

CULTURAL INTELLIGENCE (CQ[®])

A RESEARCH OVERVIEW

Cultural Intelligence Center





v.3.0

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Cultural Intelligence Center, LLC
info@culturalQ.com
www.culturalQ.com

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CONCEPTUALIZATION OF CULTURAL INTELLIGENCE (CQ)

■ CULTURAL INTELLIGENCE IS...

Cultural Intelligence (CQ) is the capability to relate and work effectively in situations where people have different cultural backgrounds.

CQ applies to both global differences (international differences across borders) and domestic differences (differences within country or culture).

International differences occur when people travel to different countries or interact with people from different countries.

Domestic differences occur when people interact with people who have different cultural backgrounds or are from a different subgroup (e.g., age, gender, ethnicity, religion, functional background, etc.).

Cultural Intelligence is a multi-dimensional construct. Sternberg defined “intelligence” as the capability to function effectively in a particular situation and identified four key factors of “intelligence”— motivation, cognition, metacognition, and behavioral flexibility. Cultural Intelligence has four dimensions based on the application of Robert Sternberg's integrative theoretical framework of different "loci" of intelligence. Unlike most measures of intercultural competence, CQ is based on theory.

The dimensions of Cultural Intelligence represent qualitatively different aspects of the overall capability to function and manage effectively when people have different backgrounds.

Cultural Intelligence is comprised of four factors. All four factors are important for overall cultural effectiveness:



CQ DRIVE (MOTIVATION)

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



CQ KNOWLEDGE (COGNITION)

Your understanding about how cultures are similar and different.



CQ STRATEGY (METACOGNITION)

Your awareness and ability to plan for multicultural interactions.



CQ ACTION (BEHAVIOR)

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

■ CULTURAL INTELLIGENCE IS NOT...

Cultural Intelligence is distinct from individual differences such as personality, which describes what a person typically does across time and across situations. For example, people who are high in the personality trait of agreeableness are typically cooperative and easy to get along with. Individual differences, such as agreeableness, are not based on culture. Instead, the personality trait of agreeableness reflects the person's natural tendency to be agreeable.

Cultural Intelligence is also different from emotional intelligence (EQ) because CQ focuses specifically on the capability to read situations and adjust to differences in cultural background. Emotional intelligence is culture-bound because cultures differ in the ways they manage and express emotions. An individual may have high EQ in their own cultural setting, but EQ may not transfer easily to other cultural settings.

■ YOU CAN IMPROVE YOUR CQ

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

In sum, Cultural Intelligence (CQ) is an evidence-based framework of four key capabilities people can apply to make sense of multicultural situations on the fly.

DEVELOPMENT AND VALIDATION OF THE CULTURAL INTELLIGENCE SCALE (CQS)

Ang and Van Dyne (2008) expanded upon Earley and Ang's (2003) original three-factor conceptualization of Cultural Intelligence (motivation, cognition, and behavior) and advanced a four-factor model (motivation = CQ Drive; cognition = CQ Knowledge; metacognition = CQ Strategy; and behavior = CQ Action).

- 1 **Scale development** followed rigorous construct development procedures involving multiple development samples over several years. A multicultural team (including members from North America, Europe, and Asia) used data from different cultures and a variety of multicultural teams to assess the psychometric properties of the CQ scale.
- 2 **Cross-validation** replicated the four-factor structure on different samples (e.g., in different cultural settings).
- 3 **Predictive validity** demonstrated that the four factors predict effectiveness when people have different cultural backgrounds, controlling for general intelligence, personality, experience, and demographic characteristics.

The CQS measures four distinct CQ factors (capabilities): CQ Drive, CQ Knowledge, CQ Strategy, and CQ Action.

■ DISTINCT FROM OTHER INTERCULTURAL ASSESSMENTS

Ang and colleagues (*Management and Organization Review*, 2007) described the development and validation of the 20-item Cultural Intelligence Scale (CQS) that measures the four factors. The CQS is the only measure of intercultural competence that is based on theory and has rigorous, published research evidence of construct validity (demonstrating that the measure predicts what it's supposed to predict) using multiple sources of data and predicting multiple cultural effectiveness outcomes (1,360 participants).

■ CONSISTENT PREDICTIVE VALIDITY

Van Dyne and colleagues (*Handbook of Cultural Intelligence*, Chapter 2, 2008) demonstrated the stability of the scale across samples, time, countries, and methods (self- vs observer-ratings) – including convergence of the self-rated and observer-rated versions of the CQS (showing positive correlations between self- and observer-rated versions of the CQS). This demonstrates that participants cannot easily 'game' the instrument (e.g., it is difficult to choose responses just to

make yourself look good). They also introduced the 9-item Mini-CQS that measures overall CQ as a higher level and more abstract construct rather than measuring the four factors (204 students in Singapore; 336 students in the U.S.; and 142 managers and their peers in the U.S.)

