



**CITY OF MARSHALL**  
**Diversity, Equity, and Inclusion Commission**  
**Agenda**  
**Thursday, May 02, 2024 at 3:00 PM**  
**344 W. Main, City Hall**

**APPROVAL OF AGENDA**

**APPROVAL OF MINUTES**

- [1.](#) March Minutes

**OLD BUSINESS**

- [2.](#) Follow-up from Strategic Plan Zoom meeting
- [3.](#) Discuss IDI Results
4. Form Subcommittee

**NEW BUSINESS**

5. Worldfest Update
6. Juneteenth Update
7. Welcoming Week Update
8. Goodbye to Addy
9. Other

**ADJOURN**

**VISION:** The City of Marshall is dedicated to building a welcoming, inclusive, and racially equitable community.

**MISSION:** To create and sustain an ongoing dialogue, through which we explore inequities, share information, and be a change agent for race equity within our community.

**MINUTES**  
**CITY OF MARSHALL**  
**DIVERSITY, EQUITY, AND INCLUSION COMMISSION**  
**Thursday, March 7, 2024 at 3:00 PM**  
**Zoom**

**AT LARGE MEMBERS PRESENT:** Amber Kinner-Alahakoon, Sam Jens, George Taylor, Joyce Tofte

**STANDING MEMBERS PRESENT:** Nicole DeBoer, Carol Biren, Tim Mok

**STAFF:** Jasmine DeSmet, Addy Wolbaum, See Moua-Leske,

Approval Agenda: George Taylor made a motion to approve the agenda with a second by Amber Kinner-Alahakoon.

Approval Minutes: George Taylor made a motion to approve February minutes with a second by Amber Kinner-Alahakoon.

**OLD BUSINESS**

Strategic Planning:

Joyce gave an update on the strategic planning initiative. ASDIC will be at our meeting on April 4<sup>th</sup> to begin this initiative. Attendance for this event is encouraged as it is crucial to determine direction for goals for our commission. George inquired about the World Café housing the information that is collected by the strategic plan. Joyce shared that we are going to come up with our own goals and direction, World Café will be housing the data.

Carol informed the commission that SW initiative has gotten approval to pay for the strategic planning fee with a grant.

Juneteenth:

A draft of the flyer was shared for the commission for the Juneteenth event.

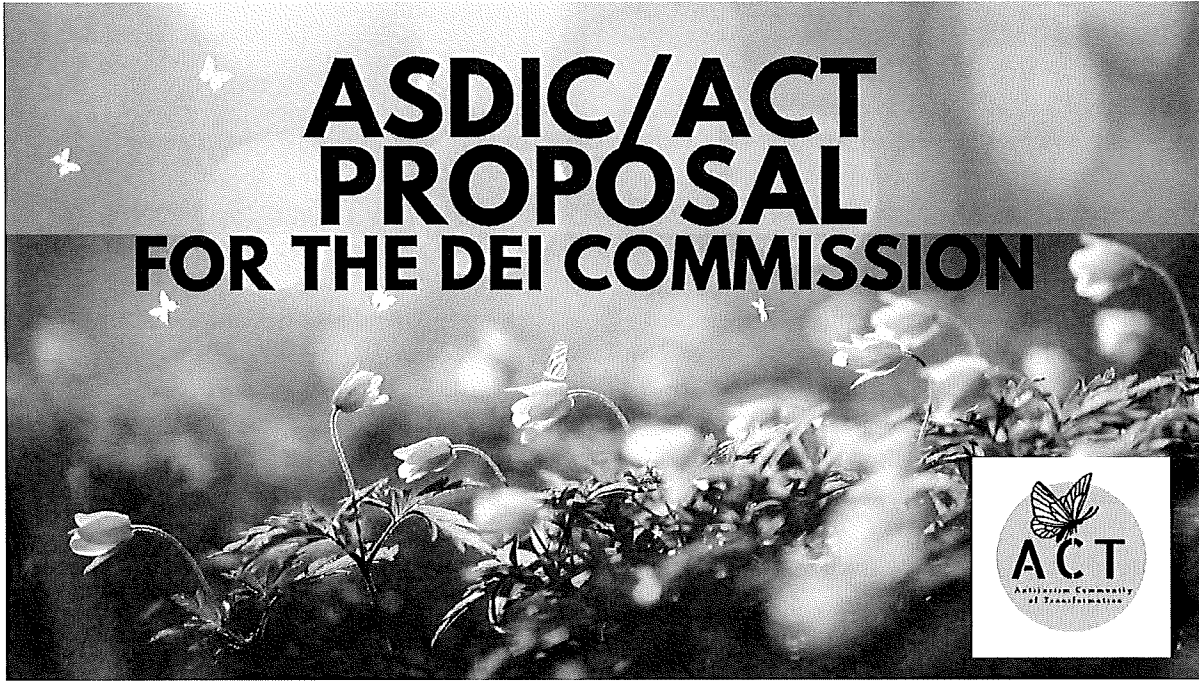
Jasmine and Addy completed the grants through Visit Marshall and Avera for the event. They will share when there is more information available. Joyce indicated that this is an event that we should all make efforts to attend and volunteer to help to represent our commission.

**NEW BUSINESS**

Welcoming Week Committee: A discussion was held that due to Addy being gone by the end of June, she would like to know anyone that is interested in volunteering to be part of the Welcoming Week committee so that she can set up a separate meeting in April to discuss the event. Addy will set up the meeting.

A motion was made by Joyce Tofte to adjourn the meeting at 3:29 pm with a second by George Taylor.

Respectfully submitted by,  
Jasmine DeSmet



## **ACT Proposal: The City of Marshall, MN**

Updated February 13, 2024

The City of Marshall’s Diversity, Equity & Inclusion (DEI) Commission seeks an organization to assist them with strategic planning to aid in giving direction to goals and outcomes of the commission.

The City of Marshall is dedicated to building a welcoming, inclusive, and racially equitable community. The DEI Commission has a mission to create and sustain an ongoing dialogue, through which they explore inequities, share information so as a change agent for race equity within their community. They are dedicated to learning, creating innovative ideas, and adapting to the ever-changing environment. The DEI Commission is taking purposeful action to advance this commitment through the guiding principles of equity, equality, inclusion, collaboration and transparency.

Antiracism Community of Transformation, formerly known as ASDIC Metamorphosis and founding Member of FREC (Facilitating Racial Equity Collaborative), is pleased to respond to an invitation to submit a proposal to examine the City of Marshall’s Strategic Plan documents to ascertain if these in language, intent, impact and outcome agree with and support the city to build community in its diversity, equity, and inclusion efforts toward racial and social justice. ASDIC/ACT would then review the DEI commission's strategic plan, suggest goals and schedule follow up training for moving forward. ASDIC/ACT expects the DEI commission to provide in-kind support for a dialogue workshop identified below.

