

# CQ Report

CQ PRO FEEDBACK REPORT

PREPARED FOR: Jaime Smith

December 2020



# 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.

## CQ CAPABILITIES

There are four primary CQ capabilities.



# CQ Profile

This page summarizes your scores for the four primary CQ capabilities. The graphs indicate the worldwide norms and show typical differences in the scores across the four capabilities. Note your self-ratings (in the squares).

<p><b>LOW</b></p> <p>Scores in this range are in the bottom 25% of worldwide norms.</p>	<p><b>MODERATE</b></p> <p>Scores in this range are in the middle 50% of worldwide norms.</p>	<p><b>HIGH</b></p> <p>Scores in this range are in the top 25% of worldwide norms.</p>
---	--	---



## CQ DRIVE



## CQ KNOWLEDGE



## CQ STRATEGY



## CQ ACTION



# 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.



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 multicultural situations.



### OVERALL



### INTRINSIC INTEREST



### EXTRINSIC INTEREST



### SELF-EFFICACY



# 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.



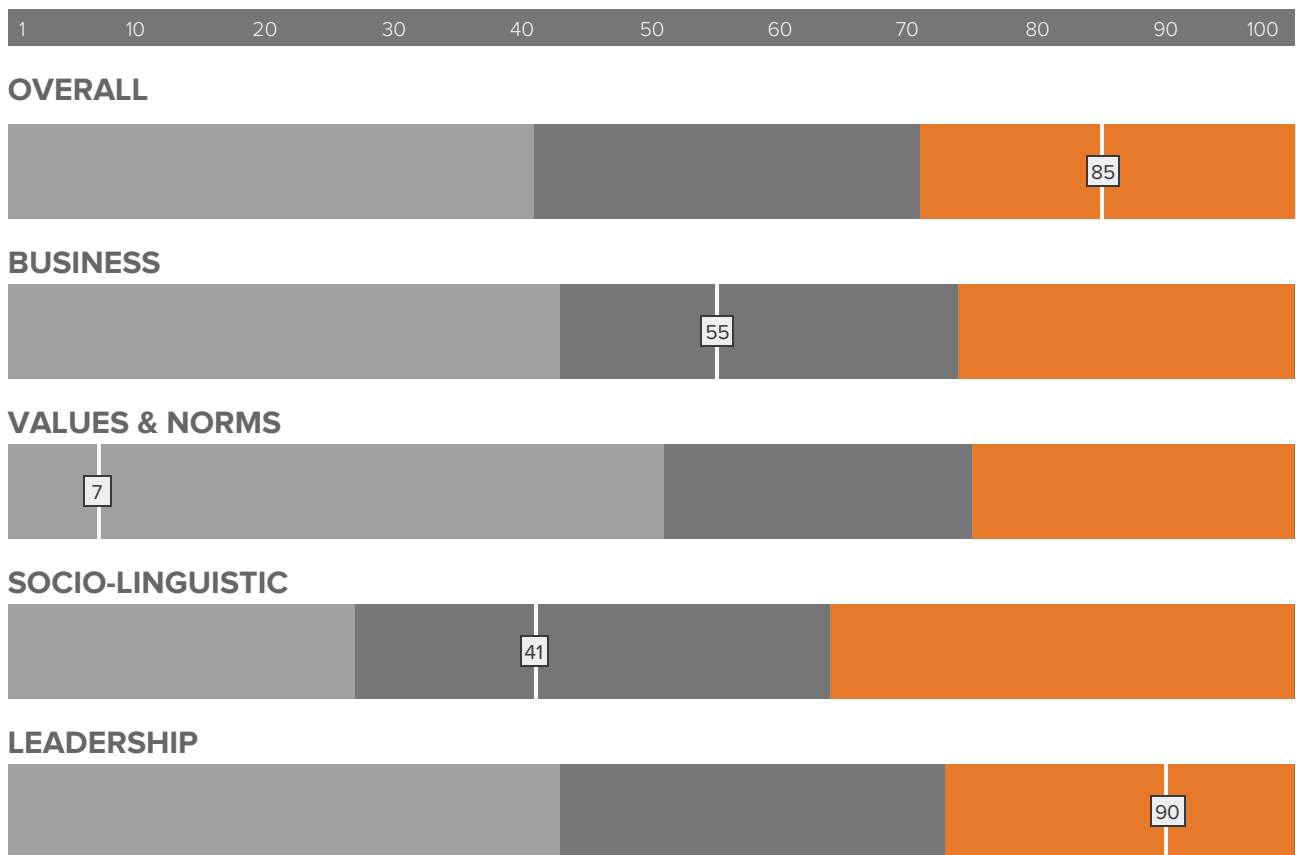
Self-Rating

## 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 language and communication norms.
- **Leadership:** Knowledge about managing people and relationships across cultures. (Context Specific)

## 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.



# CQ Strategy

CQ Strategy is the extent to which you are aware of what's going on in multicultural situations and the extent to which you check and plan accordingly.



