Introduction to Cultural Intelligence (CQ) and the CQ Tool

Workshop
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ISANA Conference
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Today’s Roadmap

- Look at the journey to Intercultural Competency
- Define Cultural Intelligence
- Apply it to the International Education Sector
- Introduce the CQ Tool
Cultural Intelligence Quotient (CQ)

*The capability to function effectively across various cultural contexts*

(national, ethnic, organizational, generational, etc.).

Global CQ

Global CQ can best be described as working and relating effectively across international cultures. This may occur during international travel, when interacting with a global, virtual team, or when talking with people from other countries. The culturally intelligent person who understands global diversity is able to work more effectively with peers, colleagues and customers from different nationalities.

Domestic CQ

Domestic CQ can best be described as working and relating effectively with people from different cultural backgrounds in your own country. The culturally intelligent person who understands domestic diversity is able to work effectively with peers, colleagues and customers from different cultural backgrounds at home.
International Education Sector

• Where is CQ needed?
• By whom?
4 CQ Capabilities

**CQ Drive**
Your interest, drive and confidence to adapt to multicultural situations.
- Intrinsic
- Extrinsic
- Self-Efficacy

**CQ Knowledge**
Your understanding about how cultures are similar and different.
- Business
- Values & Norms
- Socio-Linguistic
- Leadership

**CQ Action**
Your ability to adapt when relating and working interculturally.
- Speech Acts
- Verbal
- Nonverbal

**CQ Strategy**
Your awareness and ability to plan for multicultural interactions.
- Planning
- Awareness
- Checking

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From low to high CQ

React to External Stimuli
<table>
<thead>
<tr>
<th>LOW</th>
<th>MODERATE</th>
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<tr>
<td><strong>React</strong> to External Stimuli</td>
<td><strong>Recognize</strong> cultural norms and begin to accommodate for them</td>
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From low to high CQ

<table>
<thead>
<tr>
<th>LOW</th>
<th>MODERATE</th>
<th>HIGH</th>
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<tbody>
<tr>
<td>React to external Stimuli</td>
<td>Recognize cultural norms and begin to accommodate for them</td>
<td>Adapt and adjust thinking and behavior as needed</td>
</tr>
</tbody>
</table>
RESULTS OF HIGH CQ

Cross-Cultural Adjustment

Personal Well-Being

Job Performance

Profitability

Innovation

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What’s your CQ and why should you care?
Contents

This CQ Self Assessment Feedback Report will help you identify your strengths and developmental opportunities for functioning effectively in multicultural settings.

Most people find it beneficial to read the feedback report now and then re-read it in a few days. This will allow you to think deeply about the feedback and how you can use this information.

For more information visit www.culturalq.com

<table>
<thead>
<tr>
<th>CONTENTS OF REPORT</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT IS CQ?</td>
<td>4</td>
</tr>
<tr>
<td>CQ PROFILE</td>
<td>5</td>
</tr>
<tr>
<td>CQ DEVELOPMENT PLAN</td>
<td>11</td>
</tr>
<tr>
<td>APPENDIX A: Cultural Values</td>
<td>14</td>
</tr>
<tr>
<td>APPENDIX B: Research Basis</td>
<td>16</td>
</tr>
</tbody>
</table>
What is CQ?

Cultural Intelligence (CQ) is a person’s capability to function effectively in a variety of cultural contexts - both internationally and domestically.

In our own cultures, we usually have an idea of what’s going on around us because we have a wealth of information, most of which is subconscious, that helps us make sense of what we experience and observe. When we interact with individuals who have a different cultural background, the same cues may mean something entirely different.

For more information, see Appendix A: Research Basis and/or visit www.culturaiq.com

CQ Capabilities
CQ includes four capabilities:

- **CQ Drive**
  Your interest, drive and confidence to adapt to multicultural situations.

- **CQ Knowledge**
  Your understanding about how cultures are similar and different.

- **CQ Action**
  Your ability to adapt when relating and working interculturally.

- **CQ Strategy**
  Your awareness and ability to plan for multicultural interactions.
CQ Profile Summary

CQ RATINGS AND PERCENTAGES

Low
Scores in this range are in the bottom 25% of the worldwide norms.

Moderate
Scores in this range are in the middle 50% of the worldwide norms.