## **Deliverables:**

### **Strategic Plan (City of Marshall) - \$3,500**

- Read, evaluate, critique, and provide written comments on the new strategic plan of the City of Marshall through a DEAI lens. [August/September]
- Confer in the review and crafting of additional survey questions [August/September]
- Give PPT presentation and written report on DEAI findings of strategic planning documents and offer recommendations. [October]
- Intercultural Development Inventory (IDI) for all leadership as identified. Initial thought was to have 25 folks take it. Report-back to employees. *Additional IDI cost that is not included in the cost of review (\$23 x 25 employees). Additional cost to reimburse ACT will be \$575.* [April]

### **Diversity, Equity & Inclusion (DEI) Commission - \$5,000**

All members of the DEI Commission will take the Intercultural Development Inventory (IDI). ACT will interpret the results and report-back to the commission. *Additional IDI cost that is not included in the cost of review (\$23 x 8/tbd commission members). Additional cost to reimburse ACT will be \$184.* [Feb/March]

- Review the strategic plan and current activities including mission, policies, goals and outcomes of the DEI Commission. [April]
- Conversations and forums with local stakeholders [April/May]
- Develop a strategic plan and next steps in terms of goals and timeline for the Commission's vision and work. [June/July]
- Meet with the commission to strategize and review goals. [September/October]

### **Community Dialogue Collaborative - Organizational Sponsorships Requested**

A collaborative of DEI Commission stakeholders sponsoring a ASDIC/ACT community dialogue of 10 weekly sessions over zoom [October-Dec]

- Provide support and sponsorship for community wide training - ASDIC/ACT Dialogue Circle.
  - Identify sponsors to support the registration costs of participants, assist with outreach to targeted segments of the community, collaborate in the development of a grant that could provide additional funding.
  - Goal to have a circle of 15-24 participants. Sponsorship and registrations should bring in between \$6,500-\$8,000. Personal discounted registrations at \$450, no one is turned away for lack of funds. *Note: normal cost of the workshop is set at \$750 per participant.*
  - Each participant will receive a digital manual including materials — opening reflections, text readings, study questions, video links, graphics and models, feedback forms (received & responded to), pre/post survey, personal and communal action planning

**Timeline:** Contract would begin in March and be completed by December of 2024.

**Preferred Payment:**  $\frac{1}{3}$  due at signing the contract and  $\frac{2}{3}$  as mutually determined.

**Additional Cost:** for travel/accommodations (for each visit)

- Mileage: \$227.88 (Red Wing - St. Paul - Marshall - St. Paul - Red Wing)= 211 miles one way x 2 x .54 mileage reimbursement. (cost for all 3 facilitators)
- Lodging: \$78.66/ per room/per person for 1 night stay at Travelers Lodge in Marshall, MN. (x3 for each facilitator)
- *We anticipate traveling for at least 1 half day workshop with the commission.*

**CONTRACT BETWEEN ACT & the City of Marshall**



The agreement above has been approved and accepted by the City of Marshall, on behalf of Sharon Hanson. The City of Marshall agrees to pay ACT for DEI support on the following activities:

1. ACT activities with the City of Marshall and the DEI Commission: \$8,500
2. Reimbursement for IDI ( \_\_ participants x \$23= \_\_\_\_\_ ) Dependent on # of participants
3. Reimbursement for mileage and lodging agreed upon beforehand by ACT and City of Marshall (*TBD*)
4. Collect and distribute sponsorship funds to ACT for the facilitation of the community dialogue circle (goal: \$6,500-8,000)

In exchange for these services, the City of Marshall agrees to pay ACT the total amount above in a payment schedule one third (\$2833) of the total immediately, one third (\$2833), in June , and the final third (\$2834) upon completion in December. The additional reimbursement funds for the IDI assessment and the mileage & accommodations will be requested when used. The collection and distribution of the community sponsorship funds will be sent to ACT in October.

The check can be written out to ASDIC Metamorphosis and sent to PO Box 984, Prior Lake, MN 55372. Please let us know when the check is sent.

We look forward to our upcoming time together!

	2/27/24
City of Marshall Representative	Date
	2/28/2024
ACT Representative	Date



Intercultural  
Development  
Inventory®

## Group Profile Report

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# ORGANIZATIONAL VERSION

### Prepared for:

City Council Members

### Prepared by:

Maria McNamara, Associate  
Director, ASDIC Metamorphosis,  
04/01/2024

**IDI, LLC**

<http://idiinventory.com/>  
[support@idiinventory.com](mailto:support@idiinventory.com)

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## Introduction

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

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

As you reflect on your IDI profile results, consider:

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

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

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

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

# Intercultural Development Continuum

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

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

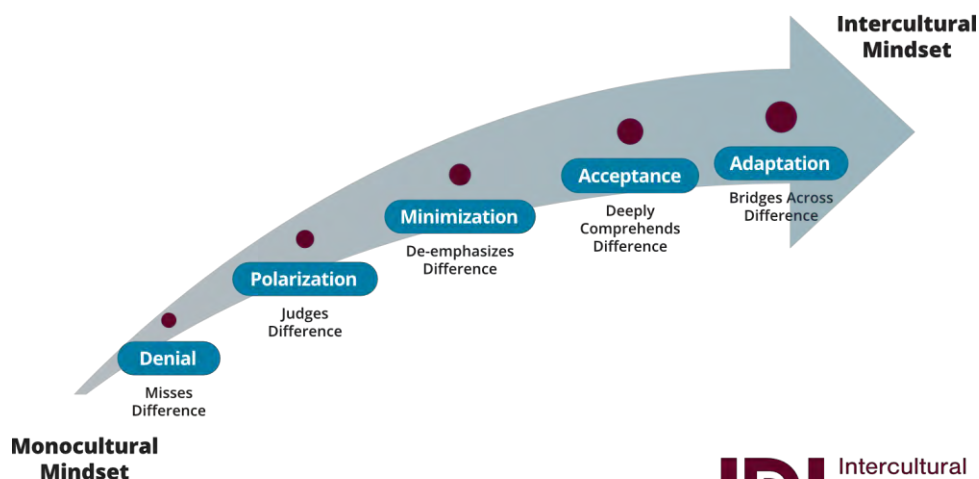
## Monocultural Mindset

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

## Intercultural/Global Mindset

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

## 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.

## How to Interpret the IDI Group Profile Report

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

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

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

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

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

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

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

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

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

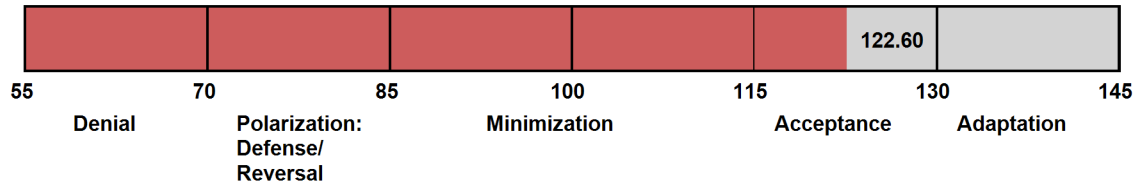
A Perceived Orientation score that matches the Developmental Orientation score indicates your group is generally accurate in your assessment of how you adapt to cultural differences.

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

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

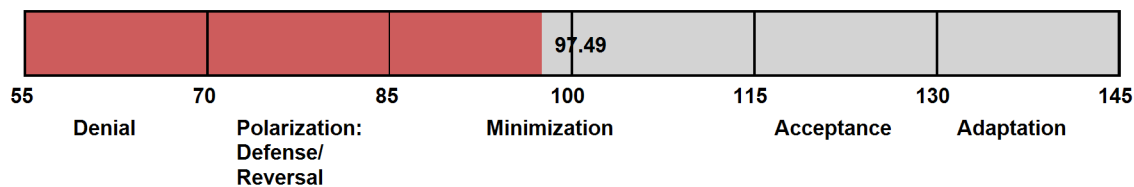
## IDI Group Profile

### Perceived Orientation (PO)



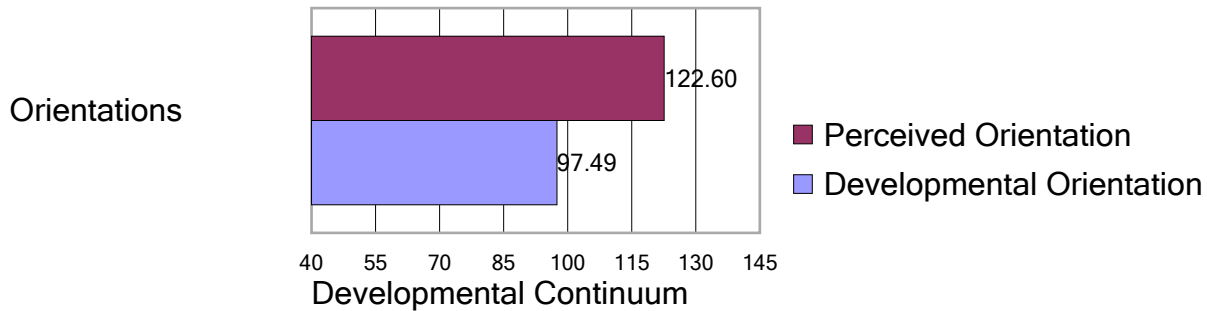
The group's **Perceived Orientation Score** indicates that the group rates its own capability in understanding and appropriately adapting to cultural differences within Acceptance, reflecting an orientation that recognizes and appreciates patterns of cultural difference in one's own and other cultures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

### Developmental Orientation (DO)



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

## Orientation Gap (OG)



The **Orientation Gap** between the group's Perceived Orientation score and its Developmental Orientation score is 25.11 points.

