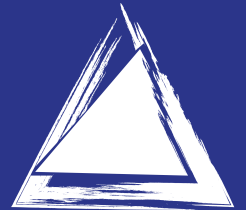


Introduction to Cultural Intelligence(CQ) and the CQ Tool

Workshop
Shireen Chua
ISANA Conference
December 2016



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Today's Roadmap



Look at the journey to Intercultural Competency



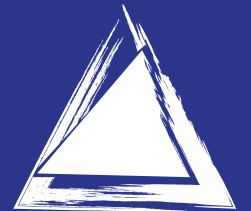
Define Cultural Intelligence



Apply it to the International Education Sector



Introduce the CQ Tool



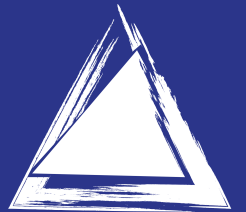
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Cultural Intelligence Quotient (CQ)

The capability to function effectively across various cultural contexts

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

--Soon Ang and Linn Van Dyne, "Conceptualization of Cultural Intelligence" in Handbook of Cultural Intelligence: Theory, Measurement, and Applications (Armonk, NY: M.E. Sharpe, 2008), 3.



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CQ

Global CQ

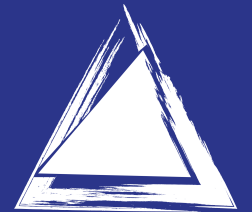
Global CQ can best be described as working and relating effectively across international cultures. This may occur during international travel, when interacting with a global, virtual team, or when talking with people from other countries. The culturally intelligent person who understands global diversity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

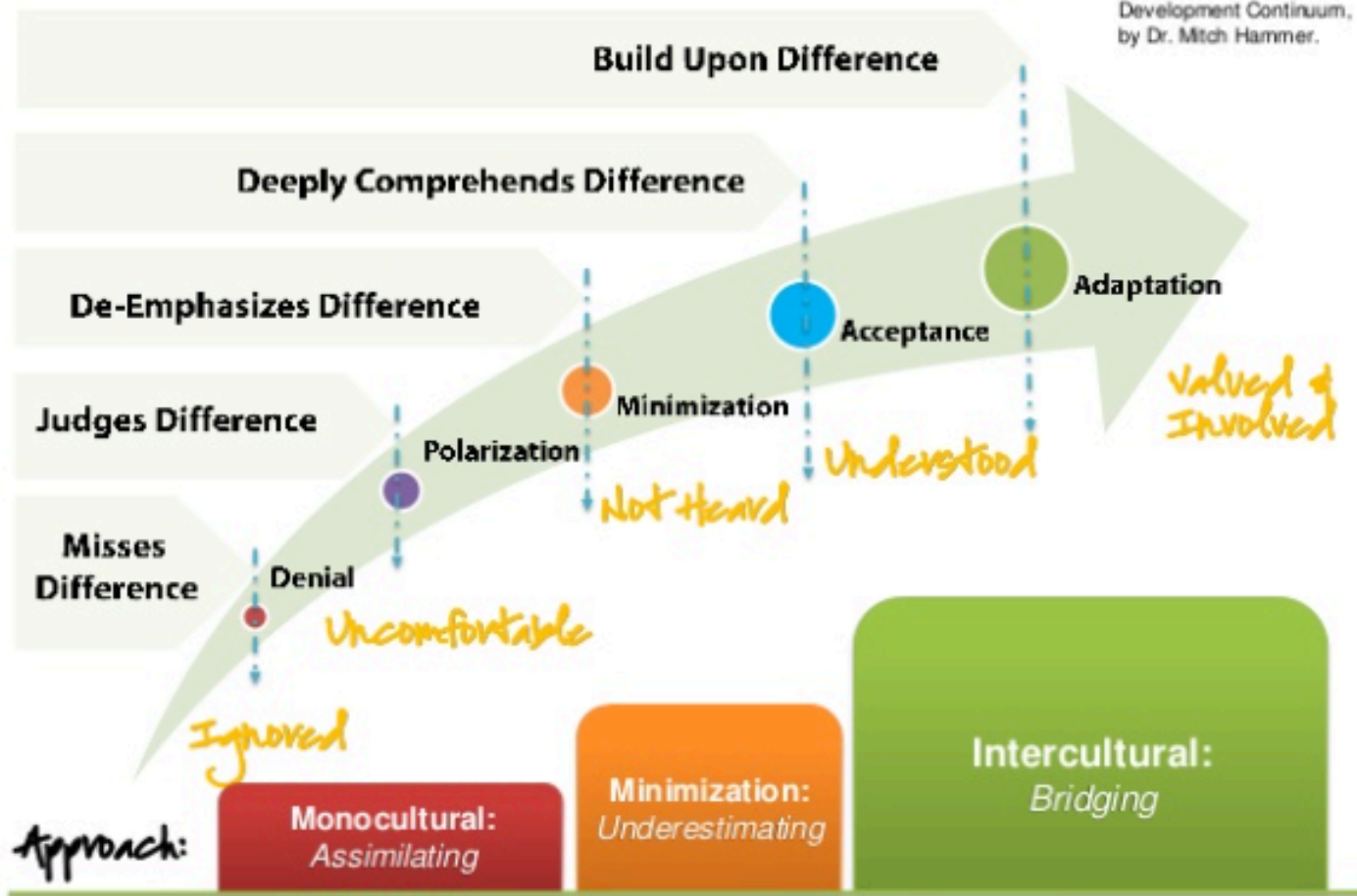
International Education Sector

- Where is CQ needed?
- By whom?



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Based on the Intercultural Development Continuum, by Dr. Mitch Hammer.



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

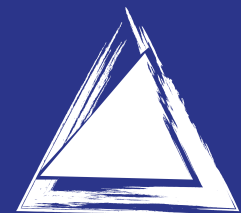
Your ability to adapt when relating and working interculturally.

