	0.10 (59)	0.16 (59)	0.18 (59)	0.07 (59)	0.23 (59)
Earns Trust	0.20 (55)	0.10 (55)	0.08 (55)	0.15 (55)	0.26 (55)	0.03 (55)	0.25 (55)	0.26 (55)	0.12 (55)	0.24 (55)
Adapts & Learns	0.01 (59)	0.24 (59)	0.24 (59)	0.06 (59)	0.23 (59)	0.10 (59)	0.18 (59)	0.11 (59)	0.18 (59)	0.19 (59)
Ave. of All PDI Assessments	**0.29*** (59)	**0.37**** (59)	**0.35**** (59)	**0.45**** (59)	**0.44**** (59)	0.24 (59)	**0.51**** (59)	**0.46**** (59)	**0.38**** (59)	**0.54**** (59)

Note: Statistically significant correlations are bolded; **ρ<.01, *ρ<.05. Numbers in parentheses are sample sizes.

Table 6.8. Correlations between *Global Mindset Inventory* (76 Items) and PDI Assessment Constructs (Acme 1 Sample)

PDI Assessment Constructs	Passion for Diversity	Quest for Adventure	Self-Assurance	Inter-cultural Empathy	Interpersonal Impact	Diplomacy	Global Business Savvy	Cosmo-politan Outlook	Cognitive Complexity	GMI Ave. Score
Thought Leadership *(Judgment; Strategic Thinking; Financial/Analytic Skill; Broad, Global Perspective; Corporate Sustainability)*	**.56** (10)	**.70*** (10)	**.69*** (10)	**.52** (10)	**.71*** (10)	**.59** (10)	**.48** (10)	**.56** (10)	**.34** (10)	**.76*** (10)
Results Leadership *(Drive for Results; Lead Courageously; Customer Focus; Execution; Aligning & Planning)*	**.63** (9)	**.58** (9)	**.35** (9)	**.18** (9)	**.13** (9)	**-.31** (9)	**.39** (9)	**.68*** (9)	**-.09** (9)	**.61** (9)
People Leadership *(Influence; Motivate; Teamwork; Foster Open Communications; Build Relationships; Build Talent)*	**.12** (48)	**.41**** (48)	**.40**** (48)	**.31*** (48)	**.43**** (48)	**.33*** (48)	**.26** (48)	**.17** (48)	**.34*** (48)	**.38**** (48)
Personal Leadership *(Earns Trust; Adapts & Learns)*	**.17** (55)	**.29*** (55)	**.20** (55)	**.13** (55)	**.33*** (55)	**.07** (55)	**.34*** (55)	**.27*** (55)	.23 (55)	**.31*** (55)
Average of All PDI Assessment Ratings	**.29*** (59)	**.37**** (59)	**.35**** (59)	**.45**** (59)	**.44**** (59)	**.24** (59)	**.51**** (59)	**.46**** (59)	**.38**** (59)	**.54**** (59)
Ave. of Absolute Values of Correlations between GMI Scale and PDI Constructs	**.37**	**.50**	**.41**	**.29**	**.40**	**.33**	**.37**	**.42**	**.25**	**.52**

Note: Statistically significant correlations are indicated as follows: **ρ<.01, *ρ<.05. Numbers in parentheses are sample sizes.

Acme 1 Key Findings

The PDI Assessment data are based on comprehensive individual assessments that include multiple methods and multiple raters. This type of data has been shown to be both reliable and valid in predicting future performance. In spite of the small sample sizes, there were many significant correlations between many PDI Assessment scales and constructs and the *Global Mindset Inventory* scales (see Table 6.5). Moreover, the correlations are not corrected for unreliability in either variable or restriction in range. The relationships are consistent with expectations and professional judgment.

Of special interest: The single highest correlation between individual PDI Assessment scales and the *Global Mindset Inventory* average score is .69 (statistically significant, uncorrected for unreliability or restriction in range), and it is between PDI's Broad, Global Perspective scale and the average *Global Mindset Inventory* score (see Table 6.7). This single correlation is reassuring and striking evidence of construct validity.

Also of interest are the correlations between *Global Mindset Inventory* scales and PDI Assessment scales (see Table 6.7), and the correlations between *Global Mindset Inventory* scales and PDI Assessment constructs. These relationships reveal considerable meaning and construct validity for the *Global Mindset Inventory*.

Acme 2 Corporation Validity Study

Acme 2 Corporation Survey Participant Characteristics

Almost 450 Acme 2 employees provided useable data during the 2007-2008 Web-administered phase of the *Global Mindset Inventory* data collection. The demographic characteristics of these participants are shown in Table 6.9. Criterion data were available for a portion of these employees. The demographic characteristics of the 318 participants for whom one or more criteria were available are shown in Table 6.10.