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

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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.

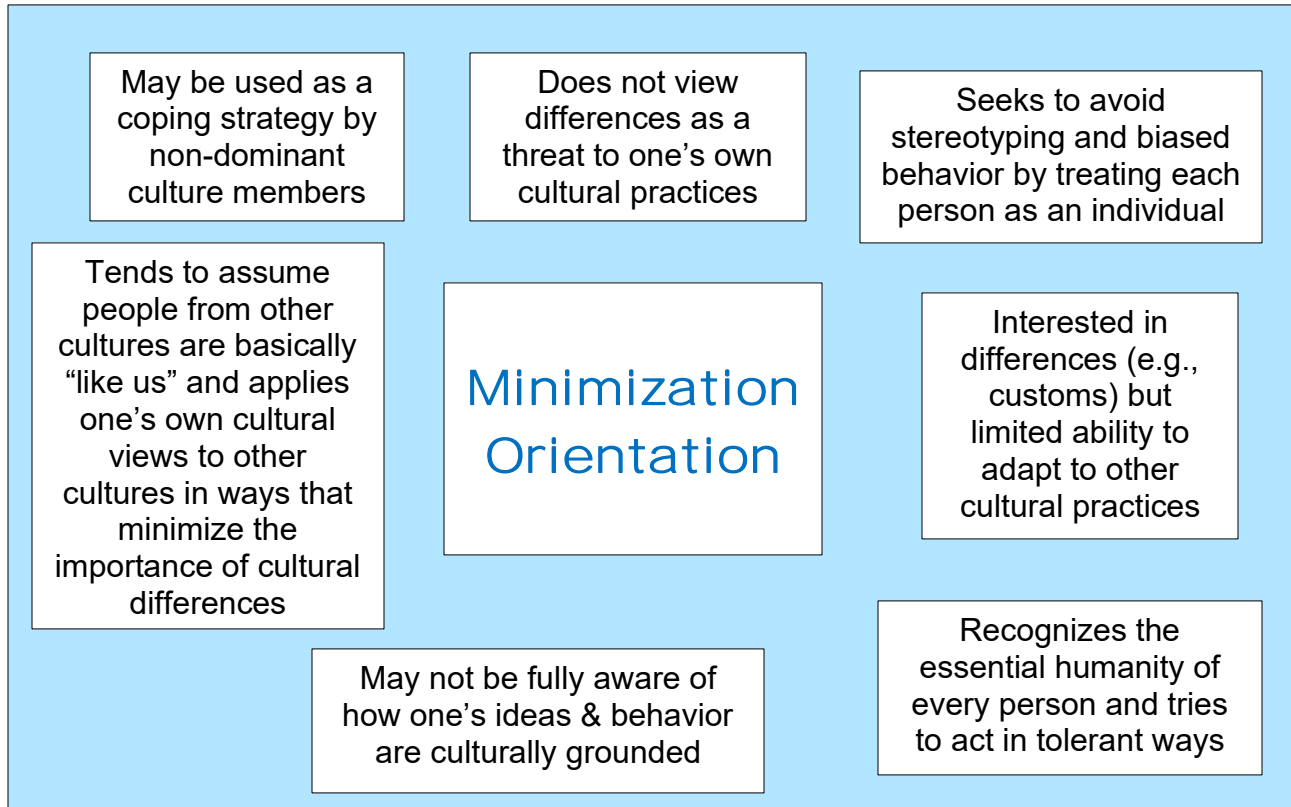
You may also feel your IDI results are not really "accurate" when in fact, this reaction is often grounded in the gap between your Perceived Orientation and your Developmental Orientation. Being aware of your Orientation Gap can help you engage more fully in your own intercultural competence development.

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

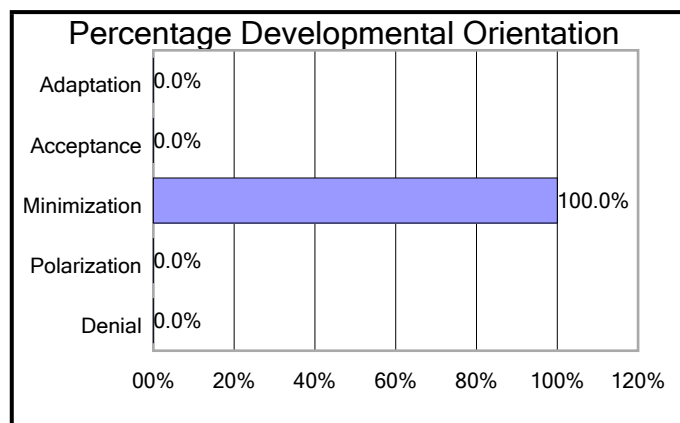
Your group likely has found some success interacting with people from diverse cultures when commonalities can be drawn upon.

### Developmental Opportunity

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



## Range of Developmental Orientations

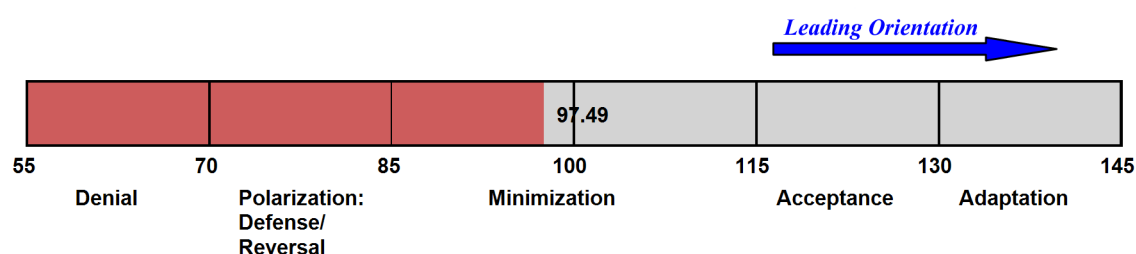


The chart above identifies the percentage of group members whose Developmental Orientation falls within each of the Orientations.

