



# doctransitions

Cultural Intelligence

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ETAS AGM Zurich 22 January 2017

# Itinerary

- What is Cultural Intelligence (CQ) ?
- How did it evolve? IQ - CQ
- Four parts of CQ

Drive

Knowledge

Strategy

Action

- Useful tools
- Cultural values
- Q + A

# What is CQ?

- **Cultural Intelligence (Quotient)**

- *The capability to function effectively across various cultural contexts (national, ethnic, organizational, generational, etc).*

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## Cultural Intelligence Quotient (CQ)

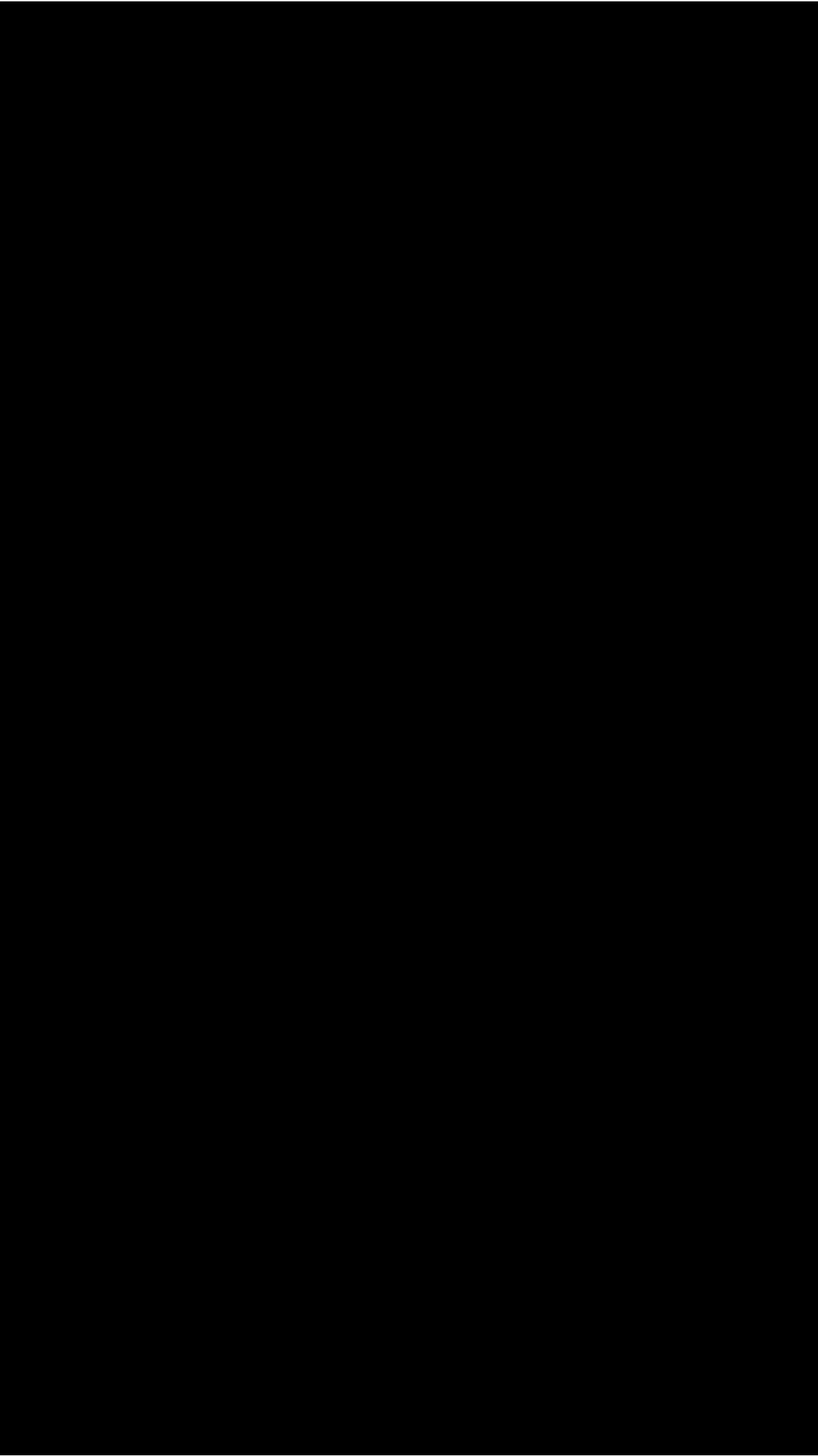
*The capability to function effectively across various cultural contexts (national, ethnic, organizational, generational, etc.)*

--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.