■ REFINEMENT OF THE SCALE TO INCLUDE SUB-DIMENSIONS

Van Dyne and colleagues (*Social and Personal Psychology Compass*, 2012) refined the conceptualization of CQ capabilities by elaborating on the sub-dimensions of each of the four CQ capabilities:



CQ DRIVE (MOTIVATION)

- Intrinsic Interest
- Extrinsic Interest
- Self-Efficacy



CQ KNOWLEDGE (COGNITION)

- Cultural Systems
- Values & Norms
- Sociolinguistics
- Leadership



CQ STRATEGY (METACOGNITION)

- Planning
- Awareness
- Checking



CQ ACTION (BEHAVIOR)

- Speech Acts
- Verbal Behavior
- Nonverbal Behavior

They also summarized the initial psychometric properties of the Expanded Cultural Intelligence Scale (E-CQS) (286 participants from more than 30 countries).

PSYCHOMETRIC PROPERTIES OF THE CQS

■ SCALE RELIABILITY

Internal reliability of the CQS, as measured by Cronbach's Alpha, is strong. Cronbach's Alpha is a statistic that assesses reliability of a scale. It analyzes the internal consistency of the scale items that measure each of the four factors and their respective sub-dimensions. Reliabilities of the four factors and sub-dimensions exceed the standard cut-off of .70. This means the items used to measure each of the four factors correlate with each other. Likewise, the items used to measure each of the sub-dimensions correlate with each other. In sum, the CQ scales are reliable.

■ FACTOR STRUCTURE

Published, peer-reviewed scholarly research shows that the CQS has an excellent factor structure that is stable across samples, time, cultural contexts, and rating sources (self vs observer). This shows that the four factors measure four distinct capabilities.

■ VALIDITY

Convergent Validity Across Rating Sources: Self-rated scores are positively correlated with observer-rated scores, and multi-trait, multi-method statistical analysis supports both convergent validity and predictive validity of the self and observer scores. This means that the average self-rated CQ scores are practically equivalent to the average observer-rated CQ scores. Although a specific individual's feedback report might show meaningful differences in the self- versus observer-rated scores, the average self and observer scores are positively correlated in larger samples. This is important because self-ratings are a form of "self-presentation," while observer-ratings reflect an individual's "reputation" and how they are viewed by others. This correlation between self and observer scores provides additional evidence that the self-report version of the assessment is valid.

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. For example, people who are high in the personality trait of agreeableness are typically cooperative and easy to get along with. Research demonstrates that CQ is distinct from General Mental Ability (IQ) 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 (IQ and EQ), as well as above and beyond demographic characteristics (e.g., age, sex, cross-cultural experience, dyadic similarity, leadership experience). CQ also has predictive validity above and beyond personality, communication style, and social desirability (emphasizing positive characteristics and behaviors).

Cumulative Validity: Meta-analysis of the cumulative body of research that uses the CQS (199 independent samples and 44,155 participants) demonstrates that each of the four CQ factors provides both holistic and unique information. Importantly, the four CQ capabilities predict different intercultural effectiveness outcomes, including task performance, citizenship performance, adaptive performance, and leadership performance.

In sum, CQ research has been published in over 1,000 peer-reviewed academic papers conducted across more than 150 countries throughout the world and published in over 600 scholarly journals. To date, more than 250,000 individuals have completed CQ assessments. Scholars across a wide variety of disciplines (management, psychology, diversity and inclusion, leadership, language studies, counseling psychology, etc.) are contributing to CQ research.

The Cultural Intelligence Scales (CQS and E-CQS) provide valid and reliable measures of a person's ability to function effectively in multicultural situations.

OUTCOMES OF CULTURAL INTELLIGENCE

Rigorous research demonstrates that Cultural Intelligence predicts adjustment, well-being, cultural judgment and decision-making, task performance, citizenship performance, adaptive performance, and leadership performance.

Proximal outcomes refer to things that are close, and distal outcomes refer to things that are further away. For example, cultural adaptation is a proximal outcome of CQ and job performance is a distal outcome of CQ. CQ predicts cultural adaptation, and cultural adaptation predicts job performance:



■ PROXIMAL OUTCOMES

CQ predicts a variety of processes and psychological states, such as adjustment and adaptation. These proximal outcomes shed light on why CQ predicts more distal outcomes, such as job performance.

Examples of proximal outcomes of CQ 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, low emotional exhaustion, plus various forms of psychological and sociocultural adjustment as well as psychological well-being.