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

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

## Leading Orientations



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

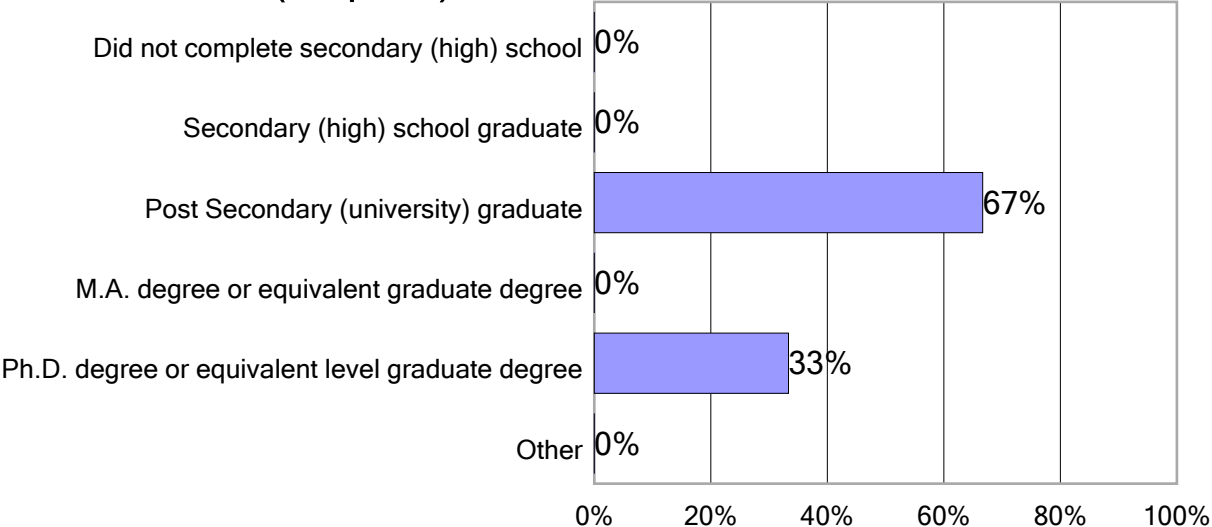
## An Organization Example

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

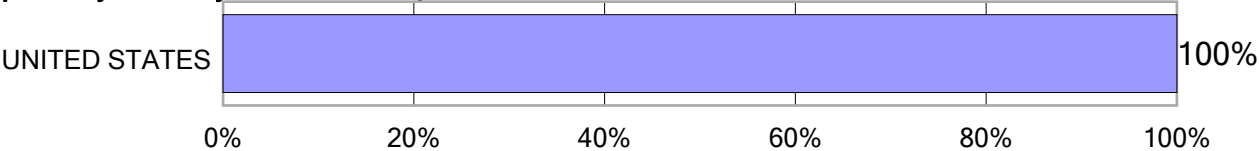
# IDI Group Profile

## Demographic Information

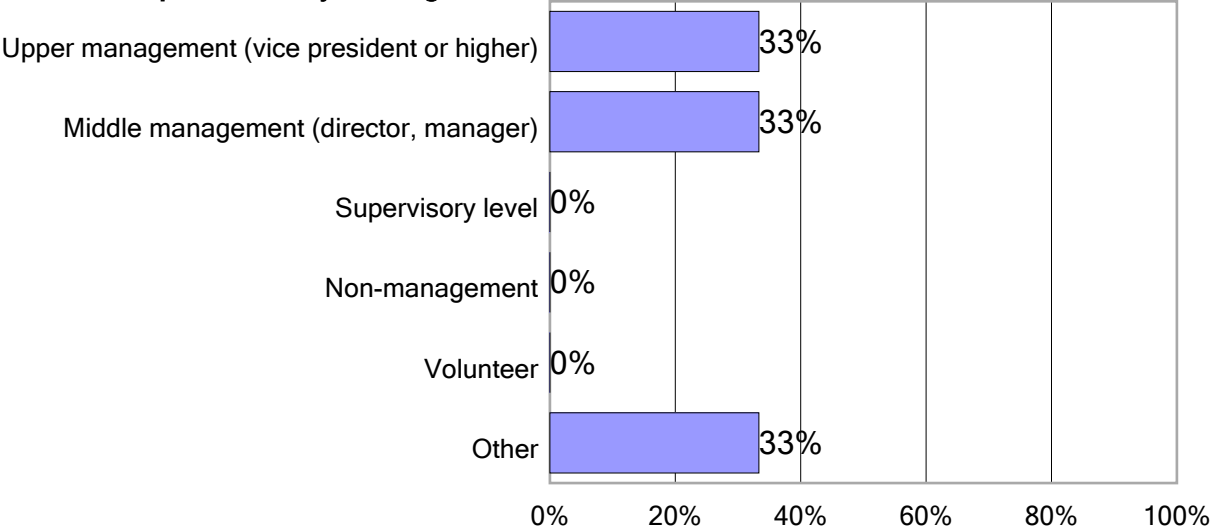
### 1. Education level (completed):



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



### 3. Current position in your organization:





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Development  
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## Group Administrator Report

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# ORGANIZATIONAL VERSION

### Prepared for:

Leadership

### Prepared by:

Maria McNamara, Associate  
Director, ASDIC Metamorphosis,  
04/01/2024

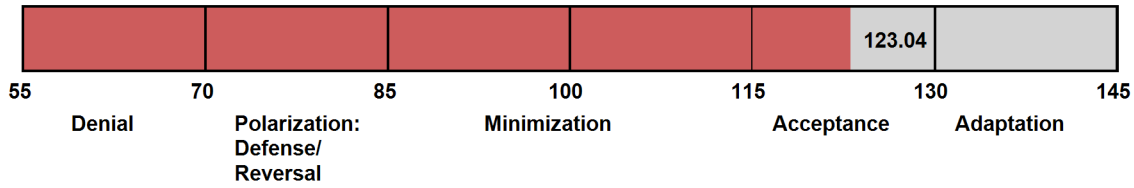
**IDI, LLC**

<http://idiinventory.com/>  
[support@idiinventory.com](mailto:support@idiinventory.com)

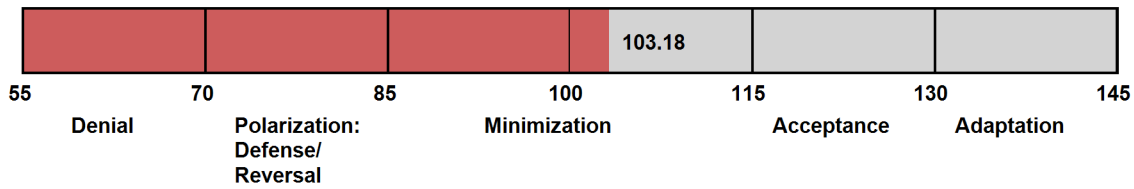
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# IDI Group Profile

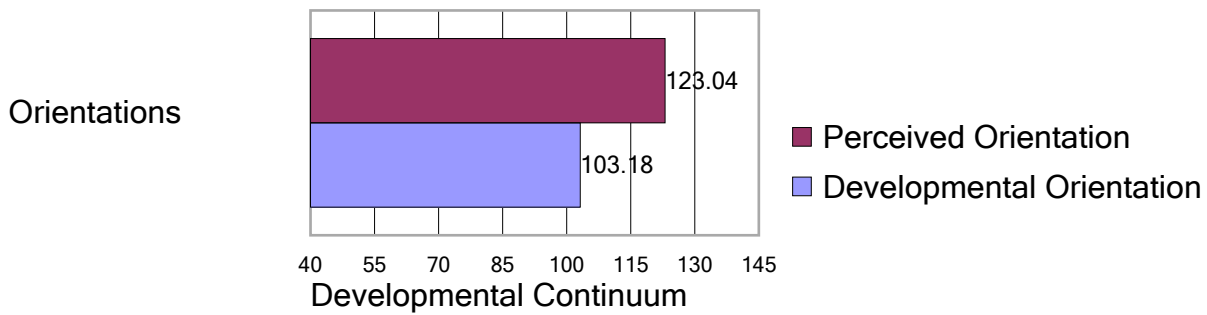
## Perceived Orientation (PO)



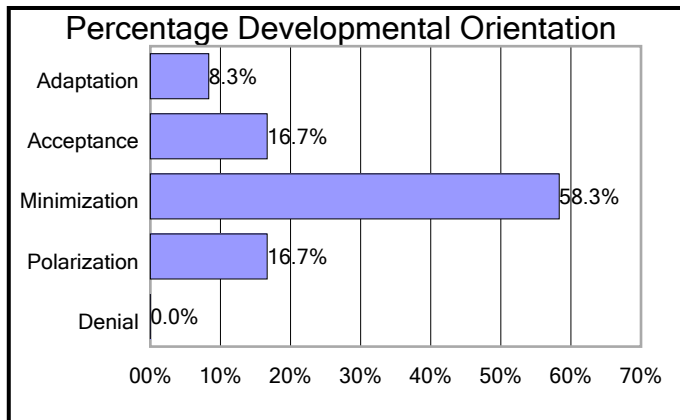
## Developmental Orientation (DO)



