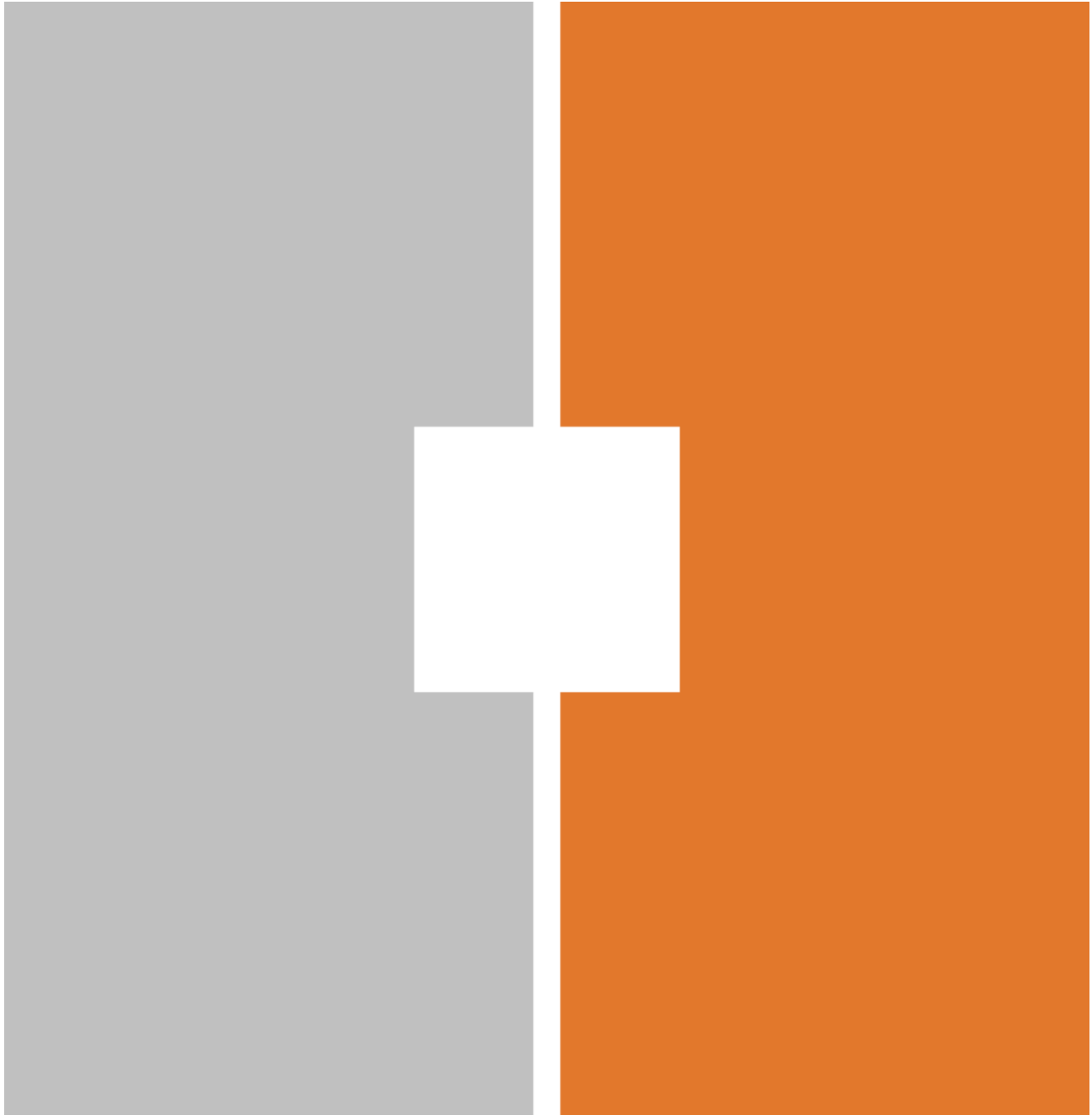# CQ Report

CQ BASIC FEEDBACK REPORT

PREPARED FOR: Jaime Smith

August 2022

Contents

This CQ Feedback Report identifies 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.

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 is going on around us because we have a wealth of information, most of which 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.
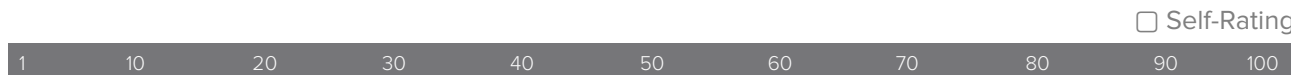
CQ CAPABILITIES

There are four primary CQ capabilities:

CQ DRIVE
Your level of interest, persistence, and confidence during multicultural interactions.

