

CSA-H

HUMANITARIAN TEAM REPORT

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PREPARED FOR

CERNYSMITH

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TEST ACCESS CODE(s): DALLAS07, SINGAPORE-H 47, THAILAND07

ABOUT THIS REPORT

This report is based solely on the answers to the questionnaire given by organizational members who have given permission for their results to be anonymously included. The goals of this report are to help:

- Evaluate and track group intercultural well-being using the **CERNYSMITH ADJUSTMENT INDEX (CSAI)**
- Identify organizational intercultural skill (ICS) levels for 20 adjustment scales grouped into 5 ICS domains
- Consider differences of the adjustment and skill patterns for men and women.
- Identify areas of intercultural strengths and challenges
- Compare the average results of members to other expatriates using percent ranks
- Develop strategies and track progress for enhancing intercultural adjustment and effectiveness

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DEMOGRAPHICS

DEMOGRAPHIC	TOTAL	MEN	WOMEN
NUMBER OF PARTICIPANTS	60	31	29
AVERAGE AGE	49	48	51
NUMBER OF HOME COUNTRIES	10	8	6
NUMBER OF HOST COUNTRIES	21	13	13
FAMILY STATUS			
SINGLE WITH CHILDREN	3	0	3
SINGLE WITHOUT CHILDREN	7	1	6
MARRIED WITH CHILDREN	45	27	18
MARRIED WITHOUT CHILDREN	5	3	2
EDUCATION			
12 YRS (GRADE AND HIGH SCHOOL)	6	1	5
COLLEGE DEGREE (AA AND BACHELORS)	23	10	13
GRADUATE DEGREE (MA AND PHD)	31	20	11
WORK ROLE			
FIELD WORKER / FAMILY MEMBER	21	5	16
MANAGER / SUPERVISOR	23	13	10
AREA LEADER / GROUP DIRECTOR	16	13	3

CSA RESULTS

Your **CERNYSMITH ADJUSTMENT INDEX (CSAI)** is a highly reliable measure of current personal, social and cultural competencies interfacing with intercultural stressors. CSA provides the best single indicator of overall adjustment and well-being. Team results are presented in average percent ranks for total team (**T**), women (**W**), and men (**M**).

Overall intercultural challenges outweigh current coping skills, feeling stressed, possibly discouraged



CERNYSMITH ADJUSTMENT INDEX © T: 57% W: 60% M: 54%

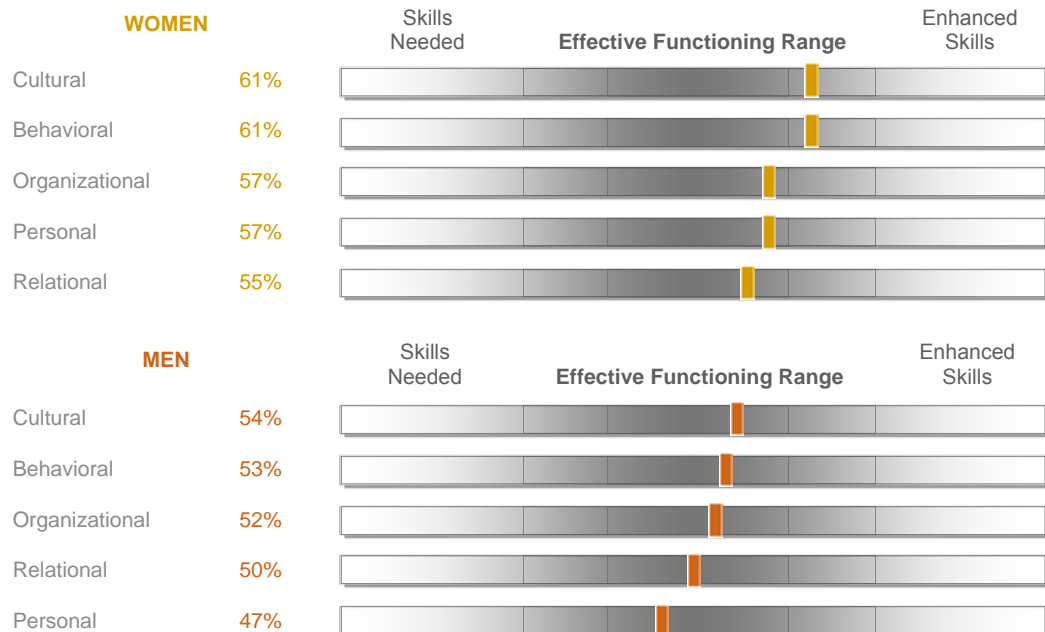
Positive overall intercultural adjustment and coping skills, adequate resources, positive adaptation to culture

CSA INTERCULTURAL SKILLS (ICS) DIAGRAM

CSA research has identified 20 content scales grouped into 5 ICS domains. The Hierarchy for Global Success illustrates a progression of ICS domains. The Personal and Behavioral domains measure foundational personal skills (success managing one self). The Relational, Cultural, and Organizational domains measure social and cultural skills (success interacting with others) as well as environmental demands.

