CQ

Cultural Intelligence
Feedback Report

Prepared For
Dean, Lisa
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Cultural Intelligence

Cultural Intelligence (CQ) is a person's capability to function effectively in situations characterized by cultural diversity.

PURPOSE OF THE REPORT

The purpose of this CQ Feedback Report is to increase your awareness and understanding of Cultural Intelligence (CQ).

CONTENTS OF THE REPORT

The report includes personal feedback on how you described yourself and how others described themselves. This information will allow you to compare your own responses with those of others who have completed the assessment.

The report concludes with a personal development section that will guide you in preparing and IMPLEMENTING a personal CQ development plan that can help you to build on your CQ strengths and further develop your overall cultural intelligence.

PERSONAL BENEFITS

Overall, this information on cultural intelligence should help you to understand how you function in culturally diverse settings and how you can improve these capabilities. This knowledge should help you to enhance your interactions in all aspects of life -- with special relevance to functioning effectively in culturally diverse settings, such as when interacting with people who have different cultural or ethnic backgrounds.

Most people find it beneficial to read the report now and then re-read it again -- perhaps in a few days or in a week. This will allow you to think deeply about the feedback and make sense of the information.

In addition, you can maximize your self-awareness and the personal benefits of this CQ feedback by CREATING and IMPLEMENTING a personal development plan.

If you have questions about your Cultural Intelligence Feedback Report, please contact Dr. David Livermore at the Cultural Intelligence Center (davelivermore@culturalq.com) or Dr. Linn Van Dyne (vandyne@culturalq.com). For additional information on cultural intelligence, go to www.culturalq.com or send an email to info@culturalq.com.
1. CULTURAL INTELLIGENCE OVERVIEW

The following brief overview of cultural intelligence will help you understand, interpret, and use the customized feedback in this report.

WHAT IS CULTURAL INTELLIGENCE?

Cultural Intelligence (CQ) is the capability to be effective across a variety of cultural contexts (e.g. national, ethnic, organizational, generational, etc.).

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. For example, a nonverbal behavior like silence might mean dissatisfaction or boredom in one culture and it may be an expression of respect in another. This can be disorienting.

Cultural intelligence allows us to function effectively at home and abroad. It's an individual capability that can be measured and enhanced. See Appendix A for more about the empirical basis of CQ.

FOUR DIFFERENT CQ CAPABILITIES

Cultural intelligence includes four capabilities (drive, knowledge, strategy, and action), each of which contributes to your overall CQ

<table>
<thead>
<tr>
<th>CQ Drive</th>
<th>Motivation</th>
<th>Your level of interest, drive, and confidence to adapt to multicultural situations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CQ Knowledge</td>
<td>Cognition</td>
<td>Your level of understanding about how cultures are similar and different.</td>
</tr>
<tr>
<td>CQ Strategy</td>
<td>Metacognition</td>
<td>Your level of awareness and ability to plan for multicultural interactions.</td>
</tr>
<tr>
<td>CQ Action</td>
<td>Behavior</td>
<td>Your level of adaptibility when relating and working interculturally.</td>
</tr>
</tbody>
</table>
2. YOUR PERSONAL CQ PROFILE

OVERVIEW

Your CQ Scores are based on your responses to the online survey you completed. Your frame of mind when you answered the questions may have influenced your responses. At the same time, research shows your first responses are usually the most accurate.

The following graph gives you a quick glimpse at how you assessed your CQ capabilities.

Note whether you were low, medium or high in each of the 4 areas of CQ.

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>You have scored in the bottom 25% of the worldwide norms for others who have completed the CQ self-assessment.</td>
</tr>
<tr>
<td>Moderater</td>
<td>You have scored in the middle 50% of the worldwide norms for others who have completed the CQ self-assessment.</td>
</tr>
<tr>
<td>High</td>
<td>You have scored in the top 25% of the worldwide norms for others who have completed the CQ self-assessment.</td>
</tr>
</tbody>
</table>
CQ-DRIVE

Definition:
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.

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 intercultural situations.

AN OVERVIEW OF YOUR SELF CQ-DRIVE
You scored 100. Compared to worldwide norms, you scored in the top 25% of all who have completed the CQ Self-Assessment. This represents a high score for CQ-Drive.

Based upon how you rated yourself, you are motivated to learn about different cultural settings. Your confidence in your ability to adapt to different cultures positively influences the way you work and relate in culturally diverse settings. You see many benefits to traveling and interacting with people from different cultures. Your strength in CQ Drive can be a powerful motivator to excel in multicultural situations.

CQ-Drive Sub-Dimensions
CQ-Drive is a person's motivation, interest, and confidence in functioning effectively in culturally diverse settings. It includes the following sub-dimensions:

<table>
<thead>
<tr>
<th>Sub-Dimension</th>
<th>Definition</th>
<th>Your Self Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrinsic Interest</td>
<td>Deriving enjoyment from culturally diverse experiences</td>
<td>100</td>
</tr>
<tr>
<td>Extrinsic Interest</td>
<td>Gaining benefits from culturally diverse experiences</td>
<td>100</td>
</tr>
<tr>
<td>Self-Efficacy</td>
<td>Having the confidence to be effective in culturally diverse situations</td>
<td>100</td>
</tr>
</tbody>
</table>
CQ-KNOWLEDGE

Definition:
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.

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.

AN OVERVIEW OF YOUR SELF CQ-KNOWLEDGE
You scored 48. Compared to worldwide norms, you scored in the middle 50% of all who have completed the CQ Self-Assessment. This represents a moderate score for CQ-Knowledge.

Based upon how you rated yourself, you have a basic understanding of how culture shapes thinking and behavior. You know some important ways that cultures differ but may still be disoriented in many multicultural contexts due to inadequate cultural understanding. By building upon your current understanding, you'll have a huge edge for succeeding in culturally diverse situations.