CQ KNOWLEDGE
Your understanding about how cultures are similar and different.

CQ ACTION
Your ability to adapt when relating and working in multicultural contexts.

CQ STRATEGY
Your awareness and ability to plan for multicultural interactions.

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).

LOW	MODERATE	HIGH
Scores in this range are in the bottom 25% of worldwide norms.	Scores in this range are in the middle 50% of worldwide norms.	Scores in this range are in the top 25% of worldwide norms.

☐ Self-Rating

| 1 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

CQ DRIVE

83

CQ KNOWLEDGE

43

CQ STRATEGY

71

CQ ACTION

55
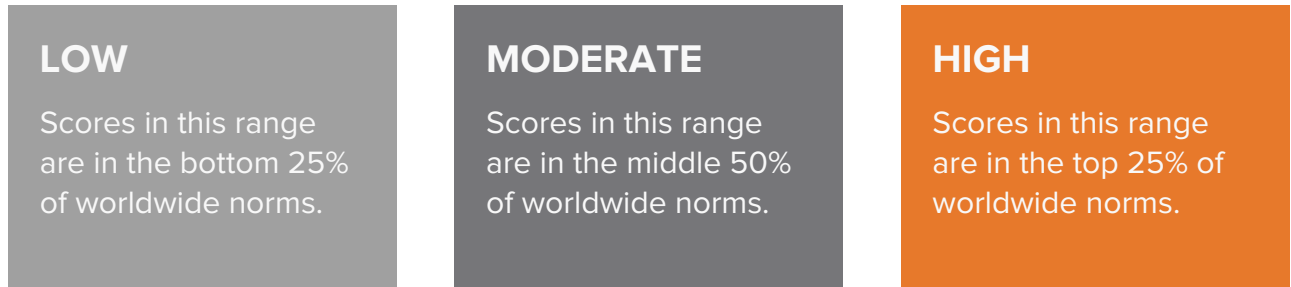
CQ Drive

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 SUBDIMENSIONS

- **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.

| 1 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

OVERALL

83

INTRINSIC INTEREST

87

EXTRINSIC INTEREST

78

SELF-EFFICACY

84

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.
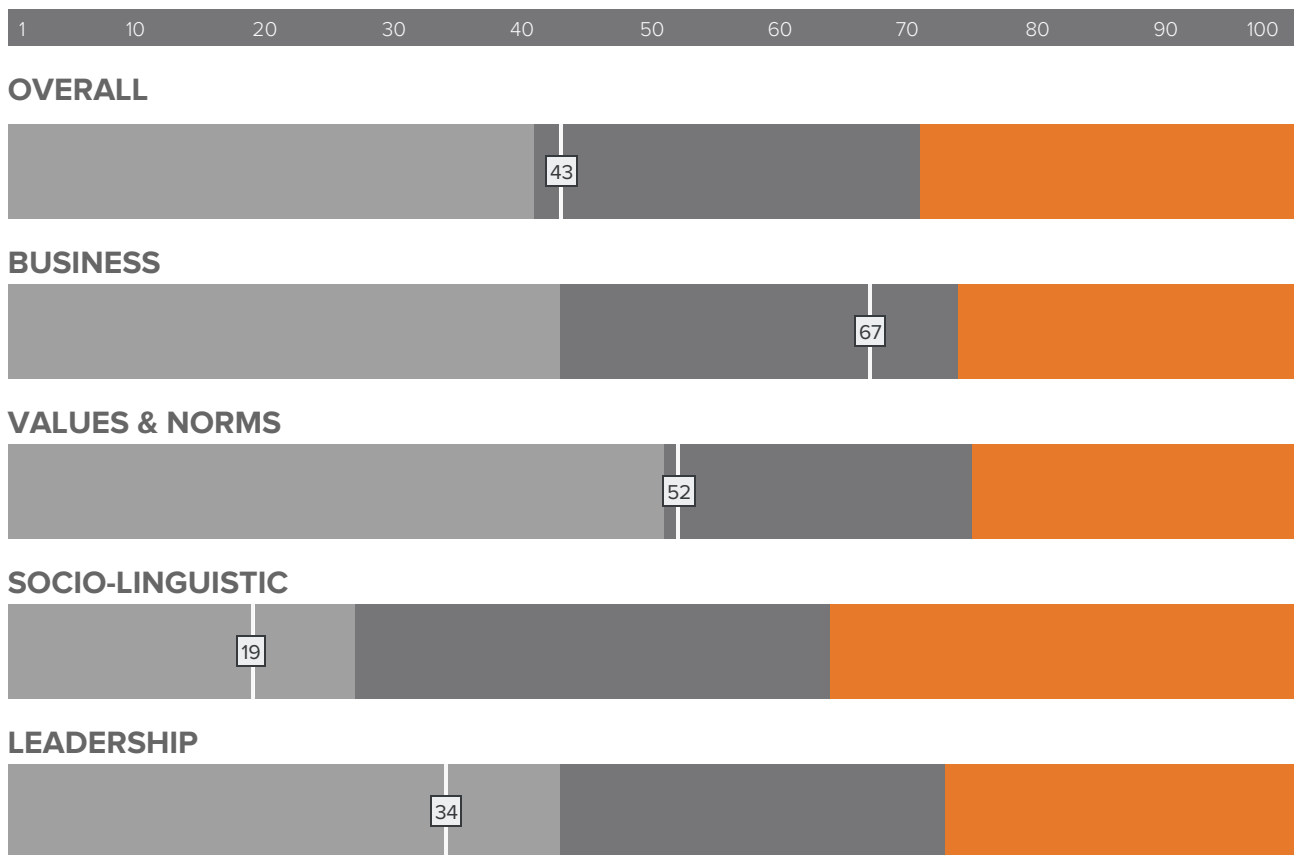
| L | M | **H** |