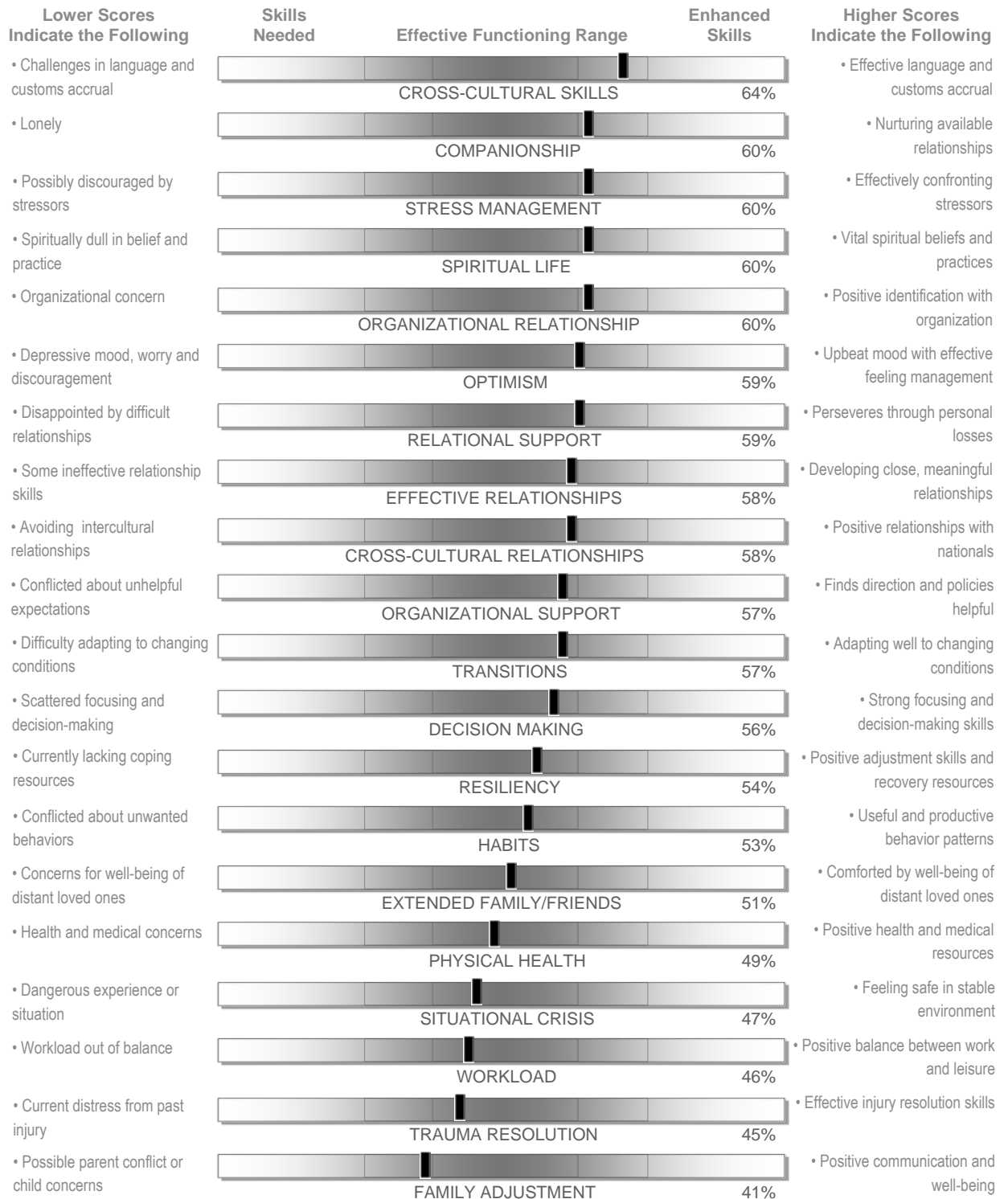


ICS DOMAIN RESULTS



TEAM SCALE ANALYSIS

The following chart orders average scale results for the team in a high to low format with brief descriptive comments. This enables identification of team strengths and challenges as scale results are compared to an international norming group of 1133 expatriate workers, students, and family members living in 130 host countries from 46 different passport countries. For detailed information consult the Detailed Report with Descriptors (pp 11-13) and Scores Summary (p 14).



TEAM STRENGTHS

DESCRIPTORS AND SAMPLE BEHAVIORS FOR THREE HIGHEST ADJUSTMENT SCALES

CROSS-CULTURAL SKILLS 64% <i>Basic language and customs accrual</i>	COMPANIONSHIP 60% <i>Feeling connected</i>	STRESS MANAGEMENT 60% <i>Proactive problem solving</i>
<ul style="list-style-type: none"> • Develop an encouraging language learning strategy • Find a cultural mentor who can become a safe, wise person • Enjoy learning and add to cultural competencies daily • Be open and humble during awkward times 	<ul style="list-style-type: none"> • Pictures help provide a sense of connection with loved ones • Avoid isolation by maintaining correspondence • Nurture relationships with people • Accept social invitations and volunteer to host social events 	<ul style="list-style-type: none"> • Develop awareness of strengths and weaknesses • Discuss concerns and explore options with trusted friends • Offer solutions when considering problems • Learn from experience

ENHANCING STRENGTHS

Considering the three highest scales, what action steps might be taken to enhance team strengths?