- Speech Acts
- Verbal
- Nonverbal

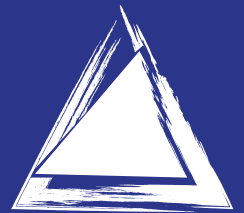
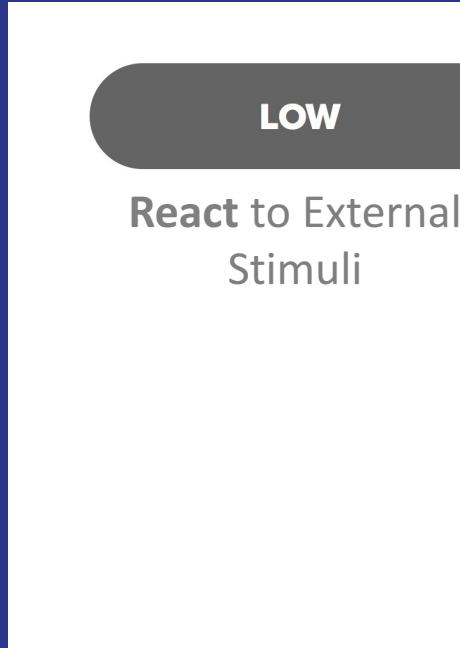
CQ Strategy

Your awareness and ability to plan for multicultural interactions.

- Planning
- Awareness
- Checking



From low to high CQ



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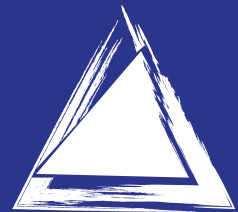
From low to high CQ

LOW

React to External
Stimuli

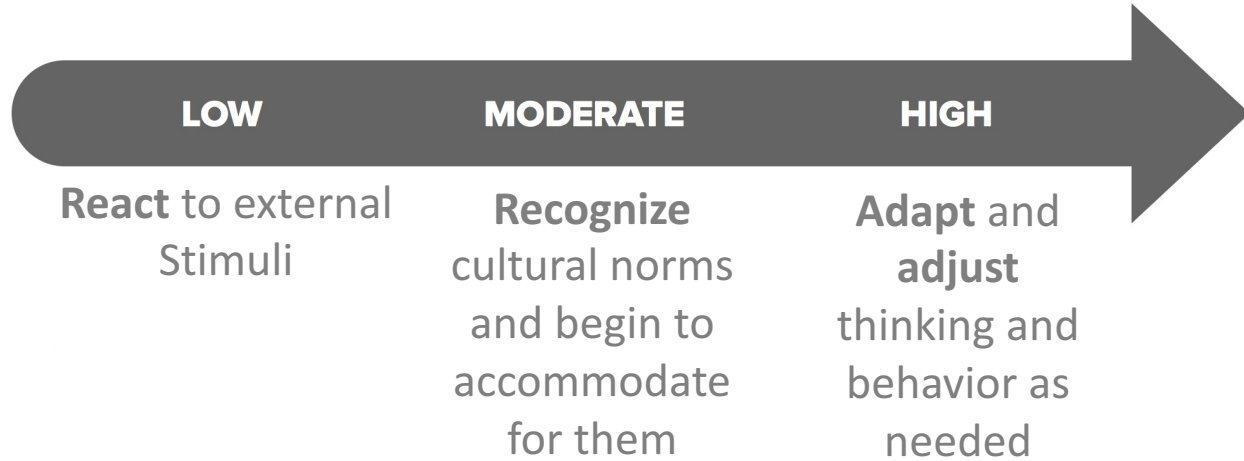
MODERATE

Recognize
cultural norms
and begin to
accommodate
for them



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From low to high CQ



RESULTS OF HIGH CQ

Cross-Cultural Adjustment



Job Performance



Personal Well-Being

Profitability



Innovation

What's your CQ

and why should you care?

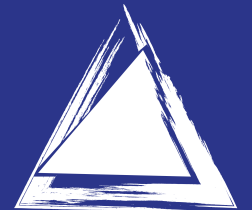
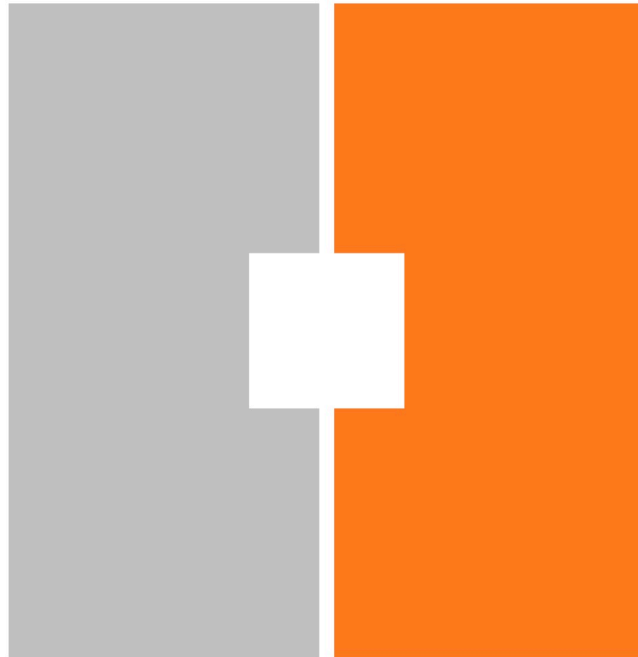


CQ Report

SELF-ASSESSMENT PRO

PREPARED FOR: Sample, Self Assessment Pro

July 2013



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Contents

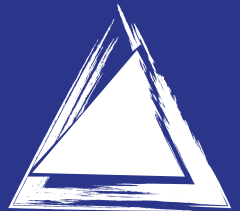
This CQ Self Assessment Feedback Report will help you identify your strengths and developmental opportunities for functioning effectively in multicultural settings.