## CQ STRATEGY SUB-DIMENSIONS

- **Planning:** Strategizing before a culturally diverse encounter.
- **Awareness:** Sensing the perspectives of self and others during interactions.
- **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 multicultural 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.



### OVERALL



### PLANNING



### AWARENESS



### CHECKING



# CQ Action

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



Self-Rating

## 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).
- **Nonverbal:** Modifying nonverbal behaviors (e.g., gestures, facial expressions).

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



### OVERALL



### SPEECH ACTS



### VERBAL



### NONVERBAL

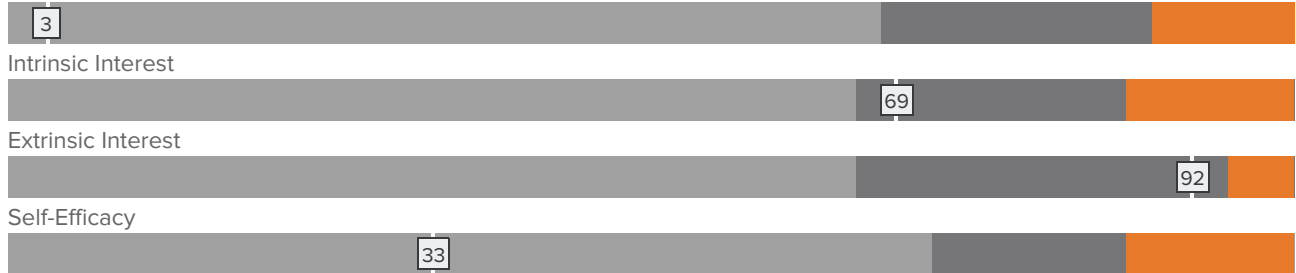


# CQ Profile Summary

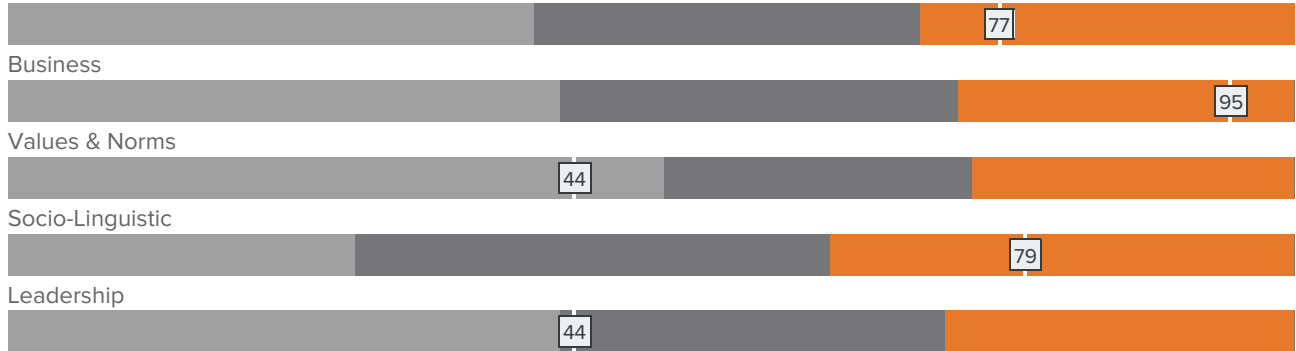
☐ Self-Rating



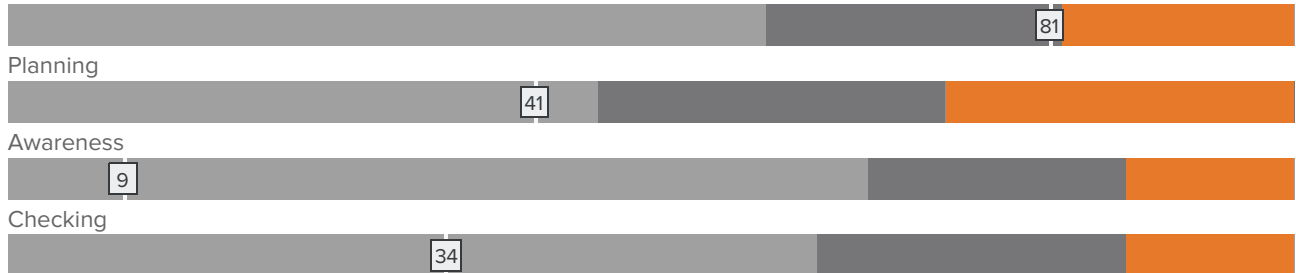
## CQ DRIVE OVERALL



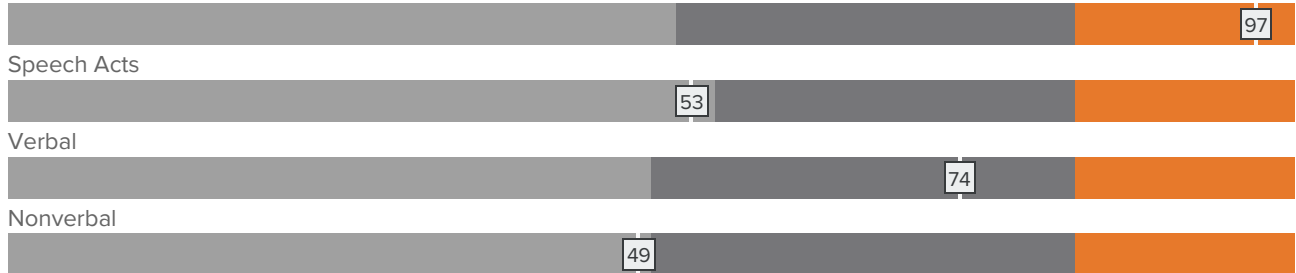
## CQ KNOWLEDGE OVERALL



## CQ STRATEGY OVERALL



## CQ ACTION OVERALL





# Development Plan

Your CQ is not fixed. With some simple but intentional goals and strategies, you can enhance your CQ. The next few pages give you a chance to reflect on your CQ capabilities, your multicultural challenges and opportunities, and your CQ feedback. Then you will have a chance to develop an action plan.

## YOUR CQ

**Describe your self-rated CQ scores in your own words.**

---

---

## PRESENT CHALLENGES

**What intercultural challenges are you currently facing?**

(e.g. working with someone who has different cultural values, cultural misunderstandings, etc.)

---

---

---