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TEAM CHALLENGES

DESCRIPTORS AND SAMPLE BEHAVIORS FOR THREE LOWEST ADJUSTMENT SCALES

WORKLOAD 46% <i>Managing work/correspondence</i>	TRAUMA RESOLUTION 45% <i>Injury recovery skills</i>	FAMILY ADJUSTMENT 41% <i>Communication and well-being</i>
<ul style="list-style-type: none"> • Balance workload and other responsibilities • Prioritize email correspondence • Develop accountability structures for occupational effectiveness • Be conscientious in meeting organizational and personal goals 	<ul style="list-style-type: none"> • Be honest about past injuries and live in the present • Maintain self-control in the midst of distress • Avoid all or nothing thinking especially when under stress • Network with survivors who can understand and support 	<ul style="list-style-type: none"> • Model good listening skills • Seek understanding before problem solving • Be generous in offering assistance • Develop a family culture of honoring others

CONFRONTING CHALLENGES

Considering the three lowest scales, what action steps might be taken to confront these challenges?

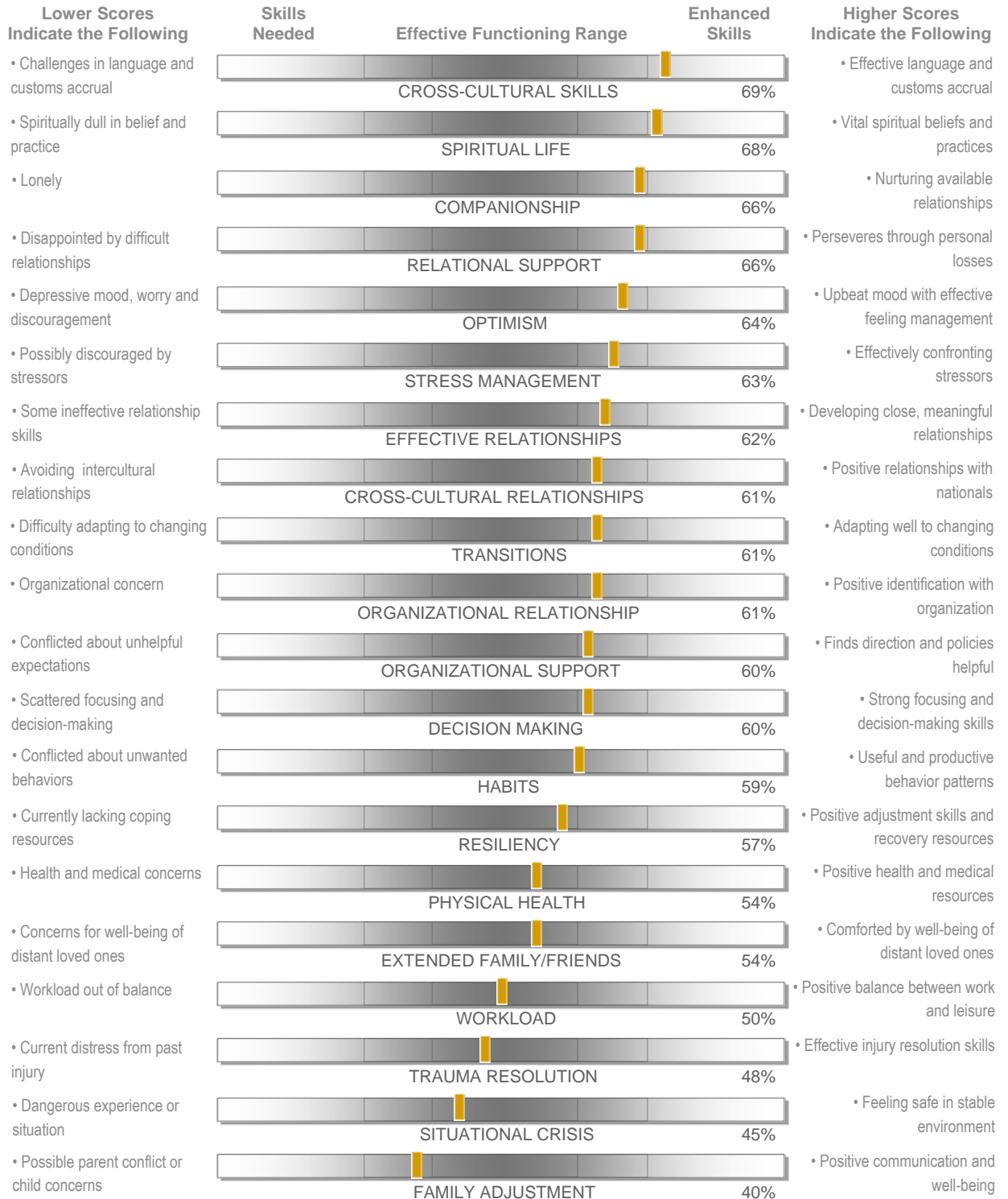
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WOMEN'S SCALE ANALYSIS

The following chart orders the average scale results for women in a high to low format with brief descriptive comments. This enables identification of strengths and challenges as scale results are compared to the international norming group from 46 passport countries living in 130 host countries which includes 605 women. For detailed information consult the Detailed Report with Descriptors (pp 11-13) and Scores Summary (p 14).