High
Scores in this range are in the top 25% of the worldwide norms.

Self Rating  Observer Average

CQ DRIVE

CQ KNOWLEDGE

CQ STRATEGY

CQ ACTION

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Worldwide Norms

LOW  MODERATE  HIGH
Self-Rating

This is a one-page snapshot of your CQ scores from the four CQ capabilities. Notice your self-ratings and the worldwide norms how other global professionals have assessed their CQ.

LOW Scores in this range are in the bottom 25% of the worldwide norms.

MORALE Scores in this range are in the middle 50% of the worldwide norms.

HIGH Scores in this range are in the top 25% of the worldwide norms.
CQ Drive

CQ Drive is the extent to which you are energized and persistent in your approach to multicultural situations. It includes your self-confidence in your abilities as well as your sense of the benefits you will gain from international interactions.

**CQ Drive Sub-Dimensions**
- **Intrinsic Interest**: Deriving enjoyment from culturally diverse experiences.
- **Extrinsic Interest**: Seeking benefits from culturally diverse experiences.
- **Self-Efficacy**: Having the confidence to be effective in culturally diverse situations.

**WHAT DOES HIGH CQ DRIVE LOOK LIKE?**
Individuals with high CQ Drive are motivated to learn and adapt to new and diverse cultural settings. Their confidence in their adaptive abilities influences the way they perform in intercultural situations.

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**Self-Rating CQ Profile: CQ Drive**

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<tr>
<th>Overall</th>
<th>Intrinsc Interest</th>
<th>Extrinsic Interest</th>
<th>Self-Efficacy</th>
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CQ Drive

Your interest, drive and confidence to adapt to multicultural situations.

**Intrinsic Interest:**
Deriving enjoyment from culturally diverse experiences

**Extrinsic Interest:**
Gaining benefits from culturally diverse experiences

**Self-Efficacy:**
Having the confidence to be effective in culturally diverse situations
CQ Knowledge is the degree to which you understand how cultural influences shape people's actions and your level of familiarity with how cultures are similar and different.

**Business:** Knowledge about economic and legal systems.

**Values & Norms:** Knowledge about values, social interaction norms, and religious beliefs.

**Socio-Linguistic:** Knowledge about rules of languages and rules for expressing non-verbal behaviors.

**Leadership (Content Specific):** Knowledge about managing people and relationships across cultures.

**WHAT DOES HIGH CQ KNOWLEDGE LOOK LIKE?**

Individuals with high CQ knowledge have a rich, well-organized understanding of culture and how it affects the way people think and behave. They possess a repertoire of knowledge about how cultures are similar and how they are different. They understand how culture shapes behavior.

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**CQ PROFILE: CQ Knowledge**

- **Overall:**
- **Business:**
- **Values & Norms:**
- **Socio-Linguistic:**
- **Leadership:**
HUMAN NATURE

CULTURE
Cultural Artifacts/Systems

Cultural Values and Assumptions

INDIVIDUAL PERSONALITY

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CQ Knowledge

Your understanding about how cultures influences how people think and behave and your familiarity with how cultures are different

**Business:**
Knowledge about economic and legal systems

**Values and Norms:**
Knowledge about values, social interaction norms and religious beliefs

**Socio-Linguistic:**
Knowledge about language and communication norms

**Leadership:**
Knowledge about managing people and relationships across cultures
CQ Strategy is the extent to which you are aware of what's going on in a multicultural situation and are able to check and plan accordingly.

**Planning:** Strategizing before a culturally diverse encounter

**Awareness:** Sensing the perspectives of self and others.

**Checking:** Checking assumptions and adjusting mental maps when experiences differ from expectations.

**WHAT DOES HIGH CQ STRATEGY LOOK LIKE?**

Individuals with high CQ Strategy think about intercultural interactions before and after they occur. They reflect on intercultural experiences before and after they occur. They recognize the importance of assessing and adjusting mental maps on a continuous basis in order to effectively interact with others.