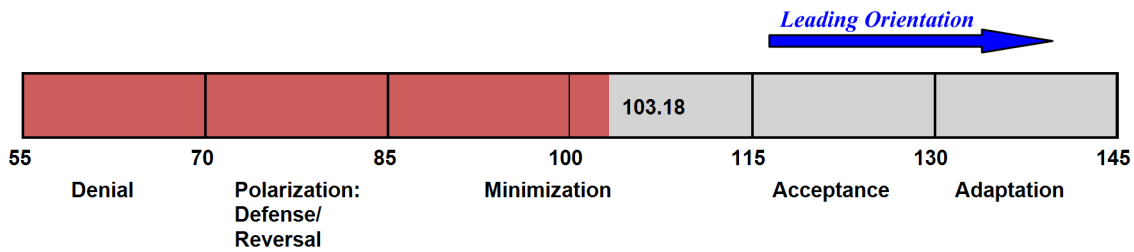
## Orientation Gap (OG)



### Range of Developmental Orientations

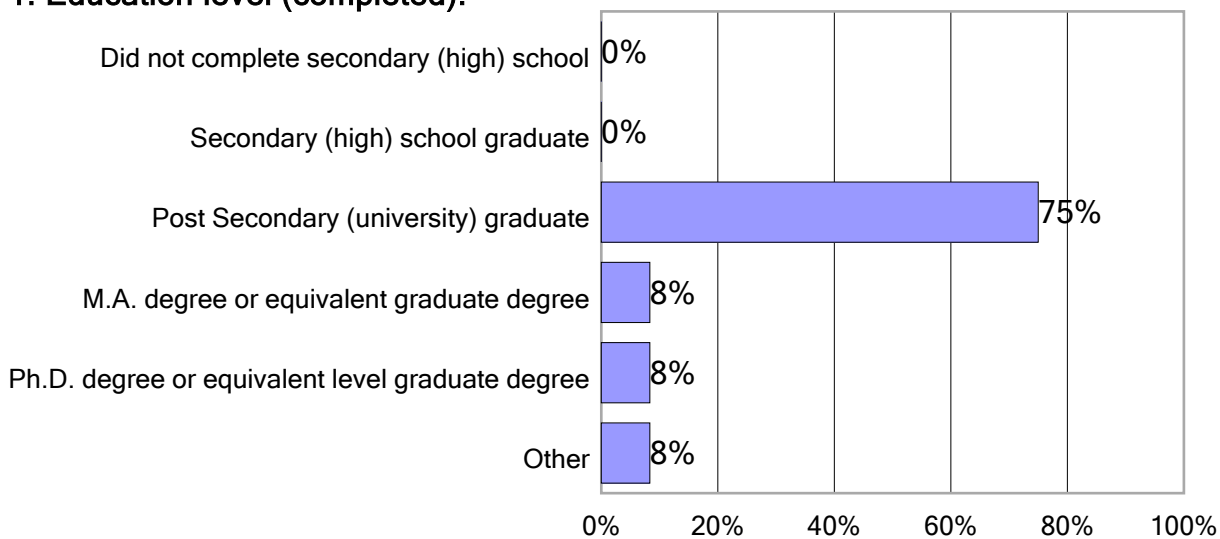


## Leading Orientations

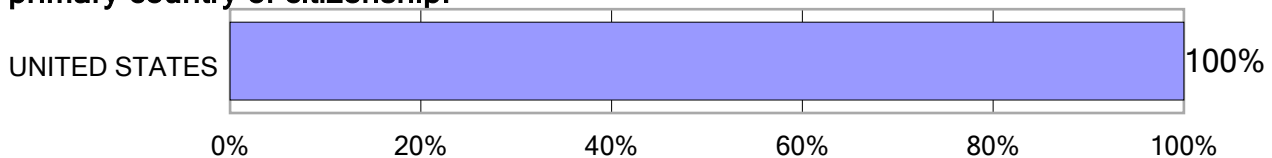


## Demographic Information

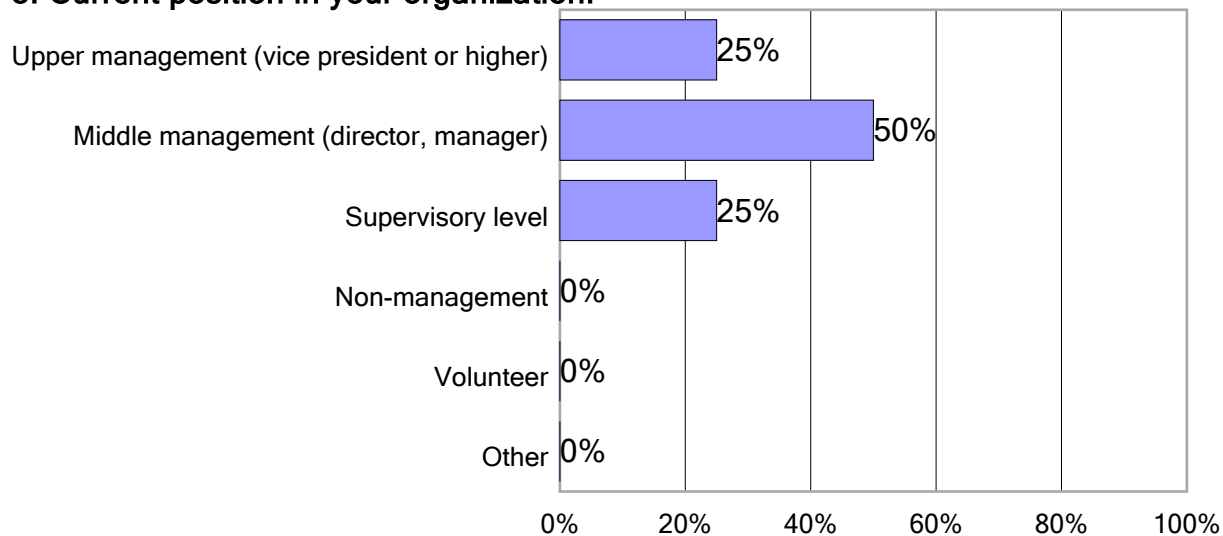
### 1. Education level (completed):



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



**3. Current position in your organization:**





## Scale Statistics

	# of Respondents	Mean Score	Standard deviation
Perceived Orientation (PO)	12	123.04	6.96
Developmental Orientation (DO)	12	103.18	16.50
Orientation Gap Score (+ = PO greater than DO; - = DO greater than PO)	12	19.87	10.19

## Demographic Summary

	# of Respondents	% of Respondents
<b>Education level (completed):</b>		
Other	1	8.33%
Ph.D. degree or equivalent level graduate degree	1	8.33%
M.A. degree or equivalent graduate degree	1	8.33%
Post Secondary (university) graduate	9	75.00%
Secondary (high) school graduate	0	0.00%
Did not complete secondary (high) school	0	0.00%
<b>Country of citizenship (passport country). Indicate the country that you consider your primary country of citizenship.</b>		
UNITED STATES	12	100.00%
<b>Current position in your organization:</b>		
Other	0	0.00%
Volunteer	0	0.00%
Non-management	0	0.00%
Supervisory level	3	25.00%
Middle management (director, manager)	6	50.00%
Upper management (vice president or higher)	3	25.00%



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## Group Administrator Report

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# ORGANIZATIONAL VERSION

### Prepared for:

Marshall (all)

