



Intercultural  
Development  
Inventory®

## Individual Profile Report

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# ORGANIZATIONAL VERSION *STANDARD*

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## Introduction

Your IDI Individual Profile Report provides valuable information about your own mindset/skillset toward cultural difference and commonality. You can gain valuable insights about how you engage cultural differences by reflecting on both past and current cross-cultural events or situations you have been or are involved in. Your IDI Profile results can help you increase your own cultural self- and other-understanding around such differences and commonalities.

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

As you reflect on your IDI profile results, consider:

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

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

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

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

# Intercultural Development Continuum

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

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

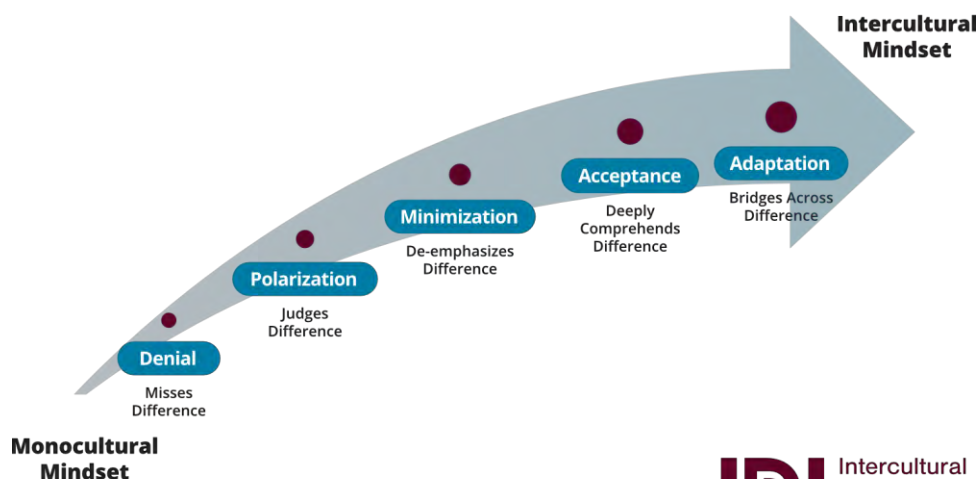
## Monocultural Mindset

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

## Intercultural/Global Mindset

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

## Intercultural Development Continuum (IDC)®



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## Summary Orientation Descriptions

### ***Denial***

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

### ***Polarization***

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

### ***Minimization***

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

### ***Acceptance***

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

### ***Adaptation***

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

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## How to Interpret the IDI Individual Profile Report

The IDI Individual Profile Report presents information about how you make sense of and respond to cultural differences and commonalities. This Report reviews the following information specifically focused on your approach to cultural differences and commonalities:

### ***Perceived Orientation (PO)***

The Perceived Orientation (PO) reflects where you place yourself along the Intercultural Development Continuum. This reflects how you see yourself when you interact with culturally diverse individuals and groups. Your Perceived Orientation can be Denial, Polarization, Minimization, Acceptance, or Adaptation.

### ***Developmental Orientation (DO)***

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

### ***Orientation Gap (OG)***

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

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

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

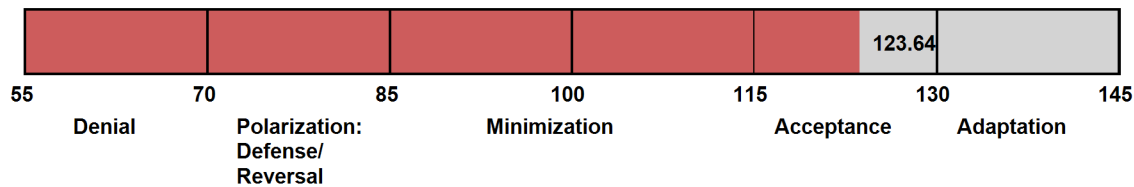
A Perceived Orientation score that matches the Developmental Orientation score indicates you are generally accurate in your assessment of how you adapt to cultural differences.