# Brief review of intelligences

- 1912 Stern IQ
- 1916 Binet first standardised test IQ
- 1964 M. Beldoch Emotional Intelligence EQ
- 1983 Gardner 9 intelligences
- 1985 Sternberg Practical intelligence PQ
- 1995 D. Goleman's popular book on EQ
- 2003 Ang and Earley Cultural Intelligence CQ



# What is CQ?

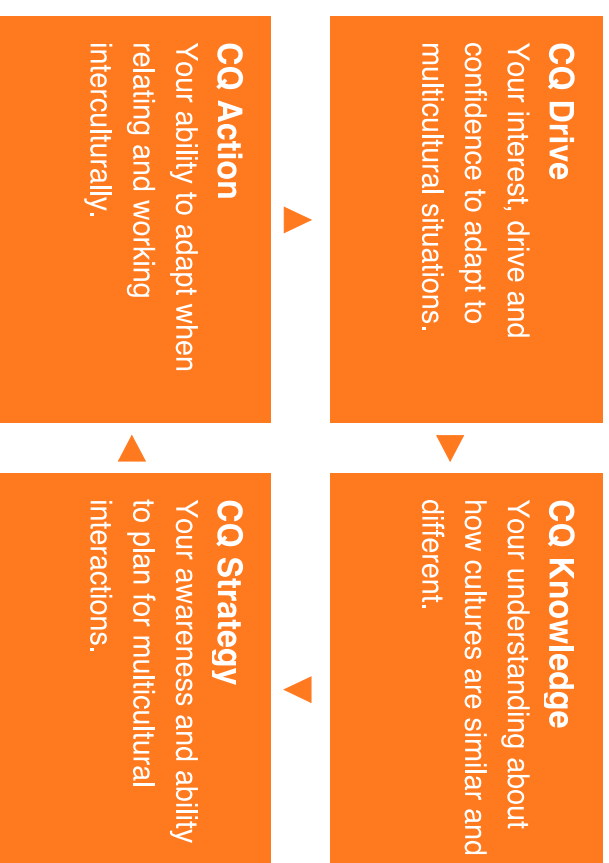
Cultural Intelligence (CQ) is a person's capability to function effectively in a variety of cultural contexts - both internationally and domestically.

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](http://www.culturalq.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 workinginterculturally.

### **CQ Strategy**

Your awareness and ability to plan for multicultural interactions.