WOMEN'S STRENGTHS

DESCRIPTORS AND SAMPLE BEHAVIORS FOR THREE HIGHEST ADJUSTMENT SCALES

CROSS-CULTURAL SKILLS 69% <i>Basic language and customs accrual</i>	SPIRITUAL LIFE 68% <i>Vitality of faith and practice</i>	COMPANIONSHIP 66% <i>Feeling connected</i>
<ul style="list-style-type: none"> • Develop an encouraging language learning strategy • Find a cultural mentor who can become a safe, wise person • Enjoy learning and add to cultural competencies daily • Be open and humble during awkward times 	<ul style="list-style-type: none"> • Honor the importance of foundational truths • Recognize how beliefs effect performance • Exercise faith in ways that express love for others • Nurture a guiding awareness of values and purpose 	<ul style="list-style-type: none"> • Pictures help provide a sense of connection with loved ones • Avoid isolation by maintaining correspondence • Nurture relationships with people • Accept social invitations and volunteer to host social events

ENHANCING STRENGTHS

Considering the three highest scales, what action steps might be taken to enhance team strengths?

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WOMEN'S CHALLENGES

DESCRIPTORS AND SAMPLE BEHAVIORS FOR THREE LOWEST ADJUSTMENT SCALES

TRAUMA RESOLUTION 48% <i>Injury recovery skills</i>	SITUATIONAL CRISIS 45% <i>A potentially dangerous situation</i>	FAMILY ADJUSTMENT 40% <i>Communication and well-being</i>
<ul style="list-style-type: none"> • Be honest about past injuries and live in the present • Maintain self-control in the midst of distress • Avoid all or nothing thinking especially when under stress • Network with survivors who can understand and support 	<ul style="list-style-type: none"> • Think clearly and stay focused under pressure • Develop safety and then explore other alternatives • Obtain objective wisdom in assessing danger • In long term crises beware of becoming overly desensitized 	<ul style="list-style-type: none"> • Model good listening skills • Seek understanding before problem solving • Be generous in offering assistance • Develop a family culture of honoring others

CONFRONTING CHALLENGES

Considering the three lowest scales, what action steps might be taken to confront these challenges?

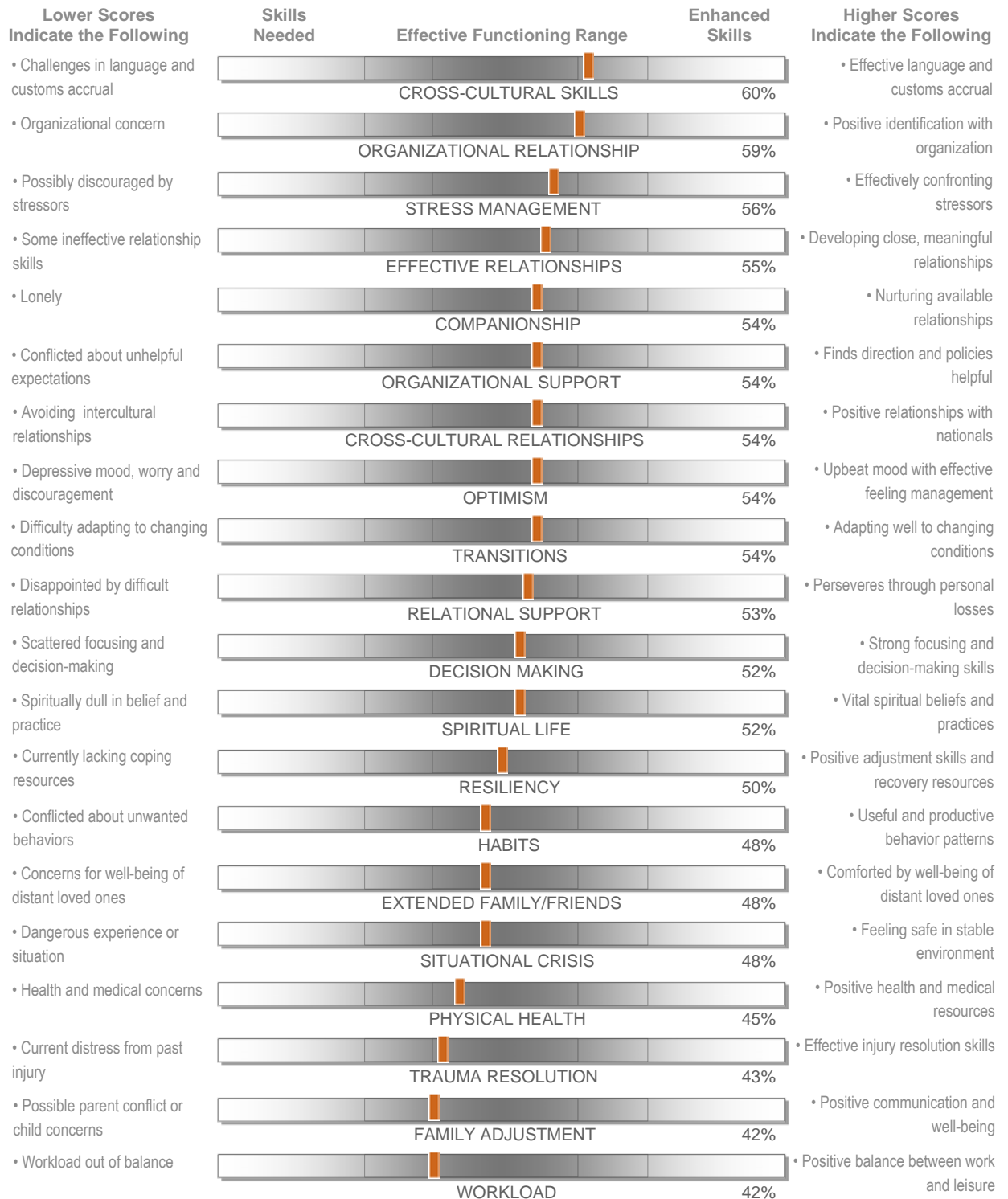
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MEN'S SCALE ANALYSIS

The following chart orders the average scale results for men in a high to low format with brief descriptive comments. This enables identification of strengths and challenges as scale results are compared to the international norming group from 46 passport countries living in 130 host countries which included 528 men. For detailed information consult the Detailed Report with Descriptors (pp 11-13) and the Scores Summary (p 14).