■ DISTAL OUTCOMES

CQ also predicts a variety of behaviors, including actual behavior and observer evaluations of behavior. These are referred to as distal outcomes because they are further from CQ. In other words, other processes, such as cultural adaptation, connect CQ to these more distal outcomes.

Examples of distal outcomes of CQ include:

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.

SPECIFIC CQ RESEARCH STUDIES

■ INTEGRATIVE SUMMARIES OF CULTURAL INTELLIGENCE RESEARCH

- ***Handbook of Cultural Intelligence (Ang and Van Dyne, Eds., 2008)***

An edited volume of research chapters by multinational groups of scholars.

BOOK

- ***Cultural Intelligence (Ang and colleagues) in The Cambridge Handbook of Intelligence (Sternberg and Kaufman, Eds., 2011)***

Provides the first comprehensive overview of CQ research, including correlates, antecedents, consequences, and moderators. It also offers recommendations on future research.

ARTICLE

- ***Intercultural Competence (Leung and colleagues, 2014) in the Annual Review of Organizational Psychology and Organizational Behavior***

Reviews intercultural competency models and concludes that more research supports CQ as a predictor of intercultural effectiveness than other approaches, such as intercultural traits, intercultural attitudes/worldviews, or combinations of traits, attitudes, and capabilities.

ARTICLE

- ***A Bi-Factor Theory of the Four-Factor Model of Cultural Intelligence (Rockstuhl and Van Dyne, 2018) in Organizational Behavior and Human Decision Processes***

Includes a meta-analysis of all the research (44,155 participants from 199 samples) that used the CQS. Results replicate the basic findings from the initial construct validity study (Ang and colleagues, 2007). Each of the four CQ capabilities has different relationships with different performance outcomes, including task performance, citizenship performance, adaptive performance, and leadership performance.

ARTICLE

- ***Cultural Intelligence and work-related outcomes: A meta-analytic examination of joint effects and incremental predictive validity (Schlaegel and colleagues, 2021) in Journal of World Business***

Demonstrates that CQ has incremental effects surpassing general intelligence, emotional intelligence, language proficiency, the Big Five personality characteristics, and international experience in predicting expatriation intentions, cultural adjustment, job satisfaction, and job performance. Also shows that CQ has both unique and joint effects on these outcomes.

- **Cultural Intelligence: From intelligence in context and across cultures to intercultural contexts (Ng and colleagues, 2022) in *Intelligence in Context: The Cultural and Historical Foundations of Human Intelligence* (Sternberg & Preiss, Eds.)**

Provides a historical perspective on how CQ emerges from research on multiple intelligences and intelligence across cultures, and how the concept of CQ differs from prior conceptualizations of intelligence by focusing on bridging differences in multicultural situations. Identifies future research directions to address global challenges of the Anthropocene epoch.

ARTICLE

- **A bi-factor model of Cultural Intelligence: Comparison with four-factor and hierarchical models (Rockstuhl and Van Dyne, 2023) in *Handbook of Cultural Intelligence Research* (Thomas & Liao, Eds.)**

Clarifies the interpretation of the holistic CQ factor in the bi-factor model of CQ and compares this model with four-factor and single-factor models. Demonstrates that the holistic factor predicts observer-rated intercultural task performance, with metacognitive CQ and behavioral CQ explaining additional variance in task performance above and beyond the holistic factor.

ARTICLE

- **Reviewing a half century of measuring cross-cultural competence: Aligning theoretical constructs and empirical measures (Richter and colleagues, 2023) in *International Business Review***

Evaluates 68 cross-cultural competence instruments based on coverage of relevant cross-cultural capabilities, empirical evidence of reliability, validity, and measurement invariance, and evaluations from 160 subject matter experts. Concludes that the CQ model and scale in Ang, et al., is the strongest model across all three criteria.

- **Handbook of Cultural Intelligence Research (Thomas and Liao, Eds., 2023)**

An edited volume of 27 chapters by a wide range of scholars from around the world, including conceptualization, measurement, antecedents, and outcomes of CQ, as well as recommendations for future research.

- **The Oxford Bibliography of Cultural Intelligence (Van Dyne and colleagues, 2024) in *Oxford Bibliographies in Management***

Provides a comprehensive overview of CQ research—including conceptualization, antecedents, consequences, more complex models with mediators and moderators, developing CQ, and publications for practitioners.

ARTICLE

■ CONCEPTUALIZATION OF CULTURAL INTELLIGENCE

— Organizational Cultural Intelligence

Livermore and colleagues (*Business Horizons*, 2022) conceptualized organizational CQ as a firm's capability to function effectively in a complex and unpredictable multicultural world and provided a wealth of practical examples and organizational routines that strengthen the four factors of CQ of the firm.