## FUTURE OPPORTUNITIES

**What multicultural or global opportunities do you want to pursue?**

(e.g. global leadership, teaching a diverse population of students, multicultural management, etc.)

---

---

---

## YOUR STRONGEST CQ CAPABILITIES

Your strongest CQ capabilities are based on your self scores in comparison to the worldwide median, not simply based on the highest numerical scores.

### Your strongest self-rating in the four CQ capabilities is **CQ DRIVE**

Write down one example of how you have used **CQ Drive** in the last 6 months.

---

---

---

#### HIGHEST SUB-DIMENSIONS, SELF-RATINGS:

##### **Socio-Linguistic**

Knowledge about language and communication norms.

##### **Business**

Knowledge about economic and legal systems.

##### **Nonverbal**

Modifying nonverbal behaviors (e.g., gestures, facial expressions).

How, if at all, does your current role allow you to use your highest sub-dimensions?

---

---

---

## YOUR WEAKEST CQ CAPABILITIES

Your weakest CQ capabilities are based on your self scores in comparison to the worldwide median, not simply based on the lowest numerical scores.

### Your weakest self-rating in the four CQ capabilities is

#### CQ DRIVE

Write down one example of how your **CQ Drive** may have caused problems for you in the past 6 months.

---

---

---

#### LOWEST SUB-DIMENSIONS, SELF-RATINGS:

##### Nonverbal

Modifying nonverbal behaviors (e.g., gestures, facial expressions).

##### Speech Acts

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

##### Verbal

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

How might your level of CQ on these sub-dimensions be holding you back from greater effectiveness working in culturally diverse contexts?

