

CQ Report

MY CULTURAL INTELLIGENCE SCORES

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1. 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 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.

2. CQ Profile

This page summarizes your scores in terms of percentiles. The graphs allow you to determine the relative strength of your CQ capabilities.



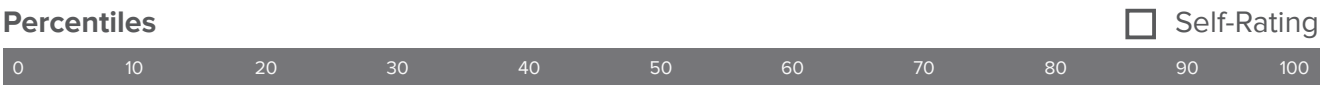
Very Low: Scores in the light gray band are very low (1st - 10th percentiles).

Low: Scores in the medium gray band are low (11th - 30th percentiles).

Moderate: Scores in the dark gray band are moderate (31st - 70th percentiles).

High: Scores in the light orange band are high (71st - 90th percentiles).

Very High: Scores in the dark orange band are very high (91st - 100th percentiles).



CQ DRIVE



CQ KNOWLEDGE



CQ STRATEGY



CQ ACTION



OVERALL CQ



3. 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 multicultural interactions.



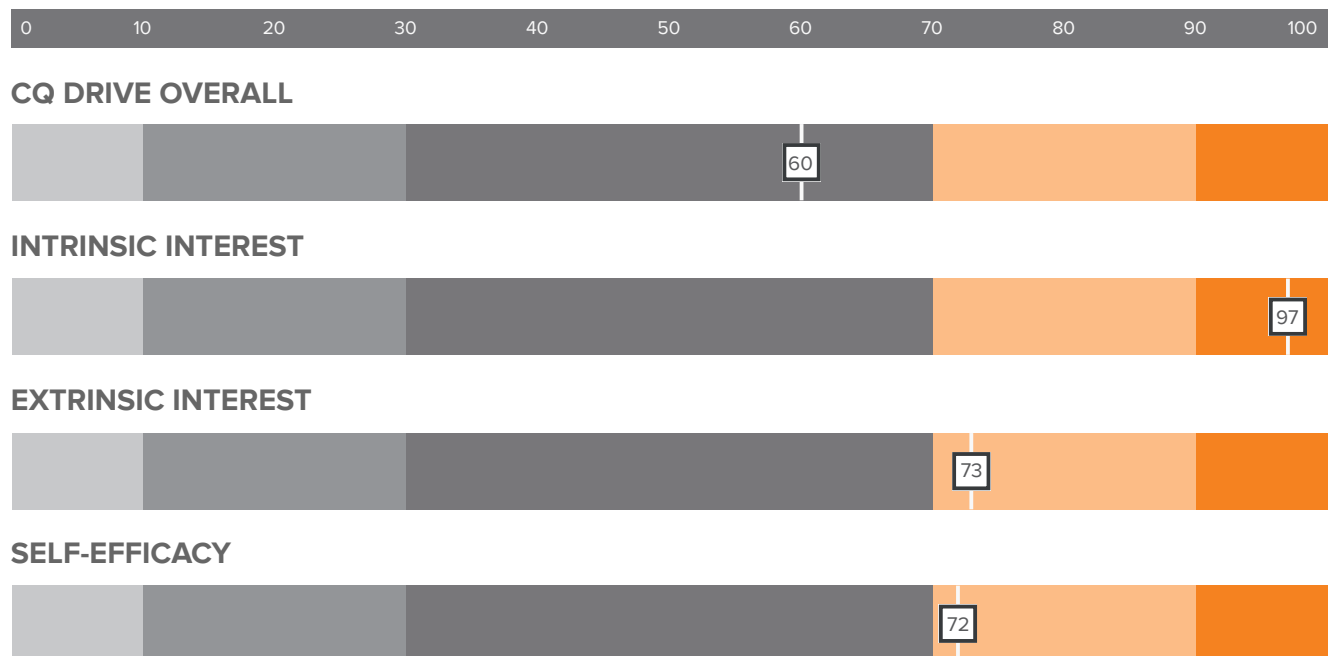
☐ Self-Rating

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.



4. 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.