ARTICLE

■ MEASUREMENT OF CULTURAL INTELLIGENCE

— Intercultural Situational Judgement Test (ISJT)

Rockstuhl and colleagues (*Journal of Applied Psychology*, 2015) described the development and validation of a performance-based measure of CQ – the intercultural situational judgement test (iSJT) and showed that CQ predicts interpersonal helping in multicultural teams, controlling for the Big Five personality traits, cognitive ability, international experience, work experience, and number of languages spoken (12 managers for verbal protocols; 132 students in multicultural teams, T1-T3; 89 students in multicultural teams, T1-T2).

ARTICLE

■ PREDICTORS OF CULTURAL INTELLIGENCE

— Personality

Ang and colleagues (*Group and Organization Management*, 2006) demonstrated relationships between personality traits and Cultural Intelligence (338 business students). Openness to experience predicts all four CQ capabilities, Extraversion predicts all CQ capabilities except CQ Strategy, Conscientiousness predicts CQ Strategy, and Agreeableness and Emotional Stability predict CQ Action.

ARTICLE

— Self-Efficacy

McNab and Worthley (*International Journal of Intercultural Relations*, 2012) showed that general self-efficacy predicts development of CQ in an experiential learning setting.

— Prior Intercultural Contact

Kim and Van Dyne (*Applied Psychology: An International Review*, 2012) demonstrated that prior intercultural contact predicts CQ and international leadership potential for members of the majority.

ARTICLE

— **International Non-Work Experience**

Moon and colleagues (*Human Resource Development Quarterly*, 2012) showed that international non-work experience more strongly predicts CQ than work experiences.

— **Implicit Culture Beliefs**

Chao and colleagues (*Personnel Psychology*, 2017) showed that implicit culture beliefs (the degree to which one perceives cultural attributes as fixed) negatively predict cultural adjustment and the development of CQ in an international student exchange program.

— **Working in Culturally Multicultural Teams**

Iskhakova and Ott (*Journal of International Education in Business*, 2020) demonstrated that working in multicultural teams predicts team-level CQ.

— **Cross Cultural Experience and Multicultural Identity**

Pidduck and colleagues (*Journal of International Management*, 2022) demonstrated that multicultural identity mediates the relationship between cross-cultural experience and CQ; the relationship between cross-cultural experience and multicultural identity was strengthened by self-verification striving.

■ **ADAPTATION OUTCOMES OF CQ (PROXIMAL OUTCOMES)**

— **Cultural Adaptation | CQ predicts the degree to which people adjust to unfamiliar situations and norms**

Ang and colleagues (*Management and Organization Review*, 2007) conducted three substantive studies (794 participants in field and educational settings) and showed that CQ Drive and CQ Action predict cultural adaptation.

[ARTICLE](#)

— **Trust | CQ predicts the degree to which people develop affect-based trust in intercultural interactions and relationships**

Chua and colleagues (*Organizational Behavior and Human Decision Processes*, 2012) showed that CQ Strategy predicts affect-based trust in multicultural social networks, but not in homogeneous networks (43 mid-level managers and their peers; 60 managers of multicultural backgrounds; 236 student experiment).

— **Leadership Potential | CQ predicts international leadership potential**

Kim and Van Dyne (*Applied Psychology: An International Review*, 2012) showed that CQ predicts peer-rated international leadership potential, but only for individuals of majority status and not for those of minority status (two samples of working adults; 441 and 181 with matched peers).

ARTICLE

— **Shared Team Values | CQ predicts the degree to which multicultural teams develop aligned expectations and norms for working together**

Adair and colleagues (*Journal of Cross-Cultural Psychology*, 2013) showed that CQ Strategy and CQ Action predict shared team values (such as group norms) in multicultural teams, but not in homogeneous teams (203 students and their peers in Canada).

— **Cooperation on Multicultural Teams | CQ predicts collaboration on multicultural teams**

Mor and colleagues (*Academy of Management Learning and Education*, 2013) showed that CQ Strategy predicts cooperation in international teams (200 managers and their peers in multicultural teams; 107 working adult experiment; 57 manager experiment; 76 manager experiment; 76 working adult experiment).

— **Mental Well-Being | CQ predicts psychological well-being**

Peng and colleagues (*Journal of Management Education*, 2014) showed that students with high CQ Drive have greater increases in psychological well-being in intercultural settings based on study abroad (109 study abroad students; T1-T2). Those with especially strong cultural identity and low CQ Drive benefited less from study abroad.

ARTICLE

— **Language Anxiety | CQ is negatively related to language anxiety**

Presbitero (*Journal of International Management*, 2020) demonstrated that cultural intelligence is negatively related to language anxiety of global virtual team members, and anxiety is negatively related to individual task performance.