---

---

---

## ACTION STEPS

List one, specific multicultural skill you would like to improve over the next year. Consider the challenges and opportunities you described earlier in this section. (Examples include teaching a diverse population of students, efficiently implementing global solutions, accurately analyzing risk and opportunity in culturally diverse segments, etc.)

---



---

## STRENGTH - CQ DRIVE

USING YOUR <u>CQ Drive</u>		
	Specific Action Steps	Target Date
	List specific, challenging action steps you can take to use your strongest self-rated CQ capability.	
Next 4 Weeks	1.	
	2.	
Next 8 Weeks	1.	
	2.	

## AREA FOR IMPROVEMENT - CQ DRIVE

IMPROVING YOUR <u>CQ Drive</u>		
	Specific Action Steps	Target Date
	List specific, challenging action steps you can take to enhance your weakest self-rated CQ capability so that it does not interfere with developing the multicultural skill you identified at the top of this page.	
Next 4 Weeks	1.	
	2.	
Next 8 Weeks	1.	
	2.	

## ACCOUNTABILITY

With whom will you share this plan in the next 2 weeks?

How can this person help you accomplish your goals? (e.g. following up with you; checking on your progress; etc.)

# Research Basis of CQ

## THE RESEARCH BASIS FOR ASSESSING CULTURAL INTELLIGENCE

Cultural Intelligence is conceptualized as a multi-dimensional construct based on application of Robert Sternberg's integrative theoretical framework of different "loci" of intelligence. The dimensions of Cultural Intelligence represent qualitatively different aspects of the overall capability to function and manage effectively in culturally diverse settings.

### CULTURAL INTELLIGENCE IS ...

Cultural Intelligence is a malleable capability that can be enhanced by multicultural experiences, training and self-awareness programs, travel and education.

Cultural Intelligence is distinct from stable individual differences such as personality, which describe what a person typically does across time and across situations.

Cultural Intelligence is also different from emotional intelligence because it focuses specifically on capabilities in multicultural contexts.

Cultural Intelligence has predictive validity over and above demographic characteristics, personality, general mental ability, emotional intelligence, cross-cultural adaptability inventory, rhetorical sensitivity, cross-cultural experience, and social desirability.

The Cultural Intelligence Scale has excellent psychometric properties.

Published scholarly research demonstrates the factor structure of the scale is stable across samples, across time, and across cultures.

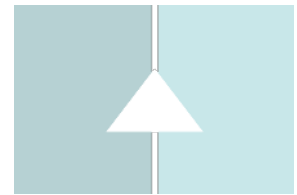
In addition, self-rated scores are positively correlated with observer-rated scores, and multi-trait multi-method analysis supports the convergent and discriminant validity of the scale.

Reliabilities of the four factors and sub-dimensions exceed the standard cut-off of .70.

Most important, research demonstrates that cultural intelligence predicts adjustment, well-being, cultural judgment and decision-making, and task performance in culturally diverse settings.

Visit [culturalQ.com/research](http://culturalQ.com/research) for more information.

# Cultural Values



Below are definitions of the ten cultural value orientations.

## TERMS

<b>Individualism</b>	Emphasis on individual goals and individual rights
<b>Collectivism</b>	Emphasis on group goals and personal relationships
<b>Low Power Distance</b>	Emphasis on equality; shared decision-making
<b>High Power Distance</b>	Emphasis on differences in status; superiors make decisions
<b>Low Uncertainty Avoidance</b>	Emphasis on flexibility and adaptability
<b>High Uncertainty Avoidance</b>	Emphasis on planning and predictability
<b>Cooperative</b>	Emphasis on collaboration, nurturing, and family
<b>Competitive</b>	Emphasis on competition, assertiveness, and achievement
<b>Short Term</b>	Emphasis on immediate outcomes (success now)
<b>Long Term</b>	Emphasis on long term planning (success later)
<b>Low Context / Direct</b>	Emphasis on explicit communication (words)
<b>High Context / Indirect</b>	Emphasis on indirect communication (tone, context)
<b>Being</b>	Emphasis on quality of life
<b>Doing</b>	Emphasis on being busy and meeting goals
<b>Universalism</b>	Emphasis on rules; standards that apply to everyone
<b>Particularism</b>	Emphasis on specifics; unique standards based on relationships
<b>Neutral / Non-Expressive</b>	Emphasis on non-emotional communication; hiding feelings
<b>Affective / Expressive</b>	Emphasis on expressive communication; sharing feelings
<b>Monochronic / Linear</b>	Emphasis on one thing at a time; punctuality; work and personal life separate
<b>Polychronic / Non-Linear</b>	Emphasis on multitasking; interruptions ok; work and personal combined

## CULTURAL VALUE ORIENTATIONS

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's nationality or ethnicity but not always. In this section of the report, you'll see your personal orientation on ten cultural value dimensions (defined above) compared to the tendencies of ten cultural clusters (defined below).