Descriptive Statistics

Mean scores, standard deviations, and sample sizes for all Acme 2 survey participants on the *Global Mindset Inventory* variables (76 Items) appear in Table 6.11. Mean scores, standard deviations, and sample sizes for Acme 2 survey participants for whom criterion data were available are shown in Table 6.12.

Table 6.9. Acme 2 Participants Demographic Characteristics for All That Completed the *Global Mindset Inventory*

Age

N	Minimum	Maximum	Mean	Std. Deviation
318	28.00	68.00	47.49	8.39

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Not reported	115	26.6	26.6	26.6
Female	96	22.2	22.2	48.7
Male	222	51.3	51.3	100.0
Total	433	100.0	100.0	

Ethnicity

	Frequency	Percent	Valid Percent	Cumulative Percent
Not reported	115	26.6	26.6	26.6
Asian	13	3.0	3.0	29.6
African	2	.5	.5	30.0
Hispanic	9	2.1	2.1	32.1
White	294	67.9	67.9	100.0
Total	433	100.0	100.0	

Table 6.10. Acme 2 Participants Demographic Characteristics for Participants with One or More Criterion Data Available

Age

N	Minimum	Maximum	Mean	Std. Deviation
318	28.00	68.00	47.49	8.39

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	96	30.2	30.2	30.2
Male	222	69.8	69.8	100.0
Total	318	100.0	100.0	

Ethnicity

	Frequency	Percent	Valid Percent	Cumulative Percent
Asian	13	4.1	4.1	4.1
Black	2	.6	.6	4.7
Hispanic	9	2.8	2.8	7.5
White	294	92.5	92.5	100.0
Total	318	100.0	100.0	

Table 6.11. *Global Mindset Inventory* (2010 Edition, Shortened Scales) Variables Means, Standard Deviations, and Sample Sizes for All Acme 2 Survey Participants

***Global Mindset Inventory* Variable**	**N**	**Minimum**	**Maximum**	**Mean**	**Standard Deviation**
Psychological Capital	433	1.96	4.87	3.57	.56
Passion for Diversity	433	1.50	5.00	3.58	.85
Quest for Adventure	433	1.80	5.00	3.47	.59
Self-Assurance	433	1.80	5.00	3.68	.60
Social Capital	433	1.80	4.82	3.14	.56
Intercultural Empathy	433	1.00	5.00	2.78	.83
Interpersonal Impact	433	1.33	5.00	2.85	.69
Diplomacy	433	2.40	5.00	3.80	.48
Intellectual Capital	433	1.38	5.00	2.85	.59
Global Business Savvy	433	1.00	5.00	2.01	.81
Cosmopolitan Outlook	433	1.00	5.00	2.75	.78
Cognitive Complexity	433	2.00	5.00	3.79	.60
GMI Average Score	433	1.89	4.85	3.19	.52

Table 6.12. *Global Mindset Inventory* (2010 Edition, Shortened Scales) Variables Means, Standard Deviations, and Sample Sizes for Acme 2 Survey Participants with Criterion Data

***Global Mindset Inventory* Variable**	**N**	**Minimum**	**Maximum**	**Mean**	**Standard Deviation**
Psychological Capital	318	1.96	4.87	3.54	.55
Passion for Diversity	318	1.50	5.00	3.51	.86
Quest for Adventure	318	1.80	4.80	3.43	.57
Self-Assurance	318	2.00	5.00	3.70	.58
Social Capital	318	1.93	4.82	3.08	.54
Intercultural Empathy	318	1.00	5.00	2.67	.83
Interpersonal Impact	318	1.33	5.00	2.78	.65
Diplomacy	318	2.40	5.00	3.80	.47
Intellectual Capital	318	1.38	5.00	2.79	.57
Global Business Savvy	318	1.00	5.00	1.88	.76
Cosmopolitan Outlook	318	1.14	5.00	2.71	.78
Cognitive Complexity	318	2.00	5.00	3.79	.59
GMI Average Score	318	1.89	4.85	3.14	.50

Acme 2 Corporation Criteria

Acme 2 had archival performance-related information on most of their employees who had completed the *Global Mindset Inventory*. Criteria for inclusion in the study are those individuals who were identified as "Top Talent"—a dichotomous variable, scored 1 if the employee has been identified as top talent, and 0 otherwise. In addition, a demographic question in the *Global Mindset Inventory* for Acme 2 asked participants to indicate the department in which they worked. We coded their responses as follows:

- 1 = International department at WHQ site
- 0 = All other departments

Descriptive statistics for these variables appear in Table 6.13.