# 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.



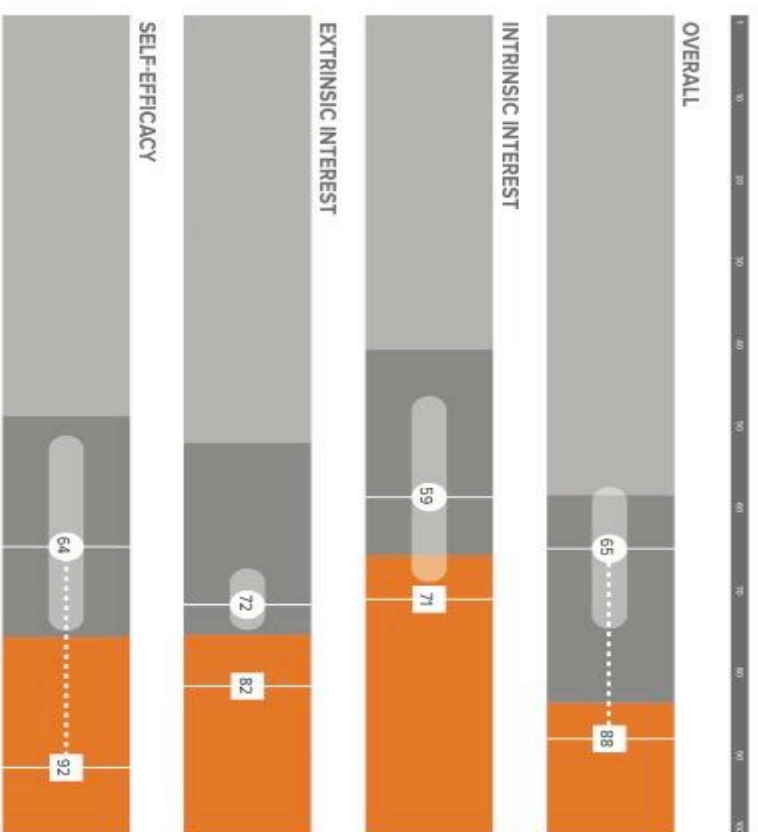
## CQ DRIVE SUB-DIMENSIONS

- 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.



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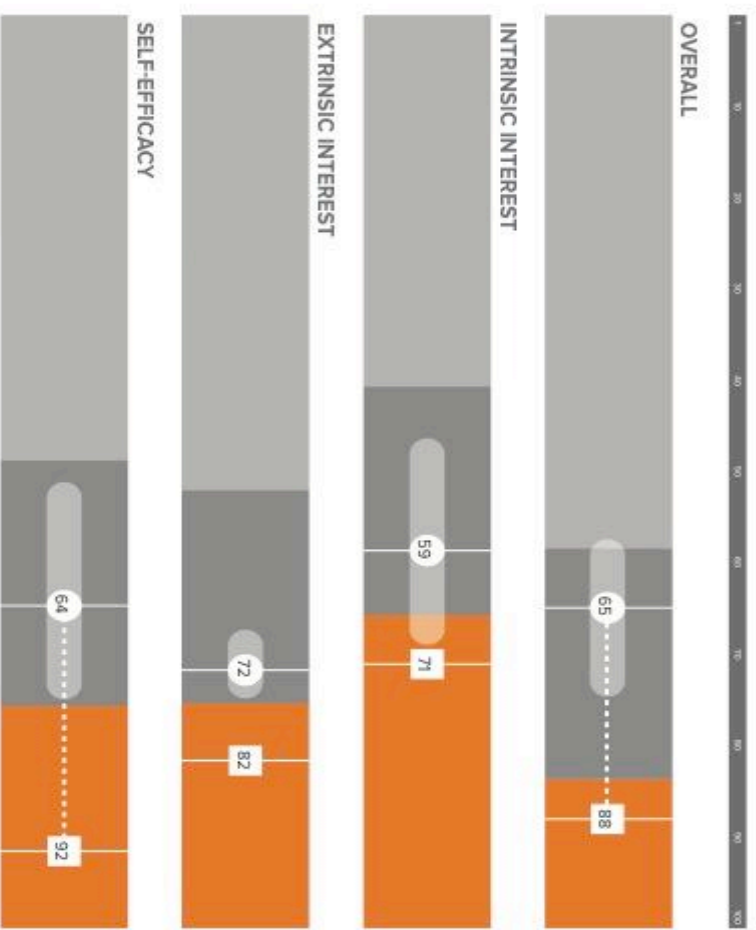
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■ Self-Range  
● Observer Average  
■ Observer Range  
... Gap is significant

## WHAT DOES HIGH CQ DRIVE LOOK LIKE?

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# 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.

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## 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 (Context Specific):** Knowledge about managing people and relationships across cultures.