## CULTURAL CLUSTERS

The cultural value orientations defined above can be grouped into cultural clusters where you're likely to find a significant presence of a specific cluster of cultural values. These clusters represent the 10 largest cultural groupings in the world.

<b>Anglo</b>	Australia, Canada, New Zealand, U.K., U.S., etc.
<b>Arab</b>	Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Saudi Arabia, U.A.E., etc.
<b>Confucian Asia</b>	China, Hong Kong, Japan, Singapore, South Korea, Taiwan, etc.
<b>Eastern Europe</b>	Albania, Czech Republic, Greece, Hungary, Mongolia, Poland, Russia, etc.
<b>Germanic Europe</b>	Austria, Belgium, Germany, Netherlands, etc.
<b>Latin America</b>	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Mexico, etc.
<b>Latin Europe</b>	France, French-speaking Canada, Italy, Portugal, Spain, etc.
<b>Nordic Europe</b>	Denmark, Finland, Iceland, Norway, Sweden, etc.
<b>Sub-Saharan Africa</b>	Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.
<b>Southern Asia</b>	India, Indonesia, Malaysia, Philippines, Thailand, etc.

**NOTE:** The countries are NOT the clusters themselves. They are simply places where you're likely to find a significant presence of the cultural clusters.

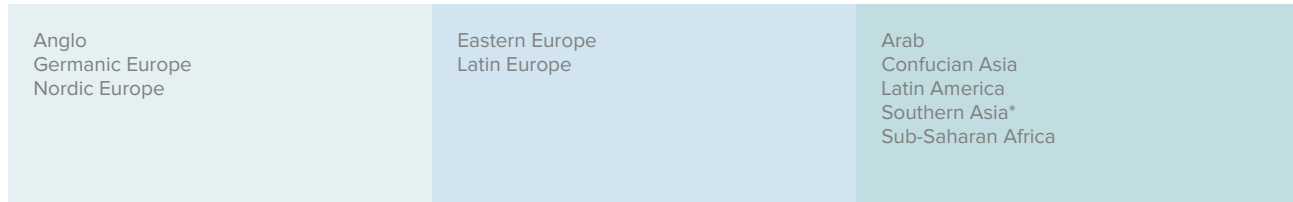
▲ Based on self-rating \* Significant variation within cluster