Table 6.13. Acme 2 Criteria Descriptive Statistics
(Based on Archival Data Obtained during 2007-2008 Study)

Top Talent

	Frequency	Percent	Valid Percent	Cumulative Percent
0 = Not Identified as "Top Talent"	238	74.8	74.8	74.8
1 = Identified as "Top Talent"	80	25.2	25.2	100.0
Total	318	100.0	100.0	

International Department

	Frequency	Percent	Valid Percent	Cumulative Percent
0 = All Other Departments	307	96.5	96.5	96.5
1 = Works in WHQ International Dept.	11	3.5	3.5	100.0
Total	318	100.0	100.0	

Validities of *Global Mindset Inventory* Variables (2010 Edition, Shortened Scales)

As described above, the criteria were dichotomous. We therefore computed point-biserial correlations. These correlations do not have the usual range of -1.0 to +1.0. Instead, the maximum value of a point-biserial correlation is about .80 when the base rate is 50-50. The Acme 2 criterion data are seriously different from a 50-50 split. As shown in Table 6.13, the number of Acme 2 participants identified as "Top Talent" is 25 percent of the sample; 75 percent of the sample are not "Top Talent." We provide both the observed correlations and the corrected correlations (corrected for base rate) in Table 6.14.

Table 6.14. Correlations between *Global Mindset Inventory* (2010 Edition, Shortened Scales) Variables and Being Identified as "Top Talent" and Working in WHQ International Department (Acme 2 Criteria; N=318)

***Global Mindset Inventory* Variable**	**Identified as "Top Talent"**	**Works in WHQ International Department**
	r[1]	r[1]
GMI Average Score	.11* **(.15*)**	.14* **(.33*)**
Psychological Capital	.10 **(.14)**	.12* **(.28*)**
Passion for Diversity	.05 **(.07)**	.21** **(.50**)**
Quest for Adventure	.14* **(.19*)**	.03 **(.08)**
Self-Assurance	.08 **(.10)**	-.01 **(-.03)**
Social Capital	.07 **(.10)**	.15** **(.36**)**
Intercultural Empathy	.03 **(.04)**	.22** **(.52**)**
Interpersonal Impact	.09 **(.12)**	.08 **(.20)**
Diplomacy	.07 **(.10)**	.02 **(.04)**
Intellectual Capital	.13* **(.17*)**	.11* **(.27*)**
Global Business Savvy	.12* **(.16*)**	.27** **(.64**)**
Cosmopolitan Outlook	.05 **(.07)**	.08 **(.19)**
Cognitive Complexity	.16** **(.21**)**	-.12* **(-.30*)**

[1] Point-biserial correlation, observed values; corrected values in parentheses (corrected for the observed base rate of the dichotomous criteria). Maximum value of a point-biserial correlation is about .80 when the base rate is 50-50. For the "Works in WHQ International Department" criterion, 11 people work in that department, approximately 307 do not. For the "Identified as a 'Top Talent' " criterion, 80 employees were given that designation, 238 were not.
* Statistically significant at .05.
** Statistically significant at .01.

Key Findings

Note that at no time were criterion data obtained during the 2007-2008 study used to revise the *Global Mindset Inventory* scales. Thus, the correlations reported in this document do not need to be cross-validated; they are not inflated by capitalizing on chance. Moreover, none of the correlations is corrected for unreliability in either the *Global Mindset Inventory* variables or criterion variables. Nor are any correlations corrected for restriction in range.

1. Average scores on the *Global Mindset Inventory* were positively related to being identified by Acme 2 as "Top Talent."
2. Employees who worked in the international department at the WHQ site had higher average scores on the *Global Mindset Inventory* (2010 Edition, Shortened Scales). Especially noteworthy are the validities of Global Business Savvy (.64), Intercultural Empathy (.52), and Passion for Diversity (.50), all of which are based on samples sizes over 300. These relationships are stable and provide evidence of construct validity for the *Global Mindset Inventory*.

Concluding Remarks about the GMI

As detailed in this report, the instrument called the *Global Mindset Inventory* (GMI) has been developed through a very rigorous theoretical and empirical process. It has followed a multiphase, multimethod research methodology, and has impressive psychometric properties as evidenced by its strong reliability scores and its multidimensional validity properties. For more information on the construct, the instrument, and their related topics, please visit our Web site, www.globalmindset.com. We can be contacted at globalmindset@thunderbird.edu.

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