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

CONTENTS OF REPORT

WHAT IS CQ?	4
CQ PROFILE	5
CQ DEVELOPMENT PLAN	11
APPENDIX A: Cultural Values	14
APPENDIX B: Research Basis	16



What is CQ?

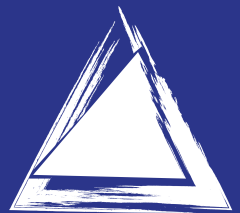
Cultural Intelligence (CQ) is a person's capability to function effectively in a variety of cultural contexts - both internationally and domestically.

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.

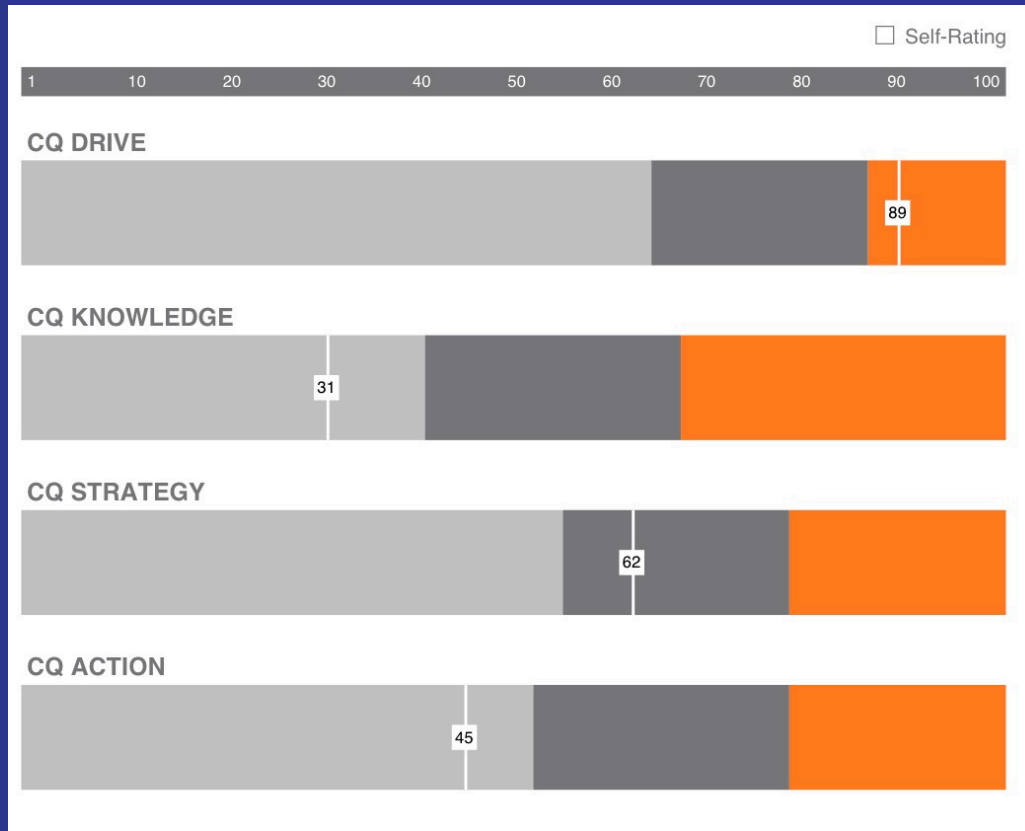
For more information, see Appendix A: Research Basis and/or visit www.culturalq.com

CQ CAPABILITIES

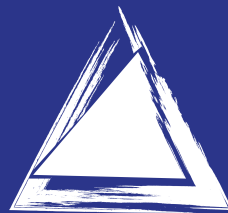
CQ includes four capabilities:



CQ Profile Summary

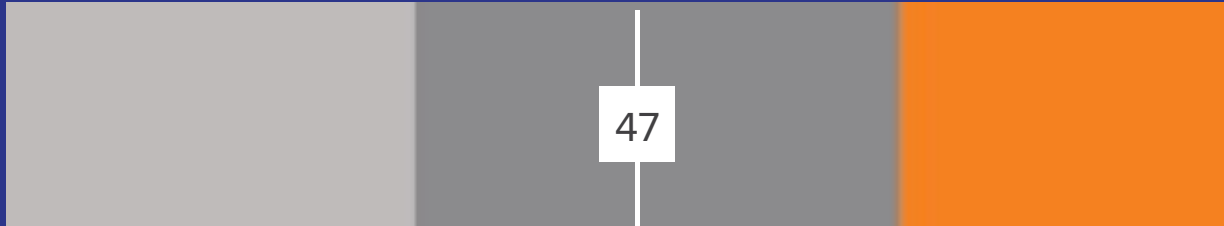


Worldwide Norms

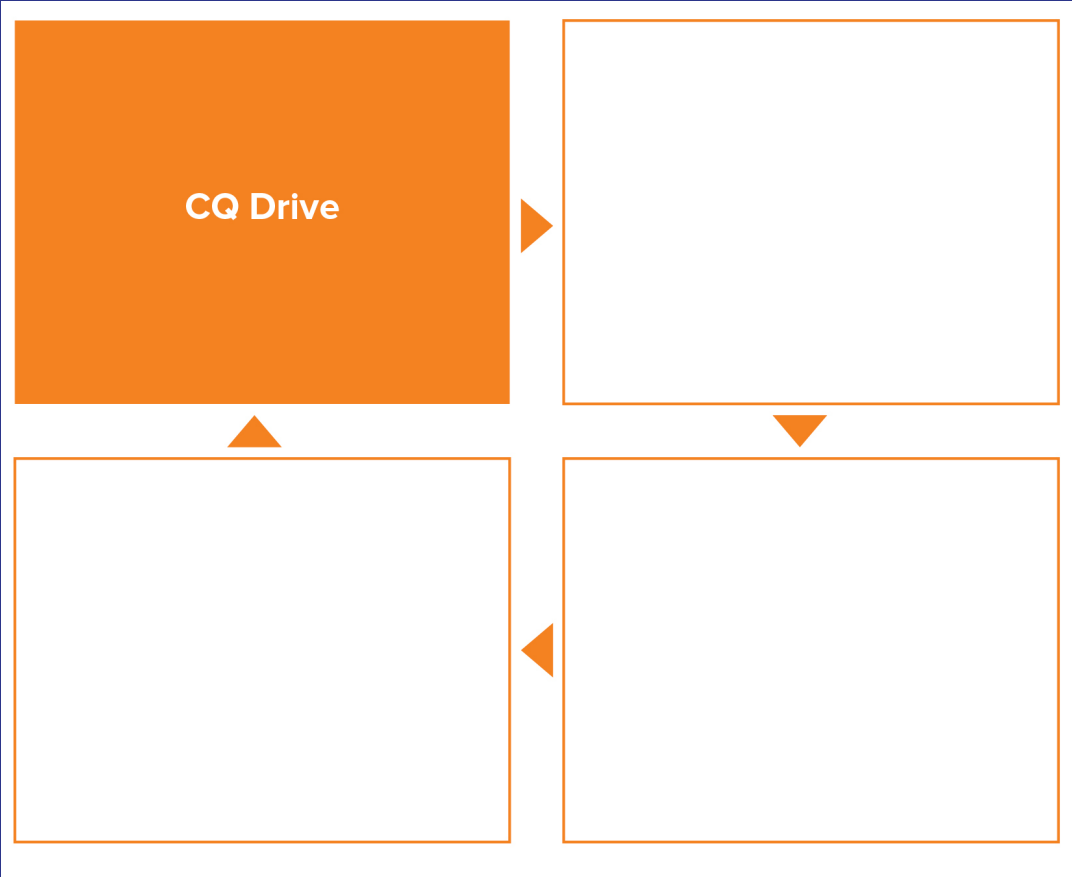


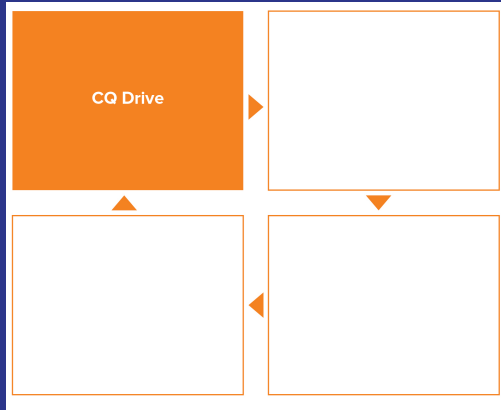
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Self-Rating



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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 intercultural interactions.

L M H

Self Rating

CQ DRIVE SUB-DIMENSIONS

Intrinsic Interest: Deriving enjoyment from culturally diverse experiences

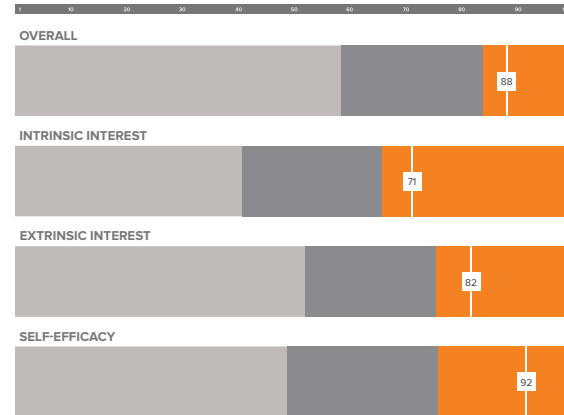
Extrinsic Interest: Gaining benefits from culturally diverse experiences

Self-Efficacy: Having the confidence to be effective in culturally diverse situations.

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.



CQ Drive

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

Intrinsic Interest:

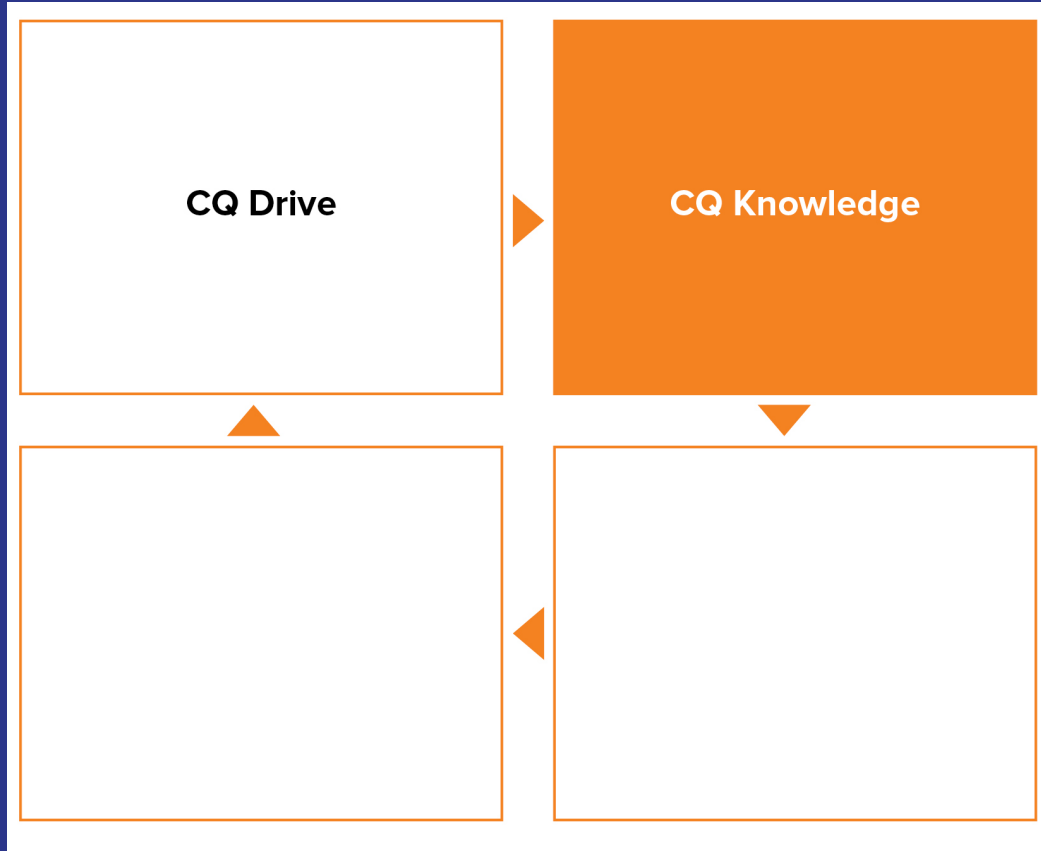
Deriving enjoyment from culturally diverse experiences