— **Social Integration | Motivational CQ predicts Social Integration**

Richter and colleagues (*Journal of Business Research*, 2021) demonstrated that motivational CQ of geographically dispersed team members was positively related to social integration and performance of global virtual team members.

— **Sense of Inclusion | CQ predicts sense of inclusion in workgroups**

Alexandra and colleagues (*Personality and Individual Differences*, 2021) demonstrated that those with high Cultural Intelligence have a strong sense of inclusion in workgroups.

— **Support for DEIB | CQ predicts support for DEIB**

Richard-Eaglin (*Nurse Leader*, 2021) demonstrated that CQ of nurse leaders encourages practices that support diversity, equity, inclusion, and belonging.

— **Employee Engagement | CQ predicts engagement**

Bukhari and colleagues (*Journal of Hospitality and Tourism Insights*, 2025) demonstrated that CQ predicts engagement in the hospitality industry.

■ **PERFORMANCE OUTCOMES OF CQ (DISTAL OUTCOMES)**

— **Judgment and Decision-Making | CQ predicts the degree to which people make effective decisions in different cultural contexts**

Ang and colleagues (*Management and Organization Review*, 2007) conducted three substantive studies (794 participants in field and educational settings) and showed CQ Strategy and CQ Knowledge predict cultural judgment and decision-making.

ARTICLE

Davidaviciene and Al Majzoub (*Social Sciences*, 2022) demonstrated that CQ, task conflict, and transformational leadership positively predict decision-making processes in virtual teams.

— **Task Performance | CQ predicts the extent to which people use their technical proficiency (e.g., accounting, programming, teaching, managing, etc.) to perform effectively in unfamiliar cultural contexts**

Ang and colleagues (*Management and Organization Review*, 2007) conducted three substantive studies (794 participants in field and educational settings) and showed CQ Drive and CQ Action predict peer-rated and supervisor-rated task performance.

ARTICLE

G. Chen and colleagues (*Academy of Management Journal*, 2010) showed that CQ Drive predicts expatriate task performance (556 expatriates and their leaders from 31 foreign subsidiaries; T1-T2).

Rockstuhl and colleagues (*Journal of Applied Psychology*, 2015) demonstrated that a performance-based measure of CQ (the intercultural situational judgement test, iSJT) predicts peer-rated task performance in multicultural teams, controlling for the Big Five personality traits, cognitive ability, international experience, work experience, and number of languages spoken (12 managers for verbal protocols; 132 students in multicultural teams, T1-T3; 89 students in multicultural teams, T1-T2).

ARTICLE

— **Task Performance | CQ is negatively related to avoidance behavior when language competency is high**

Peyrols-Wu and Ng (*Applied Psychology: An International Review*, 2021) demonstrated that avoidance explains why those high in CQ and language competence have high task performance and voice.

ARTICLE

— **Intercultural Sales | CQ Drive predicts effectiveness selling into multicultural markets**

X.P. Chen and colleagues (*Journal of Applied Psychology*, 2012) showed that CQ Drive predicts intercultural sales when firm-level CQ Drive is high (305 real estate agents and organizational records).

— **Cultural Learning and Job Creativity | CQ predicts the degree to which expatriates learn about the host culture and demonstrate creativity on the job**

Xu and X.P. Chen (*Management and Organization Review*, 2017) showed expatriate CQ Drive and CQ Strategy predict cultural learning (defined as learning about the host country values, norms, and schema and job creativity (defined as exhibiting creativity on the job) (219 expatriate-supervisor dyads from 36 Chinese multinational organizations).

— **Idea Sharing and Creative Collaboration | CQ predicts the degree to which people speak up, collaborate, and innovate in multicultural contexts**

Chua and colleagues (*Organizational Behavior and Human Decision Processes*, 2012) showed that CQ Strategy predicts idea sharing and creative collaboration in culturally heterogeneous social networks, but not in homogeneous networks (43 mid-level managers and their peers; 60 managers with multicultural backgrounds; 236 student experiment).

Ng and colleagues (*Organizational Behavior and Human Decision Processes*, 2019) showed a negative relationship between cultural distance and speaking up with suggestions for change when CQ is low (325 students and their peers in multicultural teams in Singapore, T1-T3; 205 employees, 126 supervisors, and 522 peers in a global organization, with respondents from 43 countries).

ARTICLE

Stoermer and colleagues (*Journal of International Business Studies*, 2021) demonstrated that host country in-group collectivism (not foreigner-friendly immigration policies) strengthened the positive relationship between CQ and expatriate knowledge sharing with host-country colleagues via organizational embeddedness.

— **Voice Behavior | CQ is negatively related to Avoidance Behavior when language competency is high**

Peyrols-Wu and Ng (*Applied Psychology: An International Review*, 2021) demonstrated that avoidance explains why those high in CQ and language competence engage in voice behavior.