### ***Leading Orientations (LO)***

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

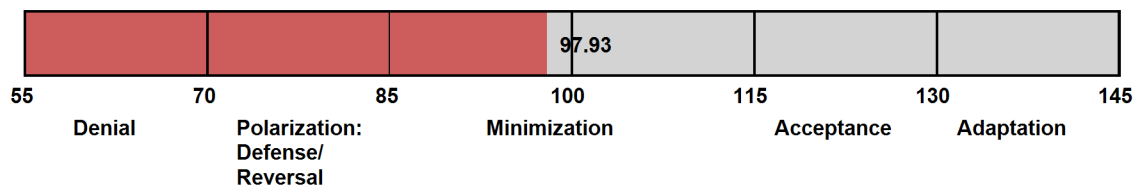
## IDI Individual Profile

### Perceived Orientation (PO)



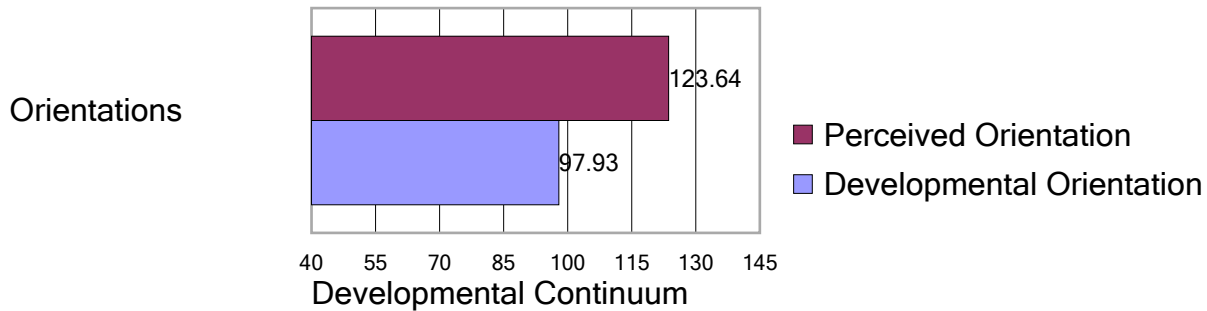
Your **Perceived Orientation Score** indicates that you rate your own capability in understanding and appropriately adapting to cultural differences within Acceptance, reflecting an orientation that recognizes and appreciates patterns of cultural difference in one's own and other cultures in values,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

### Developmental Orientation (DO)



Your **Developmental Orientation Score** indicates that your primary orientation toward cultural differences is within Minimization, reflecting a tendency to highlight commonalities across cultures that can mask important cultural differences in values, perceptions, and behaviors. This can often take one of two forms: (1) highlighting commonalities that mask equal recognition of cultural differences due to less cultural self-awareness, more commonly experienced among dominant group members within a cultural community, or (2) highlighting commonalities that mask recognition of cultural differences that functions as a strategy for navigating values and practices largely determined by the dominant culture group, more commonly experienced among non-dominant group members within a larger cultural community.

## Orientation Gap (OG)



The **Orientation Gap** between your Perceived Orientation score and Developmental Orientation score is 25.71 points.

A Perceived Orientation (PO) score that is higher than the Developmental Orientation (DO) score indicates you have overestimated your level of intercultural competence. A DO score that is higher than the PO score indicates that you have underestimated your intercultural competence. A Perceived Orientation score that matches the Developmental Orientation score indicates you are generally accurate in your assessment of how you adapt to cultural differences. **You overestimate your level of intercultural competence and may be surprised your DO score is not higher.**

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## A Deeper Look at Your Orientation Gap