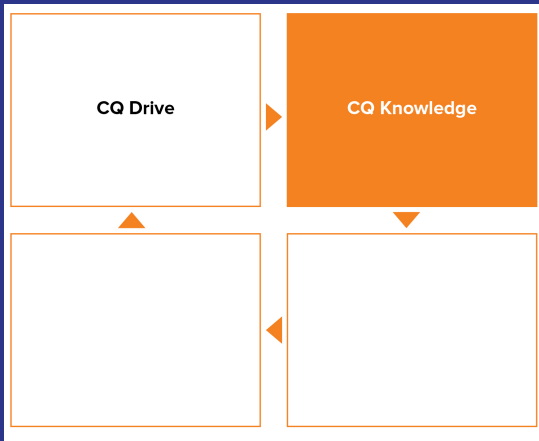
Extrinsic Interest:

Gaining benefits from culturally **diverse experiences**

Self-Efficacy:

Having the confidence to be effective in culturally diverse situations





CQ Knowledge

CQ Knowledge is the degree to which you understand how culture influences how people think and behave and your level of familiarity with how cultures are similar and different.

L M H

CQ KNOWLEDGE SUB-DIMENSIONS

Business: Knowledge about economic and legal systems.

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

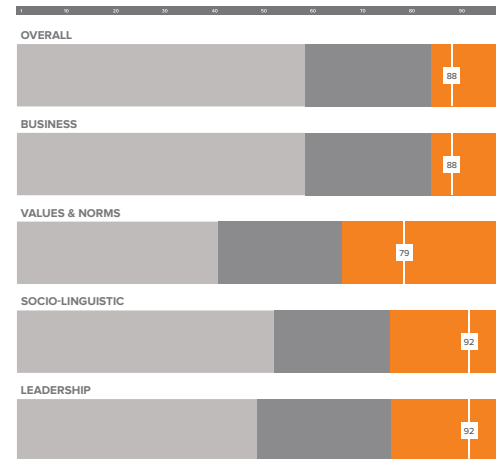
Socio-Linguistic: Knowledge about rules of languages and rules for expressing non-verbal behaviors.

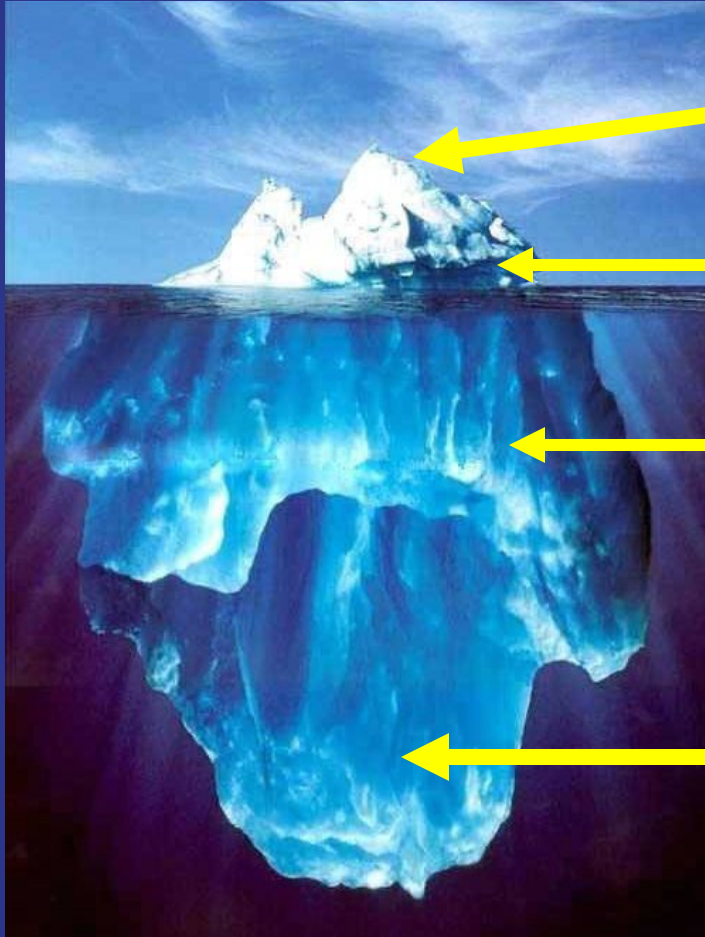
Leadership (Content Specific): Knowledge about managing people and relationships across cultures.

Self Rating

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 of how cultures are similar and how they are different. They understand how culture shapes behavior.