[ARTICLE](#)

— **Constructive Deviance | CQ predicts constructive deviance**

Bukhari and colleagues (*Journal of Hospitality and Tourism Insights*, 2025) demonstrated that CQ positively predicts constructive deviance via the mediating role of engagement, and the relationship between CQ and constructive deviance was stronger when employees reported a high level of organizational support.

— **Leadership Effectiveness | CQ predicts the degree to which people effectively lead individuals and projects that involve different cultural contexts**

Rockstuhl and colleagues (*Journal of Social Issues*, 2011) showed that general intelligence (IQ) predicts both domestic leadership effectiveness and cross-border leadership effectiveness (126 Swiss military officers and their peers). Emotional intelligence (EQ) is a stronger predictor of domestic leadership effectiveness, and CQ is a stronger predictor of cross-border leadership effectiveness.

[ARTICLE](#)

— **Negotiation Effectiveness | CQ predicts the degree to which people effectively negotiate with individuals who have different cultural backgrounds**

Imai and Gelfand (*Organizational Behavior and Human Decision Processes*, 2010) showed that cross-cultural dyads where both parties had high CQ Drive were more effective in negotiating (124 American and East Asian negotiators).

Groves and colleagues (*Journal of Management Education*, 2015) showed that CQ predicts negotiation effectiveness (133 managers with multicultural backgrounds; 3 expert assessors; T1-T3).

— **Team Performance | Leader's CQ predicts performance of multicultural teams**

Groves and Feyerherm (*Group and Organization Management*, 2011) showed that leader's CQ predicts multicultural team performance, controlling for leader emotional intelligence and other leadership competencies (99 multicultural leaders and 231 followers).

— **Team Performance | CQ predicts performance of multicultural teams**

Iskhakova and Ott (*Journal of International Education in Business*, 2020) demonstrated that working in multicultural teams positively predicted team-level CQ, and motivational CQ predicted team academic performance.

Richter and colleagues (*Journal of Business Research*, 2021) demonstrated that motivational CQ of geographically dispersed team members was positively related to social integration and performance of global virtual team members.

— **Organizational Effectiveness | Organizational Cultural Intelligence predicts organizational effectiveness**

Livermore and colleagues (*Business Horizons*, 2022) describe how to enhance organizational CQ, which should also enhance organizational effectiveness in our volatile and unpredictable world.

ARTICLE

■ **MODERATING ROLE OF CULTURAL INTELLIGENCE**

— **Enhancing Performance | Cultural Intelligence weakens the negative effects of conflict**

Davaei and colleagues (*Journal of International Management*, 2022) demonstrated that interpersonal, task, and process conflict negatively predicted the performance of global virtual teams, but Cultural Intelligence and emotional intelligence reduced the occurrence of conflict in teams.

■ **INCREASING CULTURAL INTELLIGENCE**

— **How to Increase CQ**

Raver and Van Dyne (*Developing Cultural Intelligence*, 2017) summarized research on predictors of enhanced CQ and recommended more research on systematic interventions with comparison of CQ scores at T1 and T2.

ARTICLE

Alexander and colleagues (*Frontiers: The Interdisciplinary Journal of Study Abroad*, 2021) demonstrated that a nine-week intercultural development program on CQ significantly increased cognitive, metacognitive, and behavioral CQ scores while scores of those in a control group did not increase.

Alexandra and colleagues (*Personality and Individual Differences*, 2021) demonstrated that perceived inclusion predicted increases in CQ over time, and cultural differences strengthened the relationship between inclusion and CQ.

Majda and colleagues (*International Journal of Environmental Research and Public Health*, 2021) demonstrated significant increases in CQ of master's level nursing students who participated in cultural education training workshops.

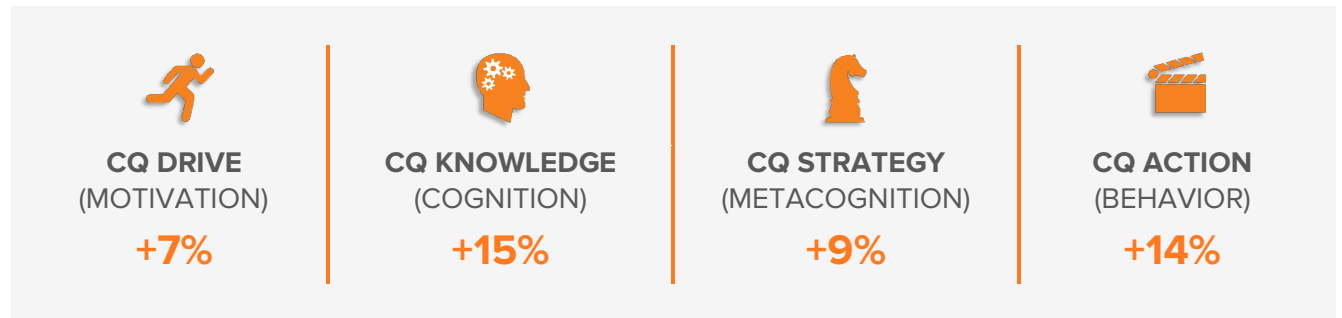
Visit culturalQ.com/about-cultural-intelligence/research for more information.