MEN'S STRENGTHS

DESCRIPTORS AND SAMPLE BEHAVIORS FOR THREE HIGHEST ADJUSTMENT SCALES

CROSS-CULTURAL SKILLS <i>Feeling connected</i>	60%	ORGANIZATIONAL RELATIONSHIP <i>Proactive problem solving</i>	59%	STRESS MANAGEMENT <i>Vitality of faith and practice</i>	56%
<ul style="list-style-type: none"> • Pictures help provide a sense of connection with loved ones • Avoid isolation by maintaining correspondence • Nurture relationships with people • Accept social invitations and volunteer to host social events 		<ul style="list-style-type: none"> • Develop awareness of strengths and weaknesses • Discuss concerns and explore options with trusted friends • Offer solutions when considering problems • Learn from experience 		<ul style="list-style-type: none"> • Honor the importance of foundational truths • Recognize how beliefs effect performance • Exercise faith in ways that express love for others • Nurture a guiding awareness of values and purpose 	

ENHANCING STRENGTHS

Considering the three highest scales, what action steps might be taken to enhance team strengths?

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MEN'S CHALLENGES

DESCRIPTORS AND SAMPLE BEHAVIORS FOR THREE LOWEST ADJUSTMENT SCALES

TRAUMA RESOLUTION <i>Injury recovery skills</i>	43%	FAMILY ADJUSTMENT <i>Communication and well-being</i>	42%	WORKLOAD <i>Managing work/correspondence</i>	42%
<ul style="list-style-type: none"> • Be honest about past injuries and live in the present • Maintain self-control in the midst of distress • Avoid all or nothing thinking especially when under stress • Network with survivors who can understand and support 		<ul style="list-style-type: none"> • Model good listening skills • Seek understanding before problem solving • Be generous in offering assistance • Develop a family culture of honoring others 		<ul style="list-style-type: none"> • Balance workload and other responsibilities • Prioritize email correspondence • Develop accountability structures for occupational effectiveness • Be conscientious in meeting organizational and personal goals 	

CONFRONTING CHALLENGES

Considering the three lowest scales, what action steps might be taken to confront these challenges?

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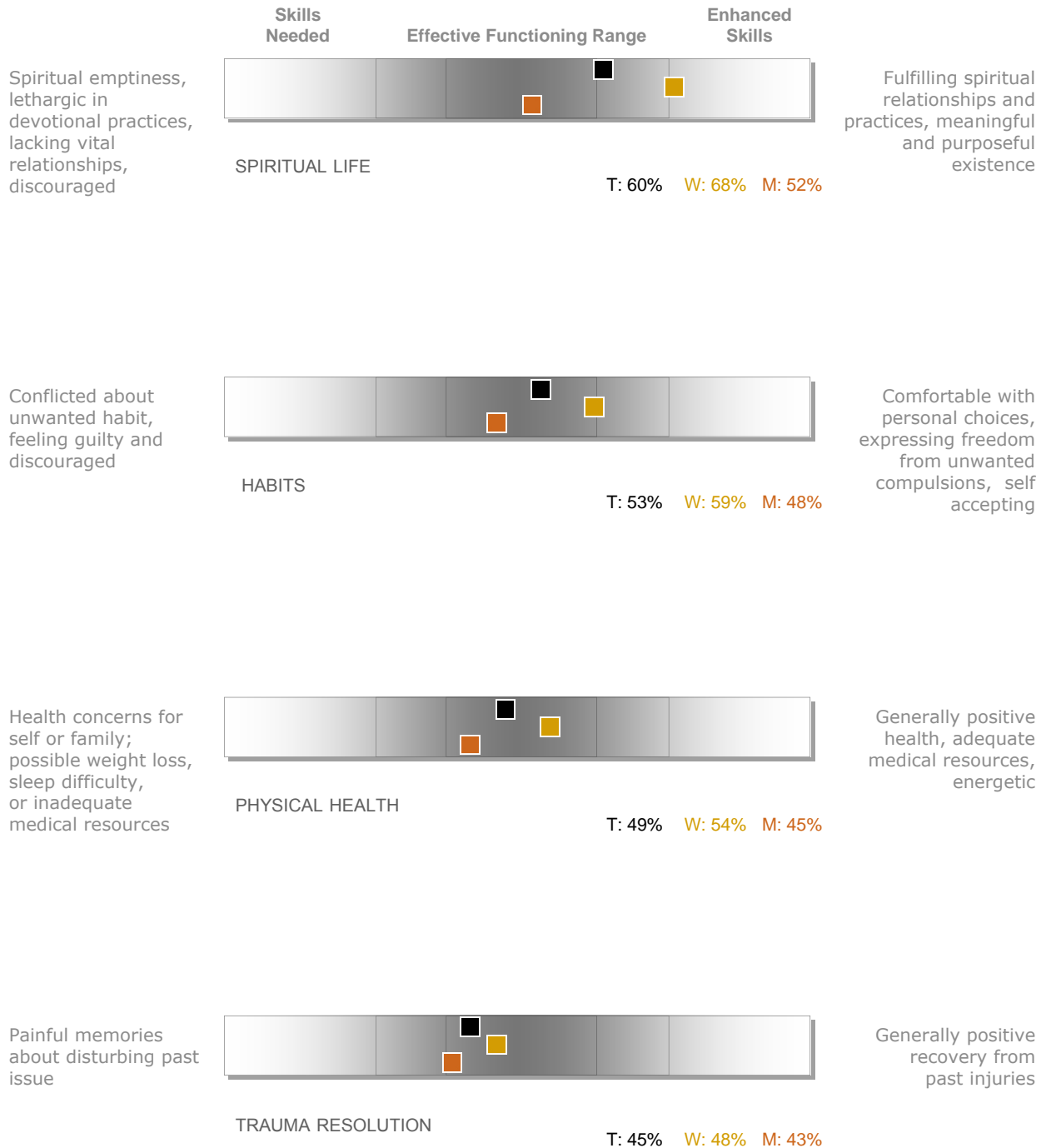
POSSIBLE STRESSORS