HUMAN NATURE

CULTURE

Cultural Artifacts/Systems

Cultural Values and Assumptions

INDIVIDUAL PERSONALITY

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:

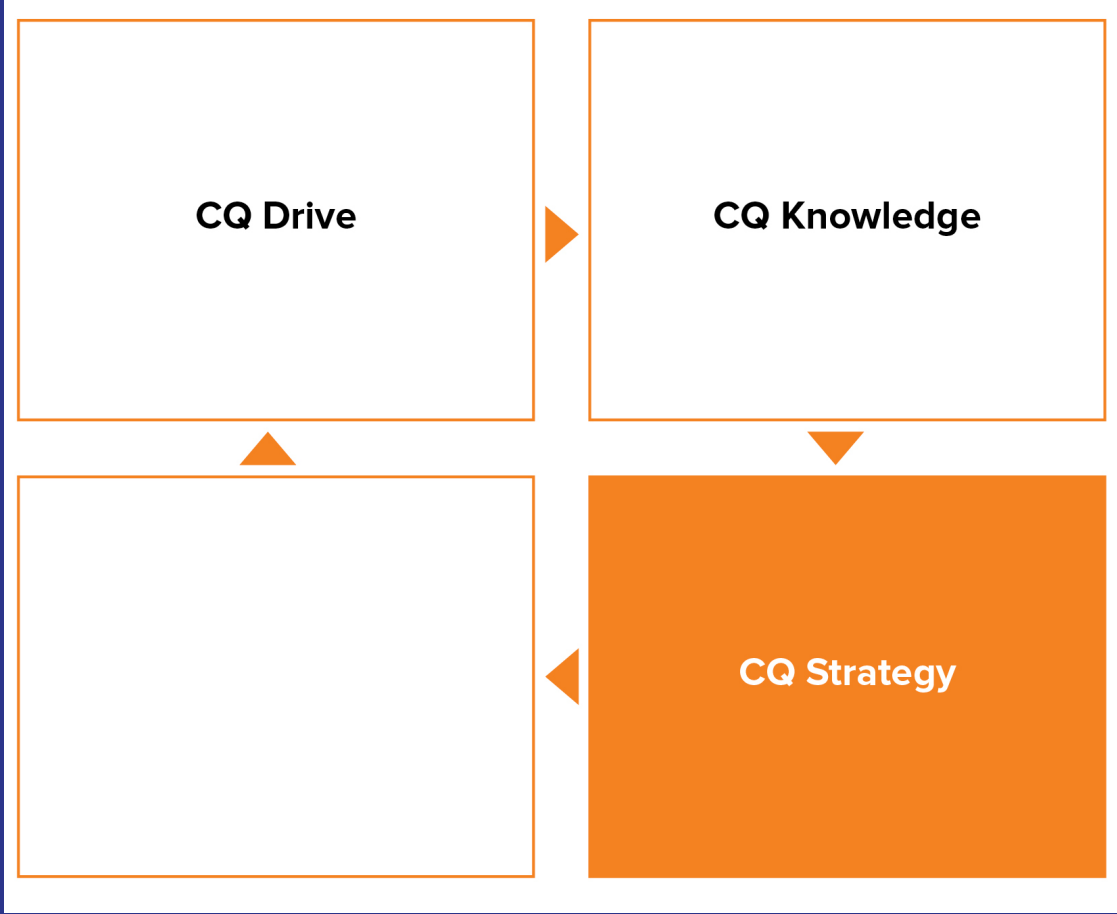
Knowledge about values, social interaction norms and religious beliefs

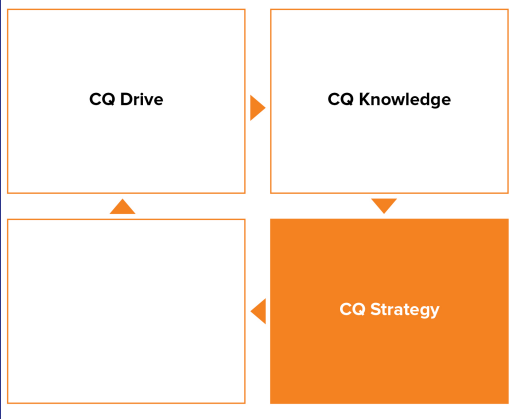
Socio-Linguistic:

Knowledge about language and communication norms

Leadership:

Knowledge about managing people and relationships across cultures





CQ Strategy

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.

L M H

CQ STRATEGY SUB-DIMENSIONS

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.

Self Rating

WHAT DOES HIGH CQ STRATEGY LOOK LIKE?

Individuals with high CQ Strategy think about intercultural interactions before and after they occur. They plan ahead, check their assumptions and expectations during interactions, and reflect on experiences later. This refines their mental maps and enhances strategies for effective interactions.



CQ Strategy

Your awareness and ability to plan for multicultural interactions

Planning:

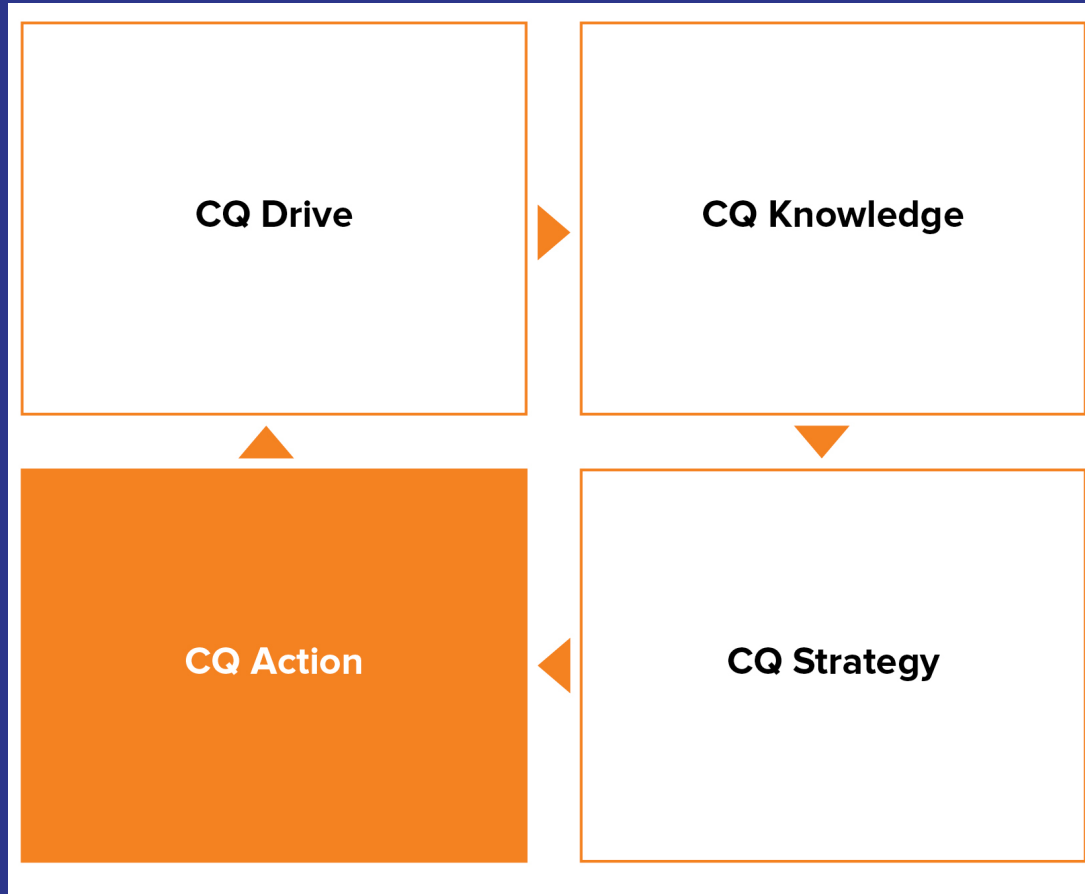
Strategizing before a culturally diverse encounter

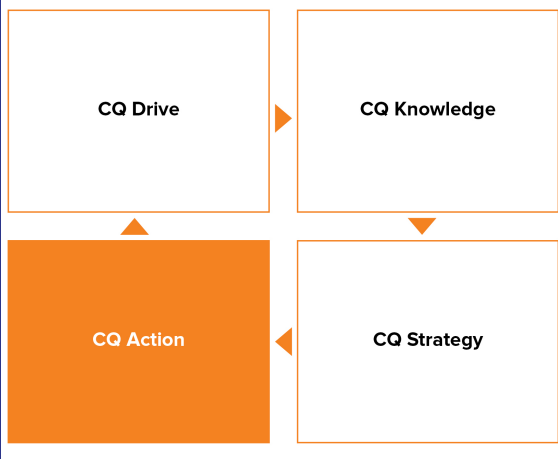
Awareness:

Sensing the perspectives of self and others

Checking:

Checking the assumptions and adjusting mental maps when experiences differ from expectations





CQ 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.

L M H

CQ ACTION SUB-DIMENSIONS

Speech Acts: Modifying the manner and content of communications (e.g., direct, indirect).

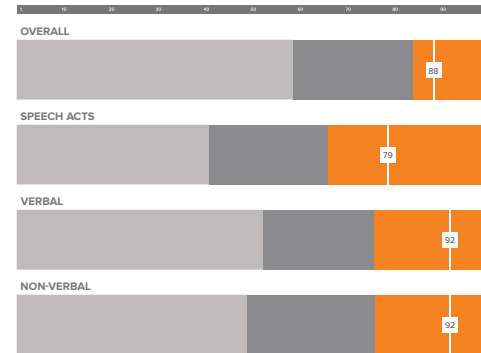
Verbal: Modifying verbal behaviors (e.g., accent, tone).

Non-Verbal: Modifying non-verbal behaviors (e.g., gestures, facial expressions).

Self Rating

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 fit a specific context. They know when to adapt and when not to adapt.



8 CQ PROFILE: CQ Action

CQ Action

Your ability to adapt when relating and working interculturally

Speech Acts:

Modifying the manner of content of communications

Verbal

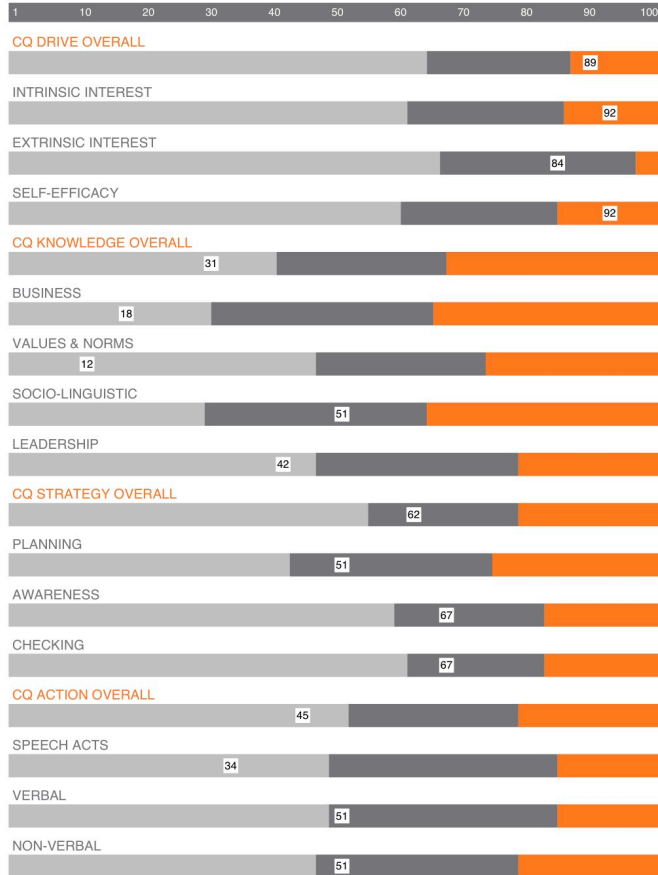
Modifying verbal behaviours (e.g. accent, tone)

Non-Verbal:

Modifying non-verbal behaviours (e.g. gestures, facial expressions)

CQ Profile Overview

Self-Rating



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?