### Prepared by:

Maria McNamara, Associate  
Director, ASDIC Metamorphosis,  
04/01/2024

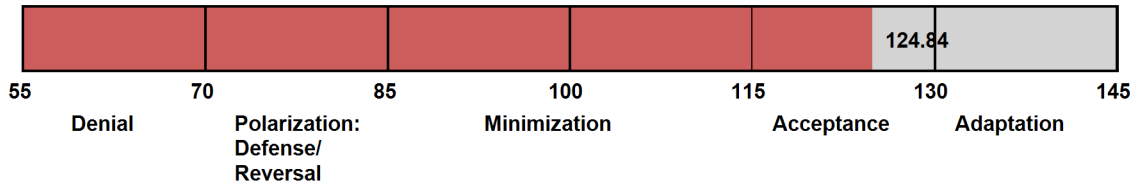
**IDI, LLC**

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[support@idiinventory.com](mailto:support@idiinventory.com)

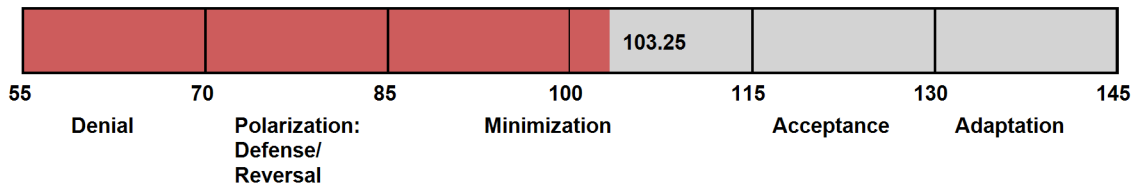
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# IDI Group Profile

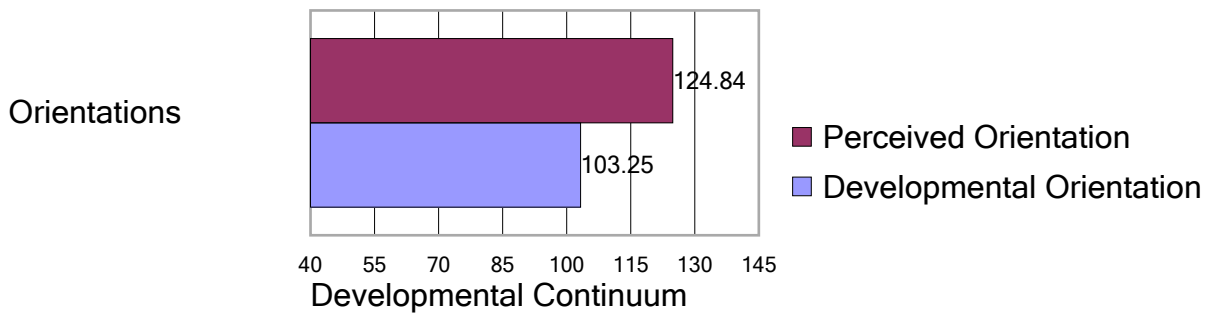
## Perceived Orientation (PO)



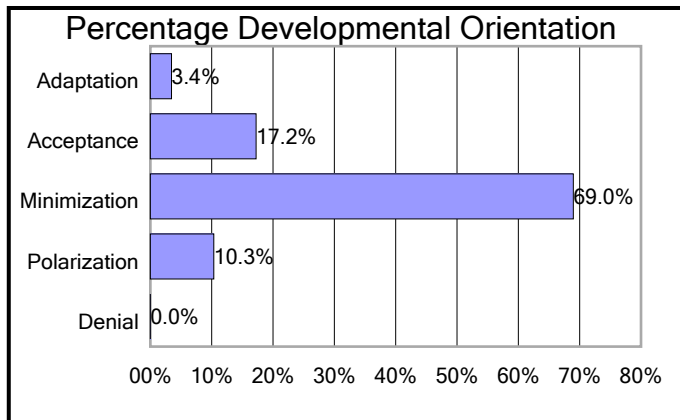
## Developmental Orientation (DO)



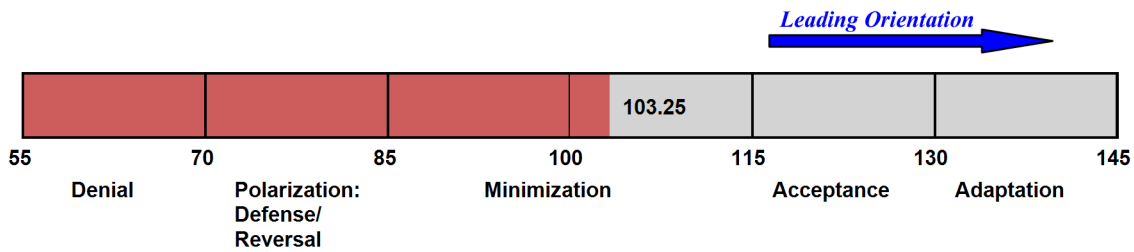
## Orientation Gap (OG)