POSSIBLE STRESSORS	TYPED IN RESPONSES
1. Occupational stress can be defined as 'work pressures'.	<ul style="list-style-type: none"> • having adequate assistance in the department • finding a new job/ministry • Administrate some very emotionally needy people • Am in a job outside my natural gifts and abilities • having to find a new role in the organization
2. A crisis can be defined as 'a short term' serious situation'.	<ul style="list-style-type: none"> • mom died and we were close; 3 weeks ago; cancer • forced resignation due to spouse's job change • Situations surrounding Mom's death. • My attitude towards my soccer team
3. Historical stress can be defined as 'troubling issues from the past'.	<ul style="list-style-type: none"> • My sister is getting a divorce after over 25 years • self image issues with self injury thoughts • Finances.
4. Relational stress can be defined as 'problems in current relationships'.	<ul style="list-style-type: none"> • Dividing my mom's home; she died 3 weeks ago • Stresses over death of husband's Mom. • working out future options with husband
5. Spiritual stress can be defined as 'spiritual belief and practice issues'.	<ul style="list-style-type: none"> • Inconsistency of word and deed of family members. • finding a new spiritual community
6. Organizational stress can be defined as 'agency/team issues'.	<ul style="list-style-type: none"> • future job and organizational policies • finding new role in organization
7. Physical stress can be defined as 'health issues'.	<ul style="list-style-type: none"> • poor eyesight • sleepiness
8. Cultural stress can be defined as 'getting needs met in new ways'.	<ul style="list-style-type: none"> • things not running smoothly
9. Support stress can be defined as 'lacking needed relationships and resources'.	<ul style="list-style-type: none"> • lack of \$; fight over mom's stuff