## INDIVIDUALISM

## COLLECTIVISM

Emphasis on individual goals and individual rights

Emphasis on group goals and personal relationships

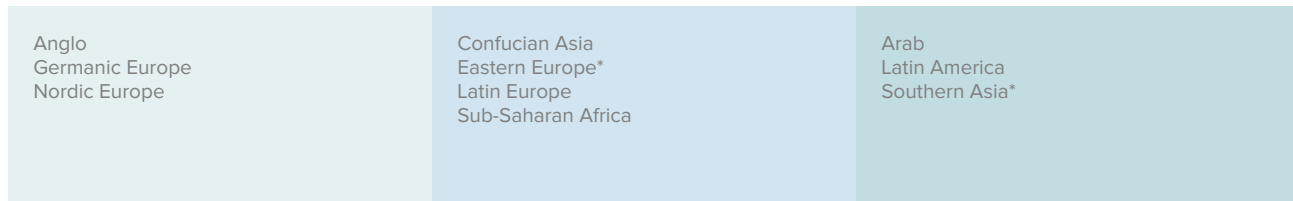


## LOW POWER DISTANCE

## HIGH POWER DISTANCE

Emphasis on equality; shared decision-making

Emphasis on differences in status; superiors make decisions

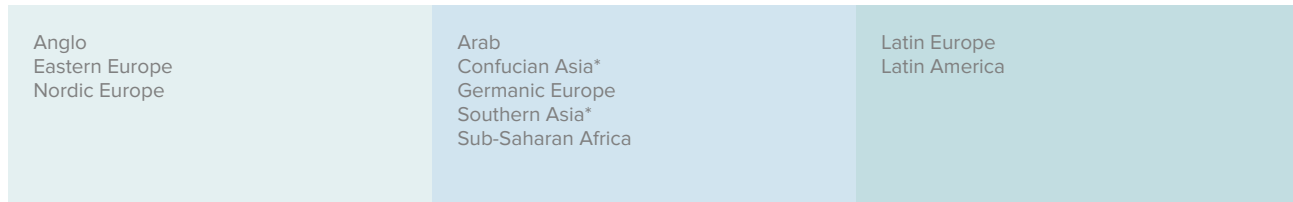


## LOW UNCERTAINTY AVOIDANCE

## HIGH UNCERTAINTY AVOIDANCE

Emphasis on flexibility and adaptability

Emphasis on planning and predictability

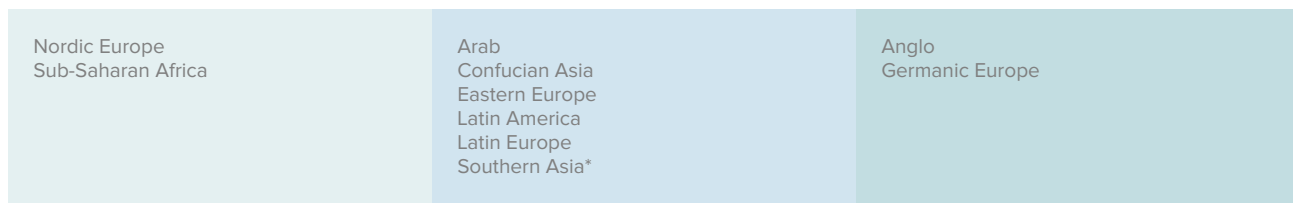


## COOPERATIVE

## COMPETITIVE

Emphasis on collaboration, nurturing, and family

Emphasis on competition, assertiveness, and achievement





## SHORT TERM

Emphasis on immediate outcomes (success now)

Anglo  
 Arab  
 Eastern Europe  
 Nordic Europe  
 Sub-Saharan Africa

Germanic Europe  
 Latin America  
 Latin Europe  
 Southern Asia\*

Confucian Asia

## LONG TERM

Emphasis on long term planning (success later)

## LOW CONTEXT / DIRECT

Emphasis on explicit communication (words)

Anglo  
 Germanic Europe  
 Nordic Europe

Eastern Europe  
 Latin America  
 Latin Europe

Arab  
 Confucian Asia  
 Southern Asia\*  
 Sub-Saharan Africa

## HIGH CONTEXT / INDIRECT

Emphasis on indirect communication (tone, context)

## BEING

Emphasis on quality of life

Arab  
 Latin America  
 Nordic Europe  
 Sub-Saharan Africa

Confucian Asia\*  
 Eastern Europe  
 Latin Europe  
 Southern Asia\*

Anglo  
 Germanic Europe

## DOING

Emphasis on being busy and meeting goals

## UNIVERSALISM

Emphasis on rules; standards that apply to everyone

Anglo  
 Germanic Europe  
 Nordic Europe

Eastern Europe  
 Latin Europe

Arab  
 Confucian Asia\*  
 Latin America  
 Southern Asia  
 Sub-Saharan Africa

## PARTICULARISM

Emphasis on specifics; unique standards based on relationships

## NEUTRAL / NON-EXPRESSIVE

Emphasis on non-emotional communication; hiding feelings

Confucian Asia  
 Eastern Europe  
 Germanic Europe  
 Nordic Europe

Anglo\*  
 Southern Asia

Arab  
 Latin America  
 Latin Europe  
 Sub-Saharan Africa

## AFFECTIVE / EXPRESSIVE

Emphasis on expressive communication; sharing feelings

## MONOCHRONIC / LINEAR

Emphasis on one thing at a time; punctuality; work and personal life

separate

Anglo  
Germanic Europe  
Nordic Europe

Confucian Asia\*  
Eastern Europe  
Southern Asia

Arab  
Latin America  
Latin Europe\*  
Sub-Saharan Africa

## POLYCHRONIC / NON-LINEAR

Emphasis on multitasking; interruptions ok; work and personal

combined