### Range of Developmental Orientations

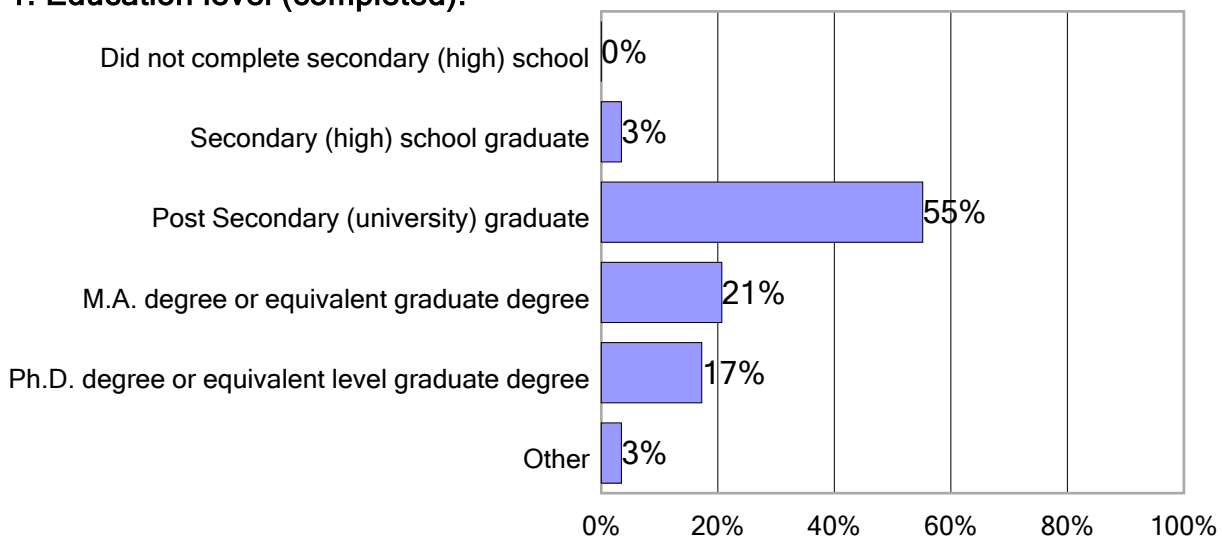


## Leading Orientations

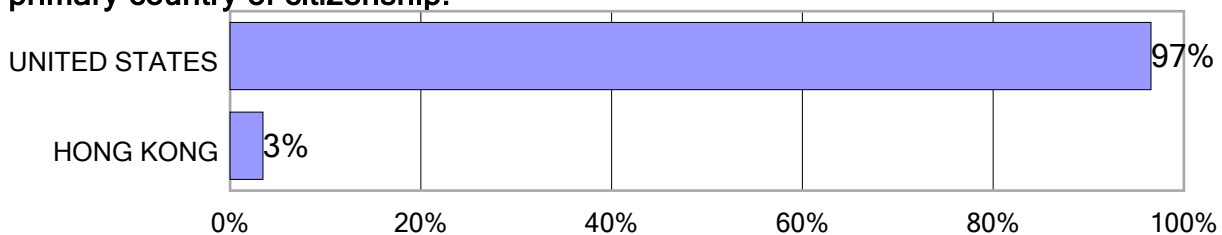


## Demographic Information

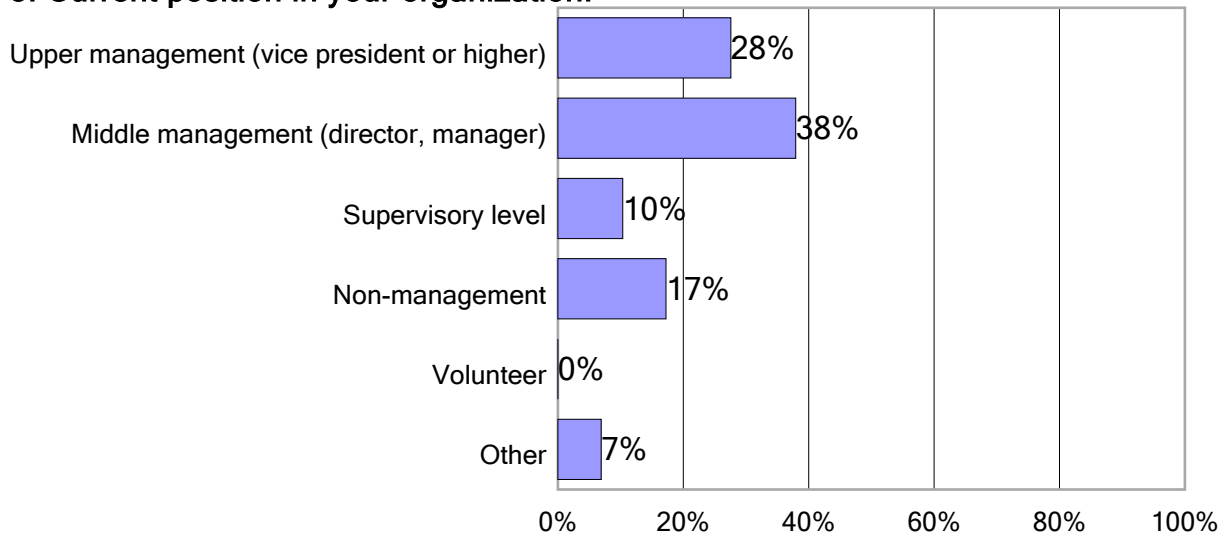
### 1. Education level (completed):



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



**3. Current position in your organization:**



## Scale Statistics

	# of Respondents	Mean Score	Standard deviation
Perceived Orientation (PO)	29	124.84	5.92
Developmental Orientation (DO)	29	103.25	13.64
Orientation Gap Score (+ = PO greater than DO; - = DO greater than PO)	29	21.59	8.64

## Demographic Summary

	# of Respondents	% of Respondents
<b>Education level (completed):</b>		
Other	1	3.45%
Ph.D. degree or equivalent level graduate degree	5	17.24%
M.A. degree or equivalent graduate degree	6	20.69%
Post Secondary (university) graduate	16	55.17%
Secondary (high) school graduate	1	3.45%
Did not complete secondary (high) school	0	0.00%
<b>Country of citizenship (passport country). Indicate the country that you consider your primary country of citizenship.</b>		
HONG KONG	1	3.45%
UNITED STATES	28	96.55%
<b>Current position in your organization:</b>		
Other	2	6.90%
Volunteer	0	0.00%
Non-management	5	17.24%
Supervisory level	3	10.34%
Middle management (director, manager)	11	37.93%
Upper management (vice president or higher)	8	27.59%



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## Group Administrator Report

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# ORGANIZATIONAL VERSION

### Prepared for:

DEI Commission Members

### Prepared by:

Maria McNamara, Associate  
Director, ASDIC Metamorphosis,  
04/01/2024

**IDI, LLC**

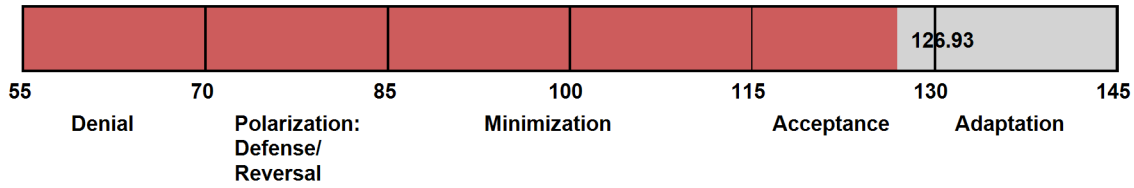
<http://idiinventory.com/>  
[support@idiinventory.com](mailto:support@idiinventory.com)

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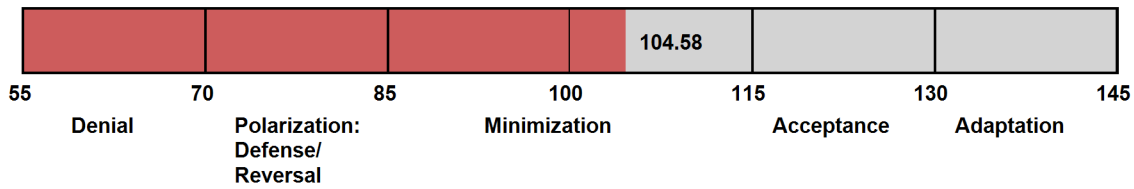


# IDI Group Profile

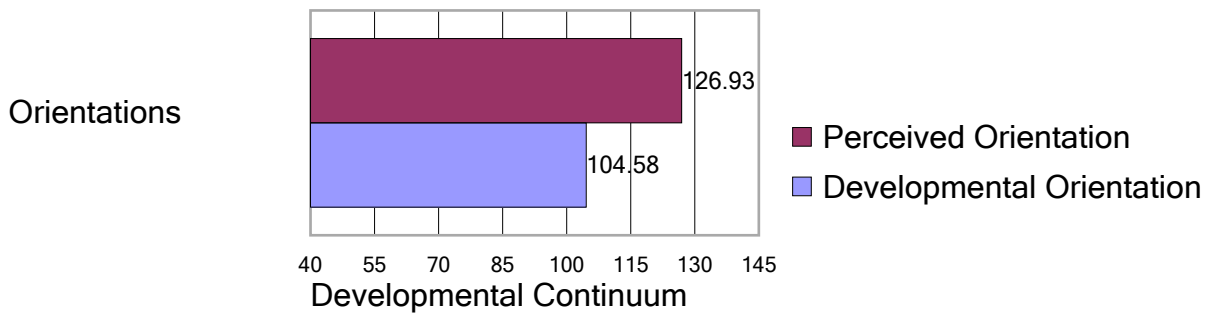
## Perceived Orientation (PO)



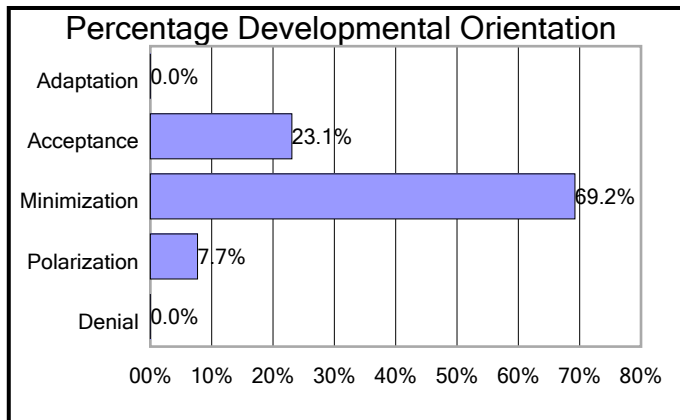
## Developmental Orientation (DO)



