

## **ACADEMIC CONSTRUCT VALIDITY**

The Cultural Intelligence Scale (CQS) provides a valid and reliable measure of a person's ability to function effectively in culturally diverse situations. CQ research has been peer-reviewed and published in over seventy academic journals, across a wide variety of disciplines. The CQS measures four primary factors, which represent distinct CQ capabilities: CQ Drive, CQ Knowledge, CQ Strategy, and CQ Action.

The CQS was developed based on Ang and Van Dyne's (2008) four-factor extension of Earley and Ang's (2003) original three-factor conceptualization of cultural intelligence, which itself is based upon Sternberg's multiple loci of intelligences.

Scale development, cross-validation, and assessment of predictive validity followed rigorous construct development procedures, involving multiple development samples and cross-validation samples, over a period of several years. In addition, the validation process demonstrated significant statistical relationships, as well as incremental and predictive validity, between variables obtained from different sources.

### **SCALE RELIABILITY**

Internal reliability of the CQS, as measured by Cronbach's Alpha, is strong. Reliabilities of the four factors and sub-dimensions exceed the standard cut-off of .70.

### **FACTOR STRUCTURE**

The CQS has an excellent factor structure which is stable across samples, time, cultural contexts, and rating sources. Each factor and each sub-dimension of cultural intelligence measures qualitatively different aspects of the overall capability to function and manage effectively in culturally diverse settings.

### **VALIDITY**

#### *Convergent Validity Across Rating Sources*

Self-rated scores are positively correlated with observer-rated scores, and multi-trait, multi-method analysis supports both convergent validity and predictive validity of self and observer scores.

#### *Discriminant Validity*

Cultural Intelligence is distinct from stable individual differences such as personality traits, which describe what a person typically does across time and situations. Research demonstrates that CQ is distinct from General Mental Ability (g) and Emotional Intelligence (EQ). In addition, statistical analysis shows the discriminant validity of the different factors and sub-dimensions of CQ.

#### *Incremental Validity*

Scholarly research demonstrates that CQ has predictive validity above and beyond other forms of intelligence (g and EQ), as well as above and beyond demographic characteristics (e.g., age, sex, cross-cultural experience, dyadic similarity, leadership experience, etc.), Big Five personality, rhetorical sensitivity, and social desirability.

## **OUTCOMES OF CQ**

### *Proximal Outcomes*

Academic research demonstrates that CQ predicts a variety of proximal outcomes in culturally diverse contexts. Examples of proximal outcomes include global identity, interpersonal trust, idea sharing, cooperation, interactions with locals, communication patience, integrative negotiations, cultural decision making, diversity of social networks, homophily of friendship networks, team satisfaction, team cohesion, leader emergence, international executive potential, lower emotional exhaustion, plus various forms of psychological and sociocultural adjustment as well as psychological well-being—all in culturally diverse contexts.

### *Distal Outcomes*

CQ also predicts more distal outcomes. These include expatriate performance, task performance, job performance, cultural sales performance, joint negotiation effectiveness, organizational citizenship behavior, adaptive performance, creative collaboration, team learning, team effectiveness, leader effectiveness, organizational innovation, cost savings and profitability—all in situations characterized by cultural diversity.

## **IMPLICATIONS**

### *For Program Participants*

Program participants receive personal feedback reports that compare their scores to the worldwide norms. Reports also provide reflection questions to guide sense-making and creation of personal development plans for using CQ strengths and enhancing CQ capabilities that are not so strong. CQ feedback has high face validity. The results make sense to people and offer insights for ongoing self-development.

### *For Organizations*

Summary reports for organizations or groups of participants provide insights on specific CQ capabilities that are especially strong and any CQ capabilities that would benefit from additional training, education, and/or intercultural experiences. Summary reports for T1-T2 programs also show changes in CQ over time.

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