OUTCOME	SAMPLE ROLES	CQ Drive	CQ Know	CQ Strategy	CQ Action
Cross-Cultural Adaptability		◆			◆
Judgment & Decision-Making			◆	◆	
Negotiation		◆		◆	
Strategic Leadership				◆	◆
Expanding into New Cultural Markets		◆	◆		

Cultural Values

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national culture's but not always. The following summarizes the way you described your own individual cultural value orientations.

TERMS

Individualism: Individual goals and rights are more important than personal relationships.

Collectivism: Personal relationships and benefiting the group are more important than individual goals.

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.

Low Uncertainty Avoidance: Focus on flexibility and adaptability; tolerant of unstructured and unpredictable situations.

High Uncertainty Avoidance: Focus on planning and reliability; uncomfortable with unstructured or unpredictable situations.

Cooperative: Emphasis upon cooperation and nurturing behavior; high value placed upon relationships and family.

Competitive: Emphasis upon assertive behavior and competition; high value placed upon work, task accomplishment, and achievement.

Short Term: Values immediate outcomes more than long-term benefits (success now).

Long Term: Values long term planning; willing to sacrifice short-term outcomes for long-term benefits (success later).

Low Context: Values direct communication. Emphasis on explicit words.

High Context: Values indirect communication. Emphasis on harmonic relationships and implicit understanding.

Being: Social commitments and task completion 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.

GLOBAL CLUSTERS

Anglo: Australia, Canada, Ireland, New Zealand, U.K., U.S., etc.

Arab: Algeria, Bahrain, Egypt, Iraq, Iran, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, 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.

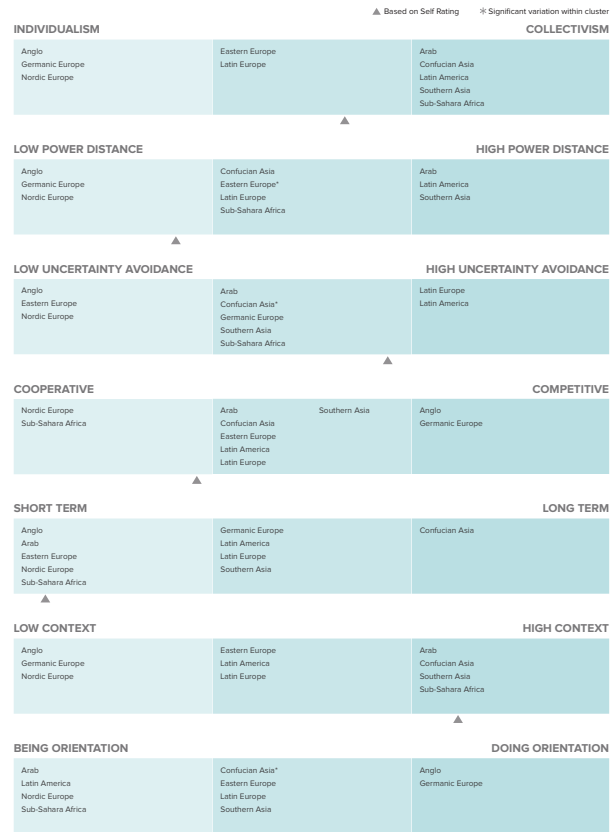
Latin America: Argentina, Bolivia, Brazil, Chile, Columbia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Venezuela, etc.

Latin Europe: Italy, France, Portugal, Spain, etc.

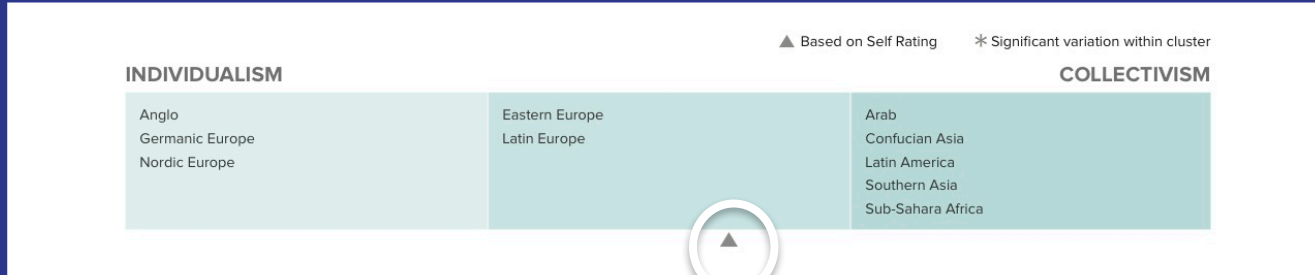
Nordic Europe: Denmark, Finland, Norway, Sweden, etc.

Sub-Sahara Africa: Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.

Southern Asia: India, Indonesia, Malaysia, Philippines, Thailand, etc.



Your Personal Orientation vs. Global Norms



Questions ?

For Further Information on the CQ Tool

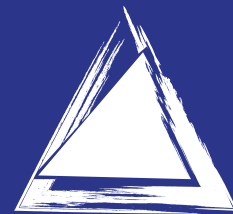
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