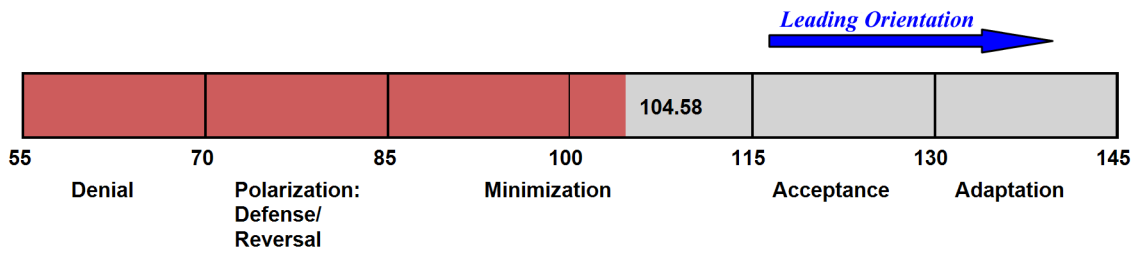
## Orientation Gap (OG)



### Range of Developmental Orientations

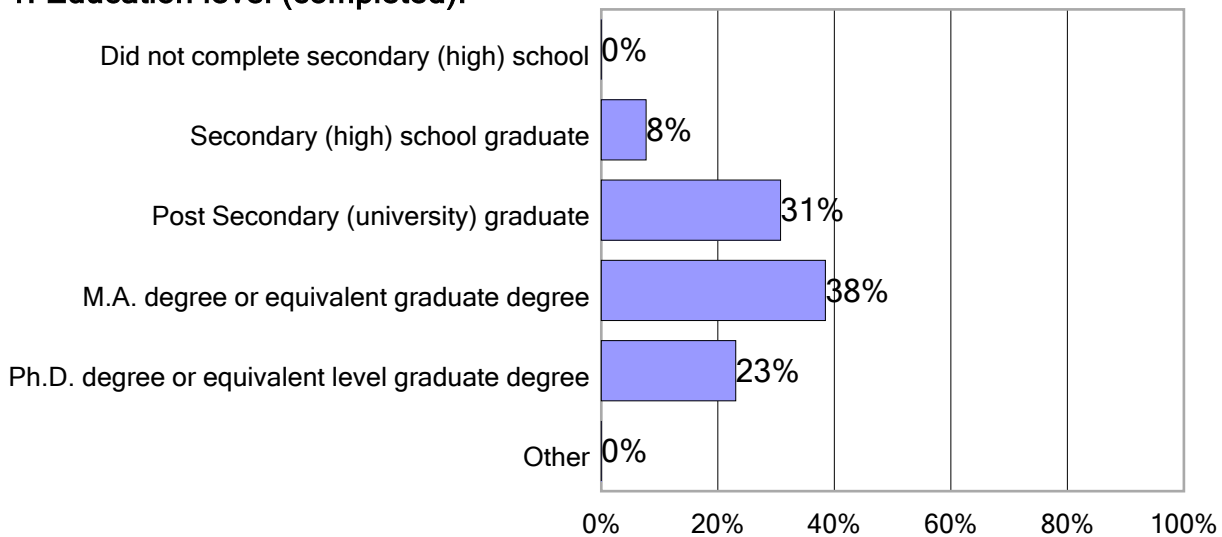


## Leading Orientations

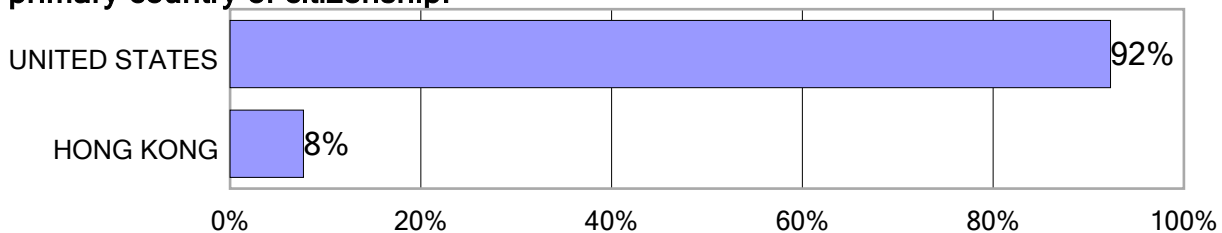


## Demographic Information

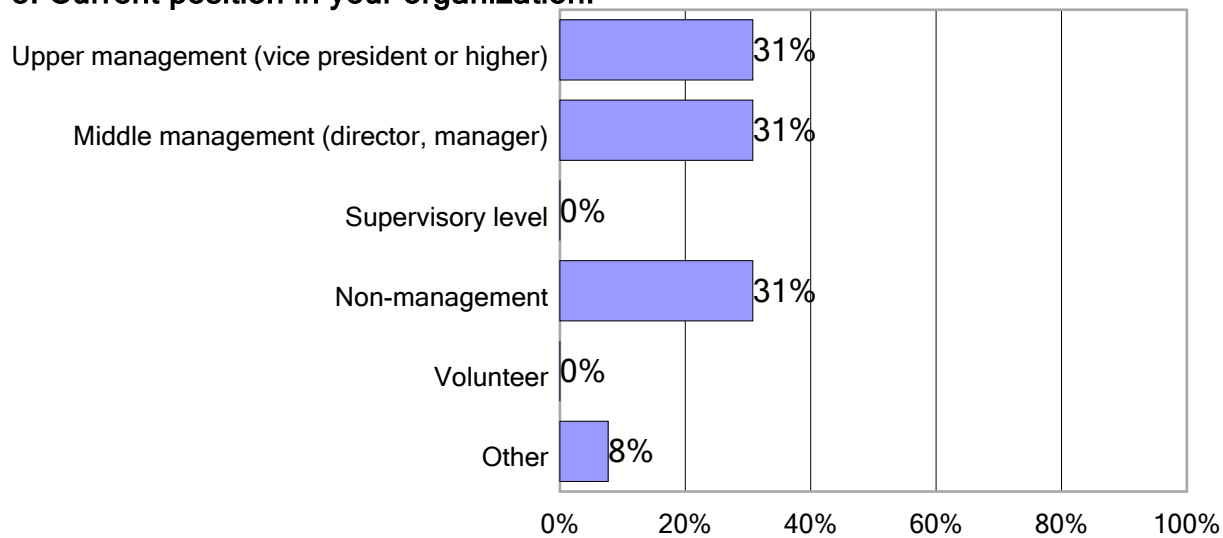
### 1. Education level (completed):



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



**3. Current position in your organization:**



## Scale Statistics

	# of Respondents	Mean Score	Standard deviation
Perceived Orientation (PO)	13	126.93	5.26
Developmental Orientation (DO)	13	104.58	12.90
Orientation Gap Score (+ = PO greater than DO; - = DO greater than PO)	13	22.35	8.18

## Demographic Summary

	# of Respondents	% of Respondents
<b>Education level (completed):</b>		
Other	0	0.00%
Ph.D. degree or equivalent level graduate degree	3	23.08%
M.A. degree or equivalent graduate degree	5	38.46%
Post Secondary (university) graduate	4	30.77%
Secondary (high) school graduate	1	7.69%
Did not complete secondary (high) school	0	0.00%
<b>Country of citizenship (passport country). Indicate the country that you consider your primary country of citizenship.</b>		
HONG KONG	1	7.69%
UNITED STATES	12	92.31%
<b>Current position in your organization:</b>		
Other	1	7.69%
Volunteer	0	0.00%
Non-management	4	30.77%
Supervisory level	0	0.00%
Middle management (director, manager)	4	30.77%
Upper management (vice president or higher)	4	30.77%