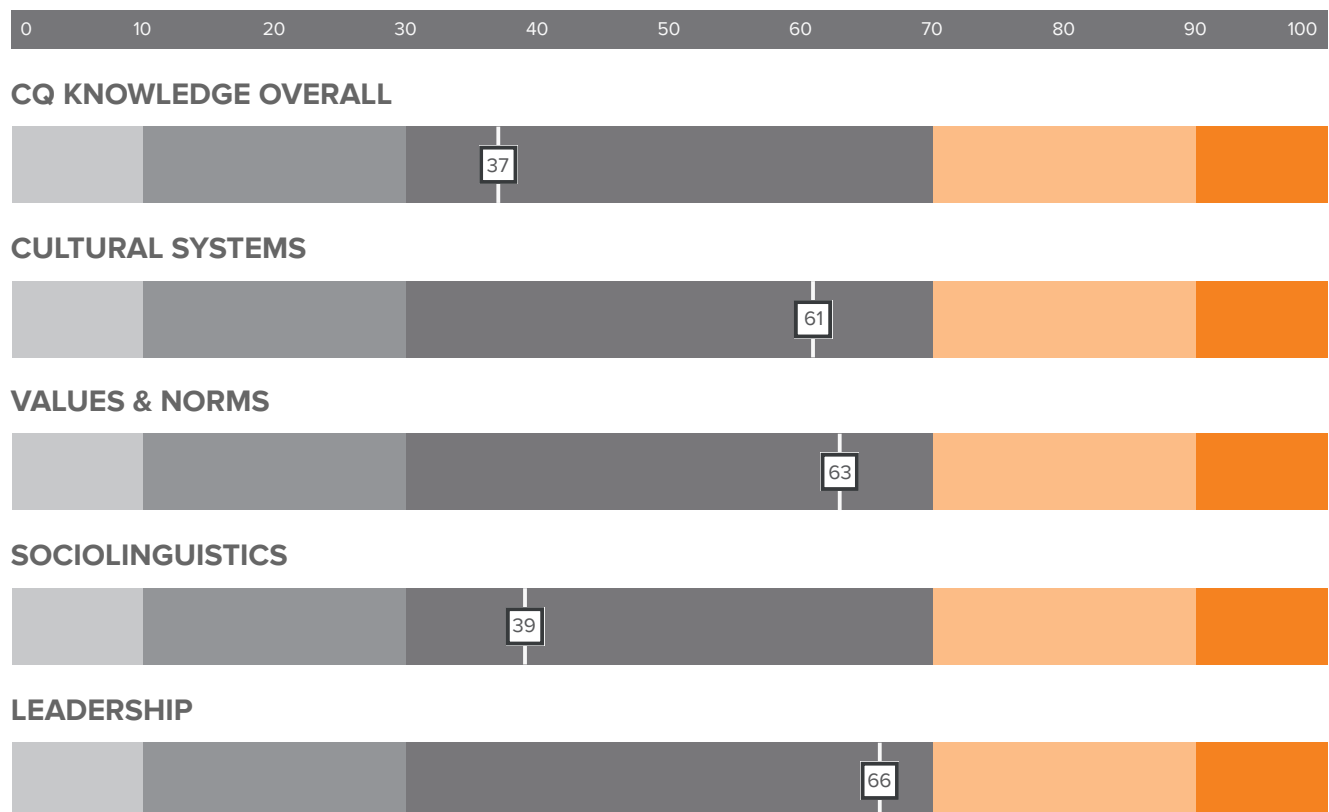
☐ Self-Rating

CQ KNOWLEDGE SUB-DIMENSIONS

- **Cultural Systems:** Knowledge about economic and legal systems.
- **Values & Norms:** Knowledge about values, social interaction norms, and religious beliefs.
- **Sociolinguistics:** 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.



5. 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

☐ Self-Rating

- **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.



CQ STRATEGY OVERALL



PLANNING



AWARENESS



CHECKING



6. 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.



CQ ACTION OVERALL



SPEECH ACTS



VERBAL



NONVERBAL



7. CQ Profile Summary

This page summarizes your CQ scores in terms of percentiles.

☐ Self-Rating



CQ DRIVE OVERALL



Intrinsic Interest



Extrinsic Interest



Self-Efficacy



CQ KNOWLEDGE OVERALL



Cultural Systems



Values & Norms



Sociolinguistics



Leadership



CQ STRATEGY OVERALL



Planning



Awareness



Checking



CQ ACTION OVERALL



Speech Acts



Verbal



Nonverbal



OVERALL CQ



8. 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 multicultural challenges are you currently facing?

(e.g., working with someone who has different behavioral preferences, 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 the ones with the highest percentiles.

Your top two self-rated CQ capabilities are:

CQ KNOWLEDGE AND CQ STRATEGY

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

HIGHEST SELF-RATED SUB-DIMENSIONS:

Verbal

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

Speech Acts

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

Cultural Systems

Knowledge about economic and legal systems.

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

YOUR WEAKEST CQ CAPABILITIES

Your weakest CQ capabilities are the ones with the lowest percentiles.

Your bottom two self-rated CQ capabilities are:

CQ ACTION AND CQ DRIVE

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

LOWEST SELF-RATED SUB-DIMENSIONS:

Extrinsic Interest

Gaining benefits from culturally diverse experiences.

Checking

Checking assumptions and adjusting mental maps when experiences differ from expectations.

Values & Norms

Knowledge about values, social interaction norms, and religious beliefs.

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, effectively leading a diverse team, accurately analyzing risk and opportunity in culturally diverse segments, etc.

STRENGTH - CQ KNOWLEDGE OR CQ STRATEGY

USING YOUR <u>CQ Knowledge or CQ Strategy</u>		
	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 ACTION OR CQ DRIVE

IMPROVING YOUR <u>CQ Action or CQ Drive</u>		
	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.)

9. 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 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 for more information.

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