**CQ Profile:**

- **Overall:**
- **Planning:**
- **Awareness:**
- **Checking:**
CQ Strategy

Your awareness and ability to plan for multicultural interactions

Planning:
Strategizing before a culturally diverse encounter

Awareness:
Sensing the perspectives of self and others

Checking:
Checking the assumptions and adjusting mental maps when experiences differ from expectations
CQ Drive -> CQ Knowledge

CQ Action -> CQ Strategy
CQ Action

CQ Action is the extent to which you can act appropriately in multicultural situations. It includes your flexibility in verbal and non-verbal behaviors and your ability to adapt to different cultural norms.

**WHAT DOES HIGH CQ ACTION LOOK LIKE?**

Individuals with high CQ Action translate their CQ Drive, CQ Knowledge, and CQ Strategy capabilities into action. They possess a broad repertoire of verbal behaviors, nonverbal behaviors, and speech acts which they can apply to a specific context. They know when to adapt and when not to adapt.

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**CQ PROFILE: CQ Action**

- **OVERALL**
- **SPEECH ACTS**
- **VERBAL**
- **NON-VERBAL**
CQ Action

Your ability to adapt when relating and working interculturally

**Speech Acts:**
Modifying the manner of content of communications

**Verbal**
Modifying verbal behaviours (e.g. accent, tone)

**Non-Verbal:**
Modifying non-verbal behaviours (e.g. gestures, facial expressions)
Development Plan

Your CQ is not fixed. With some simple but intentional goals and strategies, you can enhance your CQ. Spend some time reflecting upon your CQ feedback and develop an action plan.

Your trainer or coach can help you identify specific strategies to develop your CQ. Alternatively, visit www.culturalQ.com to learn more about resources for personalizing your development plan.

Based upon your CQ self-ratings, describe your cultural intelligence in your own words:


PRESENT CHALLENGES
What intercultural challenges are you currently facing?


FUTURE CHALLENGES
What intercultural or global opportunities do you want to pursue?
(e.g., becoming a global leader, living overseas, developing relationships in multicultural contexts, participating in a multicultural team, etc.)


## What CQ Scores Matter Most?

<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>SAMPLE ROLES</th>
<th>CQ Drive</th>
<th>CQ Know</th>
<th>CQ Strategy</th>
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<td>Cross-Cultural Adaptability</td>
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### Global Clusters

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<th>INDIVIDUALISM</th>
<th>COLLECTIVISM</th>
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<td>Anglo-British</td>
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### Global Clusters

- **Anglo-British**: Australia, Canada, Ireland, New Zealand, U.K., etc.
- **Arab**: Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Turkey, U.A.E., Yemen, etc.
- **Confucian Asia**: China, Hong Kong, Japan, Singapore, South Korea, Taiwan, etc.
- **Eastern Europe**: Albania, Bulgaria, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, etc.
- **Germanic Europe**: Austria, Belgium, Germany, Netherlands, Switzerland, etc.
- **Latin America**: Argentina, Bolivia, Brazil, Chile, Columbia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Venezuela, etc.
- **Latino Europe**: Italy, France, Portugal, Spain, etc.
- **Nordic Europe**: Denmark, Finland, Norway, Sweden, etc.
- **Sub Saharan Africa**: Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.
- **Southern Asia**: India, Indonesia, Malaysia, Philippines, Thailand, etc.

### Notes

- **Individualism** and **Collectivism**: Individual goals and rights are more important than personal relationships.
- **Low Power Distance**: Status differences are of little importance; empowered decision-making is expected across all levels.
- **High Power Distance**: Status differences should shape social interactions; those with authority should make decisions.
- **Uncertainty Avoidance**: Focus on predictability and avoid risk; tolerance of uncertainty and ambiguous situations.
- **Low Uncertainty Avoidance**: Focus on planning and predictability; uncomfortable with ambiguity or unpredictable situations.
- **Low Context**: Values immediate outcomes more than long-term benefits (success now).
- **High Context**: Values long-term planning; waiting to see situation before acting for long-term benefits (success later).
- **Beck**: Social commitments and task competence are equally important; diffuse boundaries between personal and work activities.
- **Doing**: Task completion takes precedence over social commitments; clear separation of personal and work activities.

### Significant Variation Within Cluster

- Based on self-reporting.
- Significant variation within cluster.
### Your Personal Orientation vs. Global Norms

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<td>Sub-Saharan Africa</td>
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Based on Self Rating

* Significant variation within cluster
Questions ?
For Further Information on the CQ Tool

Please contact

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