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

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

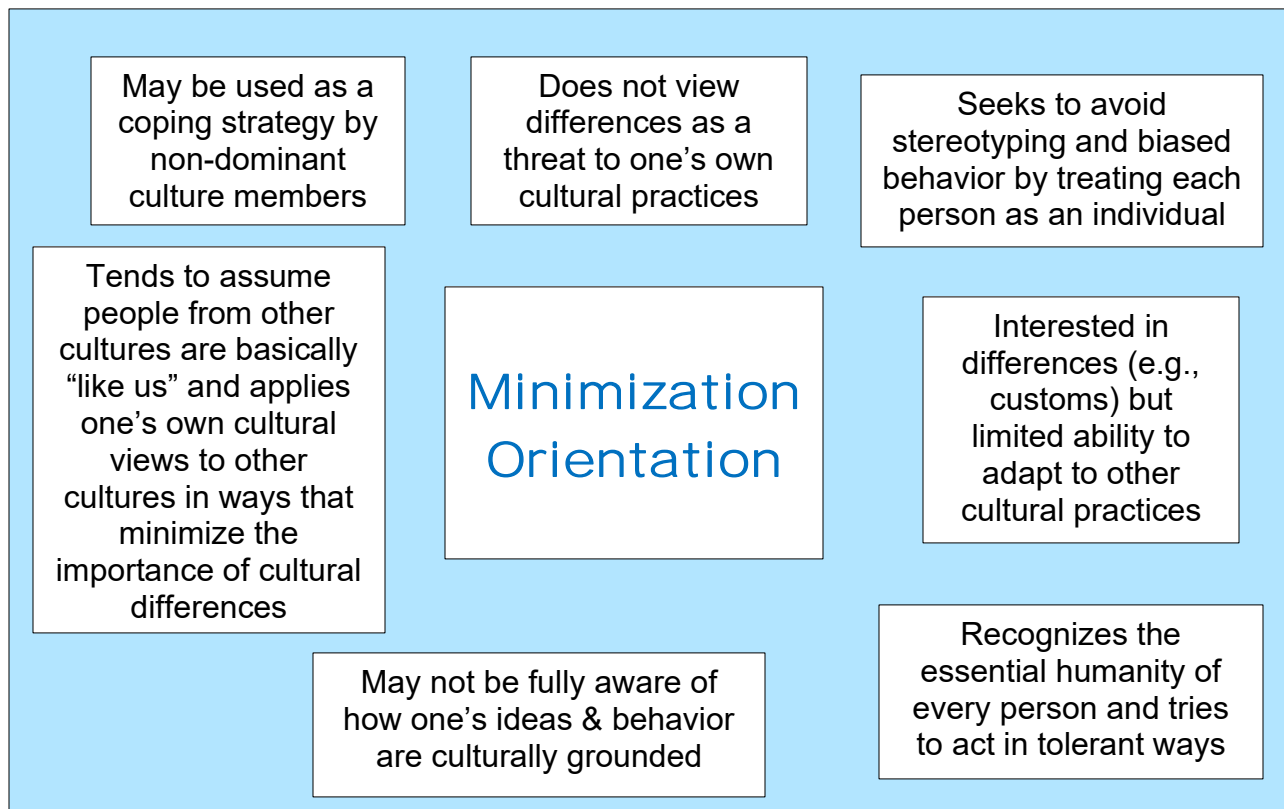
You may also feel your IDI results are not really "accurate" when in fact, this reaction is often grounded in the gap between your Perceived Orientation and your Developmental Orientation. Being aware of your Orientation Gap can help you engage more fully in your own intercultural competence development.

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

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

## A Deeper Look at Your Developmental Orientation

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



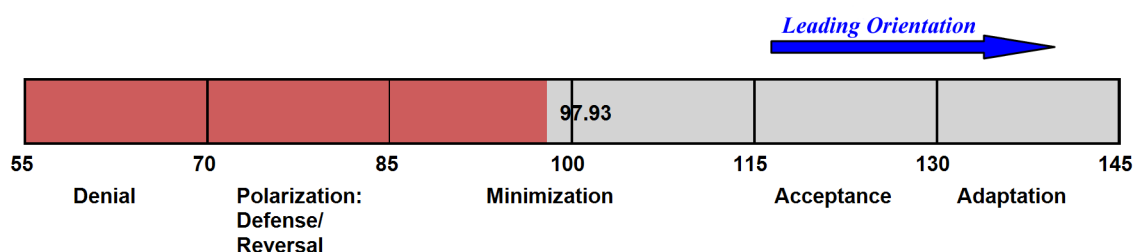
### Strength

You likely have found some success interacting with people from diverse cultures when commonalities can be drawn upon.

### Developmental Opportunity

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

## Leading Orientations



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

### An Organization Example

Assume IDI Respondent N. is a manager of a diverse work team and their Developmental Orientation is within Minimization. It is likely that their (Minimization-level) efforts at building cross-cultural understanding and awareness within the organization across diverse staff are effective in that they are able to identify relevant commonalities for bridging across cultural diversity. They are likely able to describe numerous strategies they are using to make sure everyone has the opportunity to contribute to the accomplishment of the team or organization’s goals. Within Minimization, however, they may not be fully attending to how cultural differences need to be recognized and adapted to among their culturally diverse team. For instance, N. may express frustration that a number of their team members do not effectively participate in brainstorming sessions. In fact, N. may look to ways they can encourage their culturally diverse team to verbally participate more in these important sessions by reassuring everyone that their views and opinions are important and valued. What they may not be fully aware of is that many of the specific strategies they are using to manage their team are actually strategies that likely work well with people from their cultural background but may not be as effective with employees whose approach is culturally different. It is likely that they will overemphasize (often assumed) common goals, policies, and practices in the organization as a solution to cultural diversity. In this instance, N. is not attending to the cultural differences as deeply as they might in order to achieve team objectives and more effectively manage their team.

# IDI Individual Profile

## Demographic Information

**First Name**

Mike

**Last (Family) Name**

Conley

**Education level (completed):**

M.A. degree or equivalent graduate degree

**Country of citizenship (passport country). Indicate the country that you consider your primary country of citizenship.**

CANADA

**Current position in your organization:**

Non-management

**Which functional group do you belong to?**

Core Influencer Community