

Using Cultural Intelligence (CQ®) to Create Better Solutions

CQ Leadership
Development Program
Improves Customer
Satisfaction 20%



CHALLENGE

Addressing customer complaints is difficult no matter what the context. But it is particularly challenging when the customer feels they are talking with someone who has an entirely different cultural background who may not understand them or vice versa.

This IT company believed that keeping their call centers in India and the Philippines was strategic, but they needed to teach middle- and senior-level managers to apply Cultural Intelligence (CQ) when handling customer complaints to improve customer satisfaction.

SOLUTIONS

This IT company contacted the CQ Center to design and facilitate a program that would help their leaders address the challenges of **supporting culturally diverse customers**, most of whom were not from India or the Philippines.

The solution was a comprehensive six-month program:

1 MONTH 1

- 100 managers completed the CQ 360 *Assessment*.
- All managers participated in the one-day *Leading with Cultural Intelligence* Workshop.

2 MONTH 2

- Participants reviewed the job-aids distributed during the workshop and read *Expand Your Borders*. In addition, they shared key take-aways from the workshop and readings with their team members.
- Participants created CQ Development Plans on how they would use a CQ strength and how they would enhance a weaker CQ capability.

3 MONTH 3

- Internal coaches completed a session on CQ and met with managers.

4 MONTH 4

- Managers read *Leading with Cultural Intelligence* and discussed it in small groups with other managers in the program.
- Managers shared key take-aways from the book with their team members.

5 MONTH 5

- Participants completed the CQ 360 *Assessment* a second time and updated their CQ Development Plan in light of the new feedback.
- Participants reviewed their CQ Development Plans again with a coach.

6 MONTH 6

- Participants attended a two-hour wrap-up session focused on how they would continue applying CQ in their jobs.

RESULTS

The participants were enthusiastic about the relevance of the CQ program to their customer service challenges. In addition, they described improvements in team meetings as a result of the 6-month program. Specifically:



The managers had **higher CQ Drive** after the program and felt better equipped to handle the frustration and conflict that is inevitable in their roles.



Customer satisfaction ratings increased 20% over the course of the program.



The company estimated the program **saved them millions of dollars** because they were able to sustain the call centers rather than moving them to more costly markets.

ABOUT THE CULTURAL INTELLIGENCE CENTER

The Cultural Intelligence Center is an innovative, research-based training and consulting firm that draws upon empirical findings to help organizations and individuals around the world assess and improve Cultural Intelligence (CQ®)—the ability to work effectively with people with different nationalities, ethnicities, age groups, and more. We provide you with innovative solutions that improve multicultural performance based on rigorous academic research. Visit culturalQ.com to learn more.

CONTACT US

With experts around the world, we have teams of professionals ready to help you develop creative solutions and/or deliver training and consulting services wherever you need them.



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