T1-T2 RESULTS

The following summarizes the results of four CQ Center programs that increased CQ scores of participants from T1 to T2. Please note that the nature of the interventions differed across programs, and this influenced which CQ capabilities changed and which did not. For example, programs that focus on the tangible and intangible benefits of being interested in culture can lead to increases in CQ Drive. Many classes teach about behavioral preferences, and this can increase CQ Knowledge. Other interventions emphasize perspective-taking and metacognitive processes, and this can increase CQ Strategy. Interventions that emphasize role-playing and behavioral flexibility can increase CQ Action. Finally, the most comprehensive programs include activities that target all four CQ capabilities, and so some programs show increases in each of the CQ capabilities.

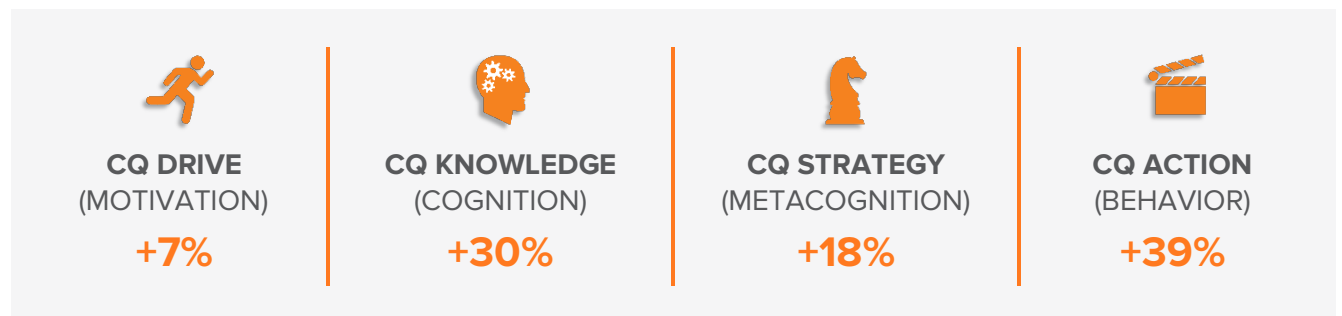
■ RESULTS OF A FOUR-YEAR UNIVERSITY PROGRAM

Paired T1-T2 t-tests demonstrated significant increases in all four CQ capabilities.



■ RESULTS OF A THREE-MONTH UNIVERSITY CLASS (SENIORS/4TH YEAR STUDENTS)

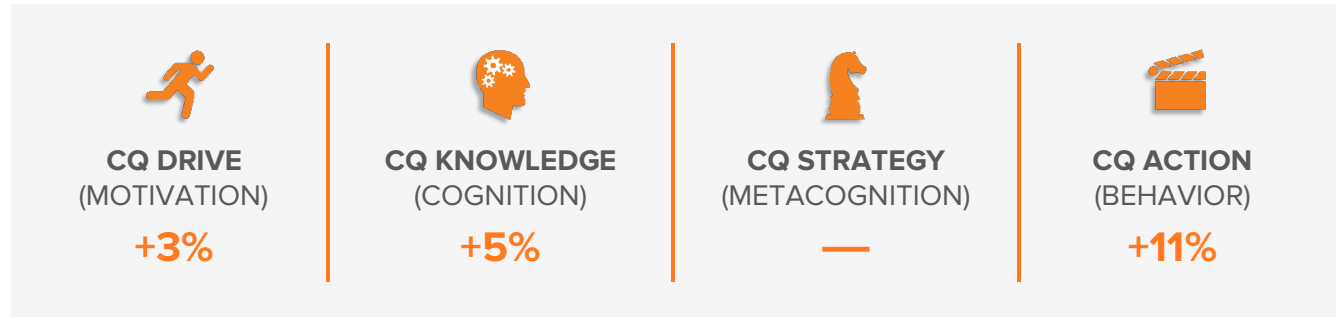
Paired T1-T2 t-tests demonstrated significant increases in all four CQ capabilities.