■ Self Rating  
● Observer Average  
■ Observer Range  
-- Gap is significant

## 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.



### OVERALL



### BUSINESS



### VALUES & NORMS



### SOCIO-LINGUISTIC



### LEADERSHIP



# 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.

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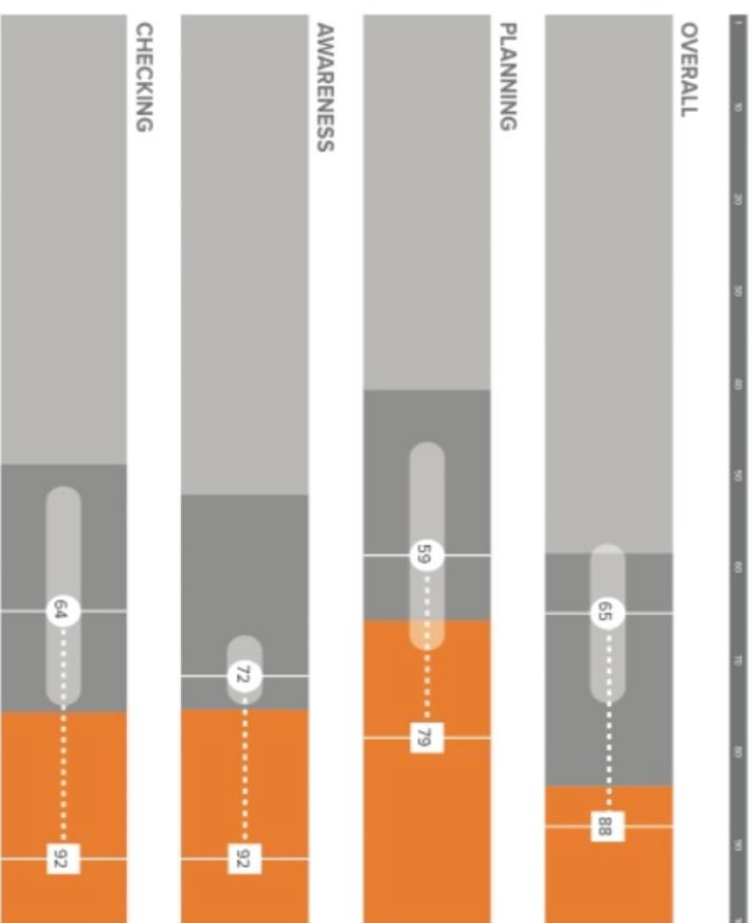
## CQ STRATEGY SUB-DIMENSIONS

- 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.

## 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.

- Self Range
- Observer Average
- Observer Range
- \*\* Gap is significant



# 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.

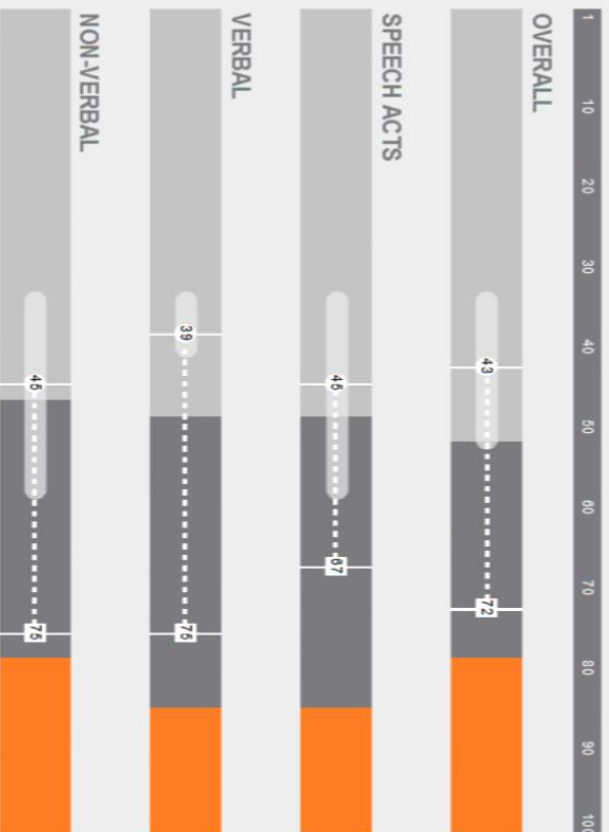
## CQ ACTION SUB-DIMENSIONS

- 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  
 Observer Average  
 Observer Range  
 Gap is significant