☐ Self-Rating

CQ KNOWLEDGE SUBDIMENSIONS

- **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.

| 1 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

OVERALL

43

BUSINESS

67

VALUES & NORMS

52

SOCIO-LINGUISTIC

19

LEADERSHIP

34

CQ Strategy

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

| L | M | H |

☐ Self-Rating

CQ STRATEGY SUBDIMENSIONS

- **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

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.

| 1 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

OVERALL

71

PLANNING

82

AWARENESS

72

CHECKING

59

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.

| L | M | **H** |

☐ Self-Rating

CQ ACTION SUBDIMENSIONS

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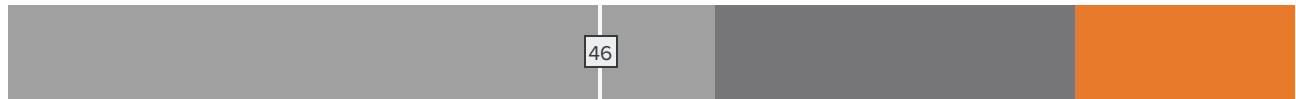
WHAT DOES HIGH CQ ACTION LOOK LIKE?

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.

| 1 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

OVERALL

55

SPEECH ACTS

46

VERBAL

66

NONVERBAL

53

CQ Profile Summary

| 1 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

CQ DRIVE OVERALL
83

Intrinsic Interest
87

Extrinsic Interest
78

Self-Efficacy
84

CQ KNOWLEDGE OVERALL
43

Business
67

Values & Norms
52

Socio-Linguistic
19

Leadership
34

CQ STRATEGY OVERALL
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Planning
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Awareness
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Checking
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CQ ACTION OVERALL
55