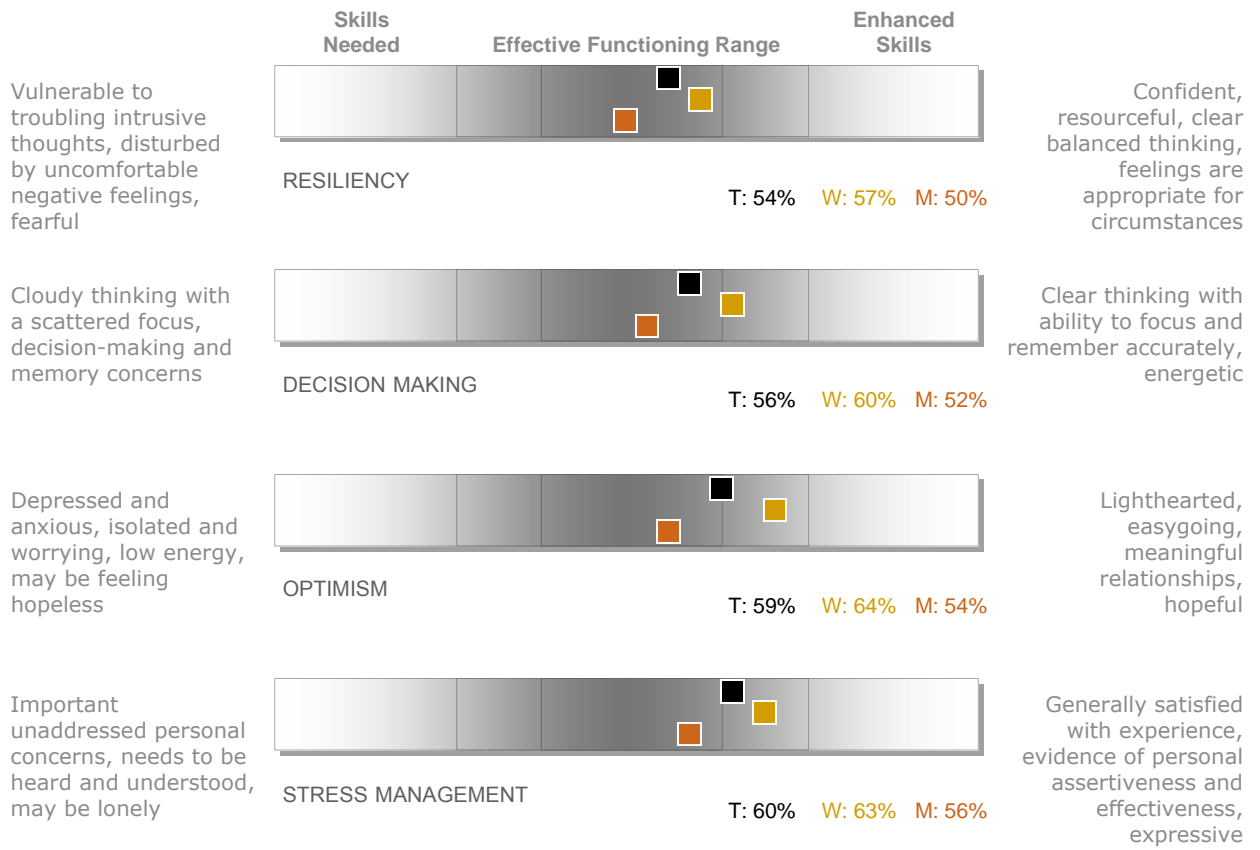
DETAILED REPORT WITH DESCRIPTORS

In this detailed report, 20 content scales are grouped in 5 ICS domains. High adjustment score descriptors (right side) and low adjustment descriptors (left side) are provided for each scale.