## WHAT DOES HIGH CQ ACTION LOOK LIKE?

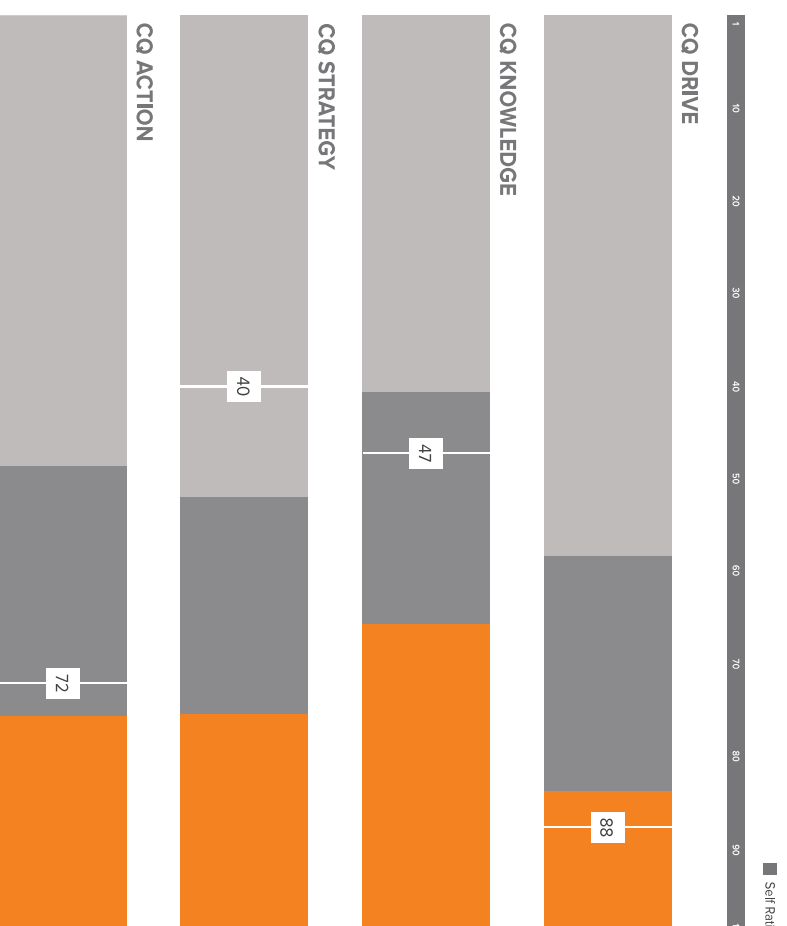
Individuals with high CQ Action translate their CQ Drive, CQ Knowledge, and CQ Strategy capabilities into action. They possess a broad repertoire of verbal behaviors, nonverbal behaviors, and speech acts which they can apply to fit a specific context. They know when to adapt and when not to adapt.