■ RESULTS OF A THREE-MONTH MILITARY ACADEMY LEADERSHIP DEVELOPMENT PROGRAM WITH EXPERIMENTAL AND CONTROL GROUPS

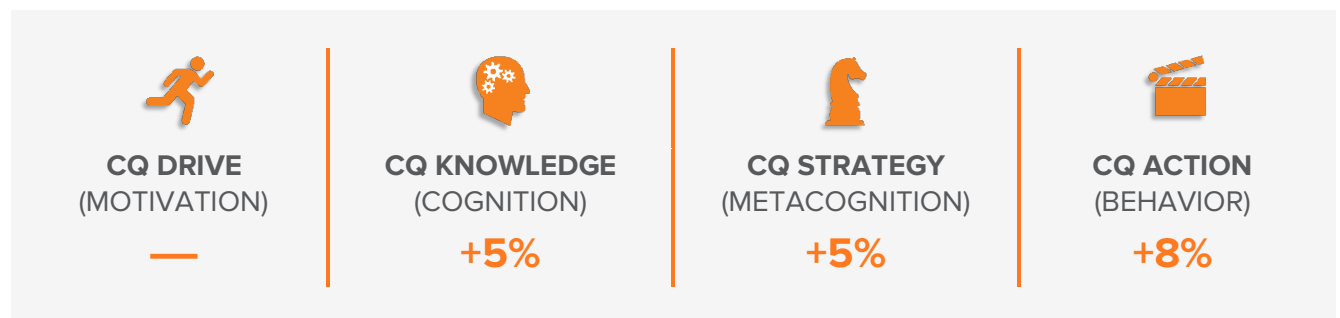
Paired t-test analysis of CQ scores in the Experimental group demonstrated significant increases in three Cultural Intelligence capabilities. There was not a meaningful change in CQ Strategy scores.

In contrast, there were no statistically significant changes in the CQ scores for those in the Control group.



■ RESULTS OF A ONE-YEAR PROGRAM FOR ALL EMPLOYEES OF A LARGE INDEPENDENT SCHOOL DISTRICT

Paired t-test analysis demonstrated significant increases in three Cultural Intelligence capabilities. There was not a meaningful change in CQ Drive scores.



CQ RESEARCH BRIEF



Rapid growth of research over the past 25 years with +250,000 individuals completing CQ assessments



Research published in +1,000 academic papers in +600 scholarly journals, conducted across +150 countries



Samples include students, executives, managers, nonprofit leaders, individual contributors, military personnel, etc.

WITHOUT CQ

- **Homogeneous teams** outperform heterogeneous teams
- **International travel** can reinforce and perpetuate ethnocentrism
- **Study abroad students** tend to spend time with people like themselves
- **Cultural knowledge** may lead to arrogance and missteps
- **Unconscious bias training** has little impact and may increase discrimination

SOLUTION

CQ provides a mental model for understanding and responding to complex multicultural situations.

Rather than memorize stereotypes of different cultures, the four CQ capabilities provide a framework for making sense of cultural situations on the fly. CQ recognizes and values differences within cultures.

Measure CQ: Assessments are valid and reliable ways to predict multicultural effectiveness.

Develop CQ: CQ is malleable and can be enhanced by:

- Direct experience (travel, multicultural interactions, etc.)
- Experiential learning
- Academic study
- Role-play exercises
- Working on concrete goals
- Journaling and reflection

IMPACT WITH CQ

Hundreds of peer-reviewed studies demonstrate that CQ predicts:

- Creativity and Innovation
- Idea Sharing
- Psychological Safety
- Adjustment and Well-being
- Trust
- Quality Interactions
- Low Conflict
- Quality Decision-Making
- Negotiation Effectiveness
- Employee Effectiveness
- Task Performance
- Citizenship Performance
- Leader Performance
- Team Performance
- Adaptive Performance

“CQ HAS THE MOST PROMISING EVIDENCE FOR ASSESSING CROSS-CULTURAL COMPETENCE.”

— *Matsumoto & Hwang’s critical review of ten cultural competence measures*
Journal of Cross-Cultural Psychology, July 2013

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 who have 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.

THE CULTURAL INTELLIGENCE CENTER: A CERTIFIED WOMEN'S BUSINESS ENTERPRISE



The Cultural Intelligence Center is certified as a Women's Business Enterprise by the Women's Business Enterprise National Council (WBENC), the nation's largest third-party certifier of businesses owned and operated by women.

We recognize the commitment to using a broad range of suppliers that is embraced by corporations and government agencies today. We can help you incorporate different perspectives in your work.

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.

CQ GLOBAL | culturalQ.com info@culturalQ.com

CQ UNITED KINGDOM | culturalQ.co.uk hello@culturalQ.co.uk

CQ EUROPE | culturalQ.eu info@culturalQ.eu

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