Speech Acts
46

Verbal
66
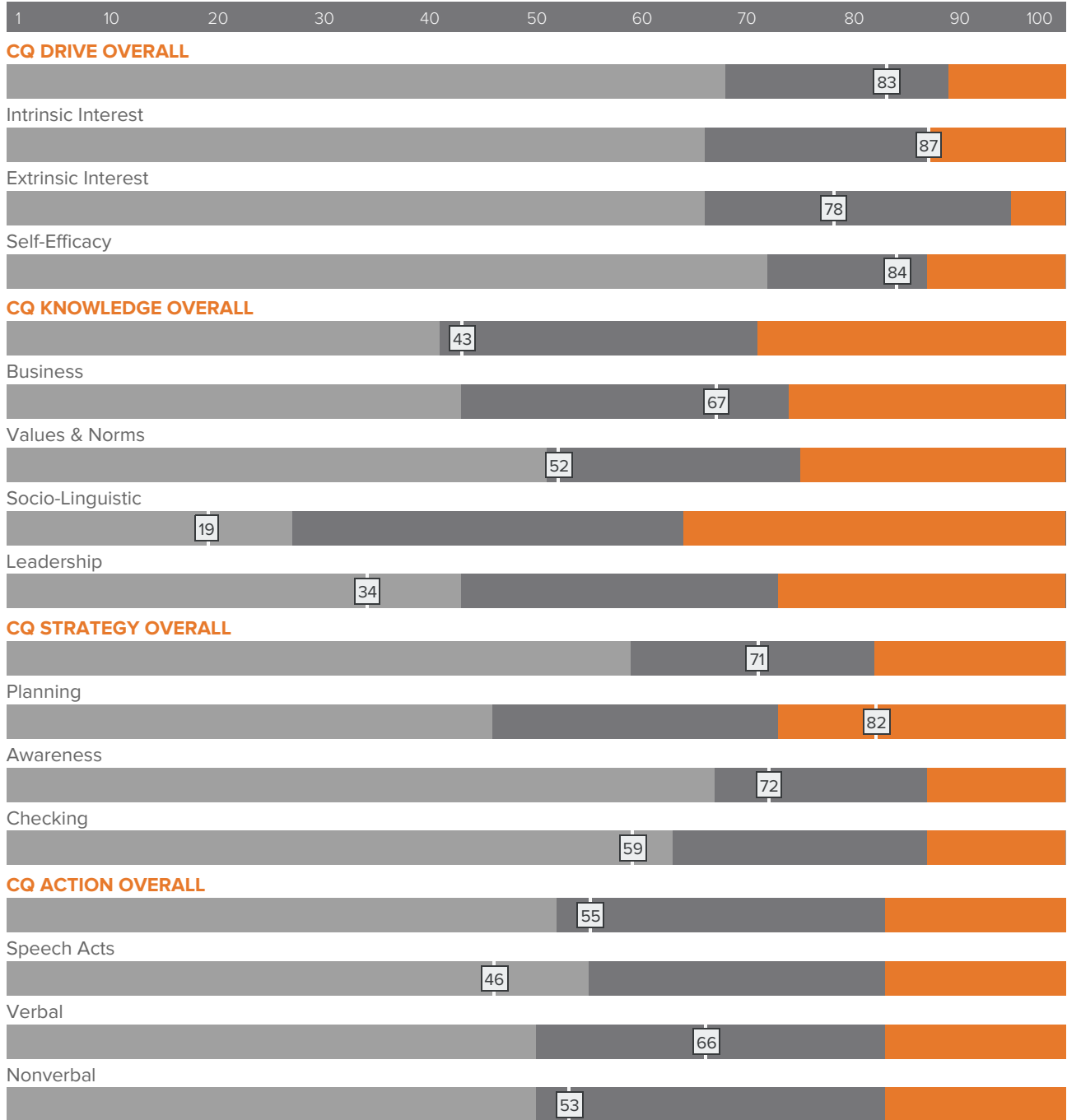
Nonverbal
53

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-rated scores in comparison to the worldwide median, not simply based on the highest numerical scores.

Your top two self-rated CQ capabilities are:

CQ DRIVE AND CQ STRATEGY

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

_____

_____

_____

HIGHEST SELF-RATED SUBDIMENSIONS:

Planning

Strategizing before a culturally diverse encounter.

Intrinsic Interest

Deriving enjoyment from culturally diverse experiences.

Business

Knowledge about economic and legal systems.

How, if at all, does your current role allow you to use your highest self-rated subdimensions?

_____

_____

YOUR WEAKEST CQ CAPABILITIES

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

Your bottom two self-rated CQ capabilities are:

CQ KNOWLEDGE AND CQ ACTION

Write down one example of how your **CQ Knowledge and CQ Action** may have caused problems for you in the last 6 months.

_____

_____

_____

LOWEST SELF-RATED SUBDIMENSIONS:

Socio-Linguistic

Knowledge about language and communication norms.

Leadership

Knowledge about managing people and relationships across cultures.

Speech Acts

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

How might your level of CQ on these subdimensions 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, effectively leading a diverse team, accurately analyzing risk and opportunity in culturally diverse segments, etc.)

_____

_____

STRENGTH - CQ DRIVE OR CQ STRATEGY

USING YOUR CQ Drive or CQ Strategy		
	Specific Action Steps	Target Date
	List specific actions you can take to apply one of your top two self-rated CQ strengths.	
Next 4 Weeks	1.	
	2.	
Next 8 Weeks	1.	
	2.	

AREA FOR IMPROVEMENT - CQ KNOWLEDGE OR CQ ACTION

IMPROVING YOUR CQ Knowledge or CQ Action		
	Specific Action Steps	Target Date
	List specific actions you can take to enhance one of your weaker two self-rated CQ capabilities so that it does not interfere with your multicultural effectiveness.	
Next 4 Weeks	1.	
	2.	
Next 8 Weeks	1.	
	2.	

ACCOUNTABILITY

Who will you share this plan with 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 scales.
- Reliabilities of the four factors and subdimensions 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** for more information.

MY NOTES

MY NOTES

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