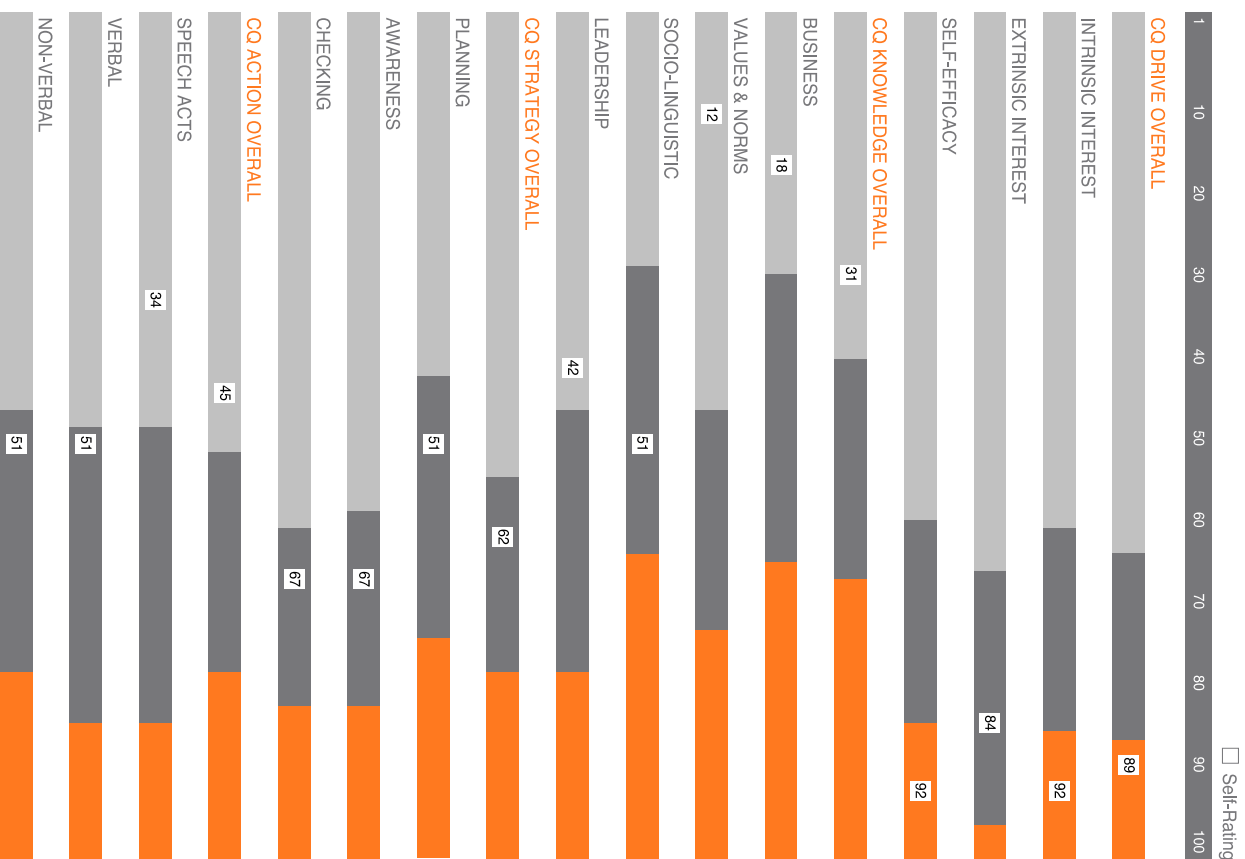
# CQ Profile Summary

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.

## CQ RATINGS AND PERCENTAGES



# CQ Profile Overview



# Cultural Values

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national cultures 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-Saharan Africa:** Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.

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

## INDIVIDUALISM

Anglo	Eastern Europe	Arab
Germanic Europe	Latin Europe	Confucian Asia
Nordic Europe		Latin America
		Southern Asia
		Sub-Saharan Africa

▲ Based on Self-Rating

\* Significant variation within cluster

## COLLECTIVISM

## LOW POWER DISTANCE

Anglo	Confucian Asia	Arab
Germanic Europe	Eastern Europe*	Latin America
Nordic Europe	Latin Europe	Southern Asia
	Sub-Saharan Africa	

## HIGH POWER DISTANCE

## LOW UNCERTAINTY AVOIDANCE

Anglo	Arab	Latin Europe
Eastern Europe	Confucian Asia*	Latin America
Nordic Europe	Germanic Europe	
	Southern Asia	
	Sub-Saharan Africa	

## HIGH UNCERTAINTY AVOIDANCE

## COOPERATIVE

Nordic Europe	Arab	Southern Asia
Sub-Saharan Africa	Confucian Asia	Anglo
	Eastern Europe	Germanic Europe
	Latin America	
	Latin Europe	

## COMPETITIVE

## SHORT TERM

Anglo	Germanic Europe	Confucian Asia
Arab	Latin America	
Eastern Europe	Latin Europe	
Nordic Europe	Southern Asia	
Sub-Saharan Africa		

## LONG TERM

## LOW CONTEXT

Anglo	Eastern Europe	Arab
Germanic Europe	Latin America	Confucian Asia
Nordic Europe	Latin Europe	Southern Asia
	Sub-Saharan Africa	

## HIGH CONTEXT

## BEING ORIENTATION

Arab	Confucian Asia*	Anglo
Latin America	Eastern Europe	Germanic Europe
Nordic Europe	Latin Europe	
Sub-Saharan Africa	Southern Asia	

## DOING ORIENTATION





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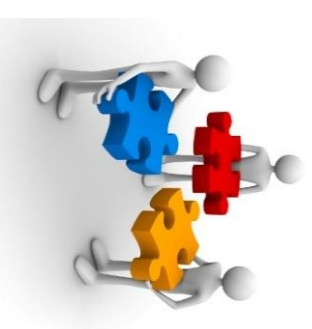
**Discover your global potential.**



# Thank You!

# Cultural Challenge

- Briefly share your cultural challenge with your group.
- Select one challenge to work on together as a group today.



# Video – Derek Sivers

[http://www.ted.com/talks/derek\\_sivers\\_weird\\_or\\_just\\_diff  
erent.html](http://www.ted.com/talks/derek_sivers_weird_or_just_different.html)

# Thank You!

[insert *Advanced CQ Certified Facilitator's* Name,  
organization, website, and email]

**Discover your global potential.**



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