PERSONAL DOMAIN



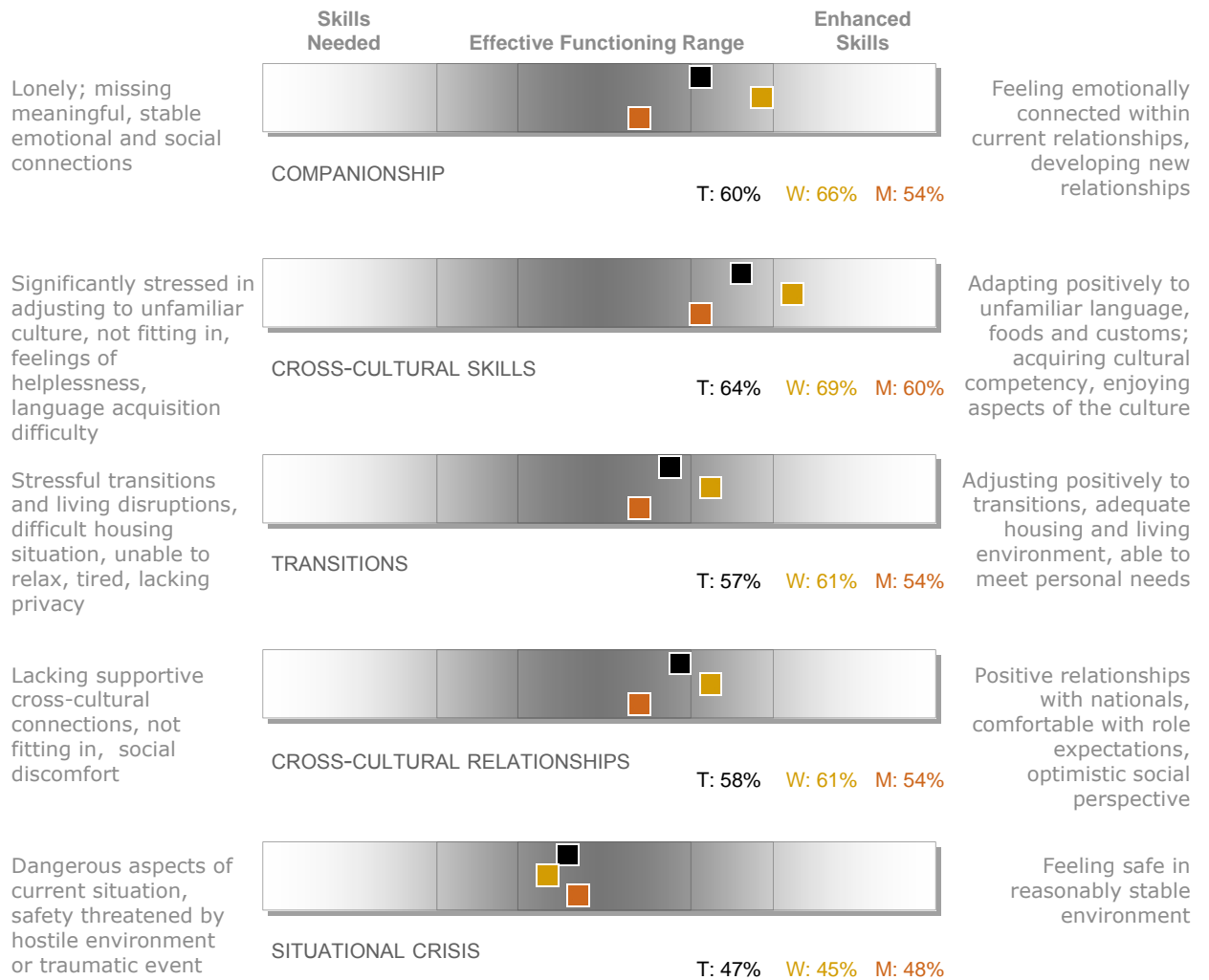
BEHAVIORAL DOMAIN



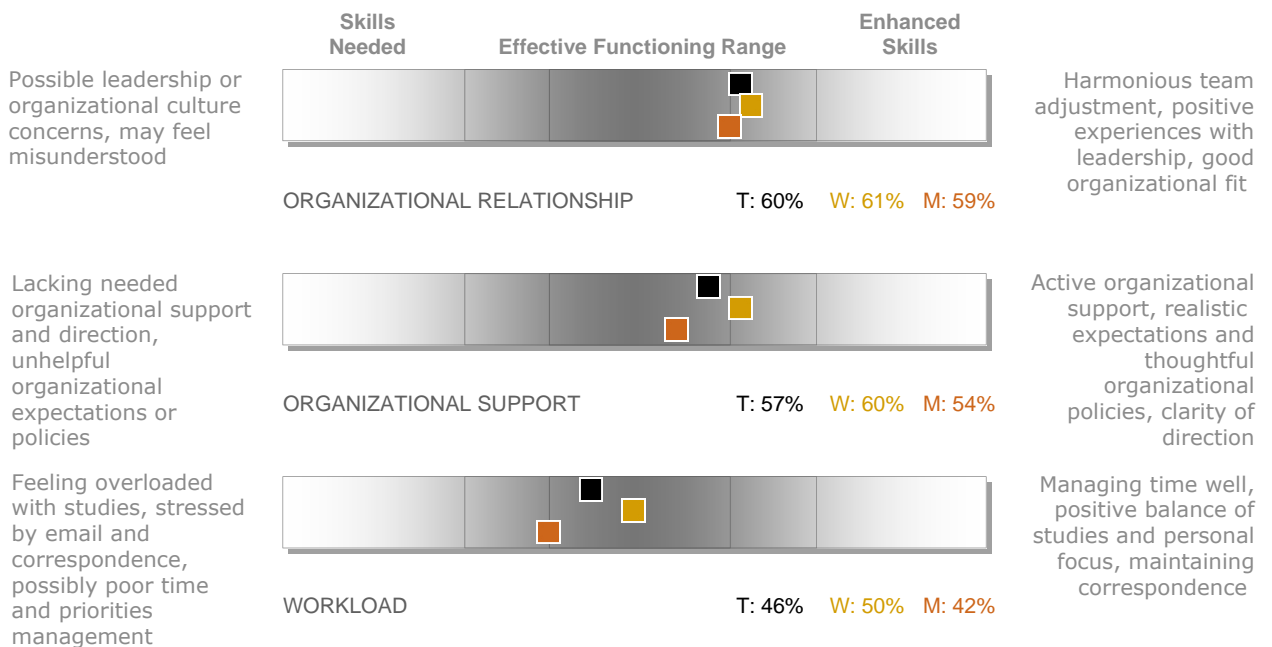
RELATIONAL DOMAIN



CULTURAL DOMAIN



ORGANIZATIONAL DOMAIN



SCORES SUMMARY

CSAI/<u>DOMAIN</u>/SCALE	TEAM MEAN	TEAM SD	WOMEN'S% MEN'S %	LOW SCORE	MEAN SCORE	STAN DEV	HIGH SCORE
CSAI	57	29	60 54	12 4	60 54	29 29	100 97
<u>ORGANIZATIONAL DOMAIN</u>	54	27	57 52	7 8	57 52	29 25	97 96
ORGANIZATIONAL RELATIONSHIP	60	28	61 59	5 9	61 59	31 26	99 98
ORGANIZATIONAL SUPPORT	57	28	60 54	1 7	60 54	31 25	98 97
WORKLOAD	46	31	50 42	9 1	50 42	32 29	97 98
<u>CULTURAL DOMAIN</u>	57	22	61 54	16 19	61 54	24 20	93 91
COMPANIONSHIP	60	27	66 54	9 3	66 54	30 22	99 98
CROSS-CULTURAL SKILLS	64	25	69 60	12 7	69 60	27 23	99 99
TRANSITIONS	57	28	61 54	11 3	61 54	27 28	100 98
CROSS-CULTURAL RELATIONSHIPS	58	29	61 54	10 3	61 54	30 28	100 98
SITUATIONAL CRISIS	47	21	45 48	3 9	45 48	24 19	66 65
<u>RELATIONAL DOMAIN</u>	53	20	55 50	19 3	55 50	20 21	90 89
RELATIONAL SUPPORT	59	27	66 53	7 3	66 53	26 26	100 99
EFFECTIVE RELATIONSHIPS	58	27	62 55	11 8	62 55	27 27	98 100
FAMILY ADJUSTMENT	41	24	40 42	2 1	40 42	21 26	65 85
EXTENDED FAMILY/FRIENDS	51	29	54 48	2 1	54 48	31 28	99 97
<u>BEHAVIORAL DOMAIN</u>	57	27	61 53	11 5	61 53	26 28	100 97
RESILIENCY	54	31	57 50	6 7	57 50	31 31	100 99
DECISION MAKING	56	28	60 52	7 1	60 52	28 28	100 97
OPTIMISM	59	27	64 54	11 5	64 54	26 27	100 97
STRESS MANAGEMENT	60	28	63 56	4 4	63 56	27 29	100 99
<u>PERSONAL DOMAIN</u>	52	21	57 47	19 10	57 47	21 20	96 82
SPIRITUAL LIFE	60	25	68 52	19 10	68 52	23 24	99 94
HABITS	53	26	59 48	6 4	59 48	27 24	98 95
PHYSICAL HEALTH	49	28	54 45	22 2	54 45	26 29	100 99
TRAUMA RESOLUTION	45	27	48 43	1 2	48 43	31 24	85 83