CQ-Knowledge Sub-Dimensions
CQ-Knowledge is a person's knowledge about how cultures are similar and how cultures are different. It includes the following sub-dimensions:

<table>
<thead>
<tr>
<th>Sub-Dimension</th>
<th>Definition</th>
<th>Your Self Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>Knowledge about economic and legal systems</td>
<td>67</td>
</tr>
<tr>
<td>Values &amp; Norms</td>
<td>Knowledge about values, social interaction norms, and religious beliefs</td>
<td>78</td>
</tr>
<tr>
<td>Socio-Linguistics</td>
<td>Knowledge about rules of languages and rules for expressing non-verbal behaviors</td>
<td>7</td>
</tr>
<tr>
<td>Leadership</td>
<td>Knowledge about managing people and relationships across cultures</td>
<td>42</td>
</tr>
</tbody>
</table>
Definition:
CQ-Strategy is the extent to which you are aware of what's going on in multicultural situations and your ability to use that awareness to manage those situations effectively.

What does High CQ-Strategy Look Like?
Individuals with high CQ-Strategy think about intercultural interactions before and after they occur. They plan ahead, check their assumptions and expectations during interactions, and reflect on their experience later. This refines their mental maps and enhances strategies for effective interactions.

AN OVERVIEW OF YOUR SELF CQ-STRATEGY
You scored 62. Compared to worldwide norms, you scored in the middle 50% of all who have completed the CQ Self-Assessment. This represents a moderate score for CQ-Strategy.

Based upon how you rated yourself, you have a moderate level of awareness about what's occurring in multicultural encounters. You see some value in planning for new intercultural situations but may still think that acting in the moment is the best game plan. You may be aware of some cultural assumptions as you interact but can still use improvement in suspending judgment as you work and relate.

CQ-Strategy Sub-Dimensions
CQ-Strategy is how a person makes sense of culturally diverse experiences. It includes the following sub-dimensions:

<table>
<thead>
<tr>
<th>Sub-Dimension</th>
<th>Definition</th>
<th>Your Self Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Strategizing before a culturally diverse encounter</td>
<td>18</td>
</tr>
<tr>
<td>Awareness</td>
<td>Knowing about one's existing cultural knowledge</td>
<td>84</td>
</tr>
<tr>
<td>Checking</td>
<td>Checking assumptions and adjusting mental maps when actual experiences differ from expectations</td>
<td>84</td>
</tr>
</tbody>
</table>
Definition:
CQ-Action is the extent to which you can act appropriately in multicultural situations. It includes your flexibility in verbal and non-verbal behaviors and your ability to adapt to different cultural norms.

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

AN OVERVIEW OF YOUR SELF CQ-ACTION
You scored 59.  Compared to worldwide norms, you scored in the middle 50% of all who have completed the CQ Self-Assessment. This represents a moderate score for CQ-Action.

Based upon how you rated yourself, you have some ability to adapt your verbal and nonverbal behavior for multicultural situations but it doesn't come automatically to you yet. You demonstrate an average level of flexibility and responsiveness to cultural cues. By expanding your repertoire of cultural behaviors, you'll be much more effective in culturally diverse situations.

CQ-Action Sub-Dimensions
CQ-Action is a person's capability to adapt verbal and nonverbal behavior to make it appropriate to diverse cultures. It includes the following sub-dimensions:

<table>
<thead>
<tr>
<th>Sub-Dimension</th>
<th>Definition</th>
<th>Your Self Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Verbal</td>
<td>Modifying non-verbal behaviors (e.g., gestures, facial expressions)</td>
<td>18</td>
</tr>
<tr>
<td>Verbal</td>
<td>Modifying verbal behaviors (e.g. accent, tone)</td>
<td>75</td>
</tr>
<tr>
<td>Speech Acts</td>
<td>Modifying the manner and content of communications (e.g., direct indirect)</td>
<td>84</td>
</tr>
</tbody>
</table>
Making Sense of Your CQ Feedback

You have just received feedback on the way you view your own CQ (Self CQ) relative to the World Wide CQ Norms.

Thinking about this information and making sense of it is important for developing your cultural intelligence.

STEP 1: Interpreting your Self CQ and the World Wide Norms

Examine your Self CQ Feedback relative to the World Wide Norms. This will allow you to compare your CQ scores with the CQ scores of everyone who has completed the CQ instrument.

<table>
<thead>
<tr>
<th></th>
<th>Self CQ Scores</th>
<th>Worldwide Norms: Average Ratings</th>
<th>Gap Between Self CQ and Worldwide Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>CQ-Drive</td>
<td>100</td>
<td>75</td>
<td>25</td>
</tr>
<tr>
<td>CQ-Knowledge</td>
<td>48</td>
<td>54</td>
<td>-6</td>
</tr>
<tr>
<td>CQ-Strategy</td>
<td>62</td>
<td>67</td>
<td>-5</td>
</tr>
<tr>
<td>CQ-Action</td>
<td>59</td>
<td>65</td>
<td>-6</td>
</tr>
</tbody>
</table>

Describe your Self CQ in your own words.

What do your CQ scores compared to the worldwide norms reveal about your strengths?

What potential areas for further development does this CQ information suggest?

Do you find anything surprising about your Self CQ Feedback? Why?
STEP 2: Implementing your Personal CQ Development Plan

The primary objective of this CQ feedback is to enhance your self-awareness of your capabilities in dealing with situations characterized by cultural diversity and to help you to enhance these capabilities in the future.

We encourage you to take time this week and reflect on your feedback. How can you begin to use your heightened knowledge of your cultural intelligence as a springboard for further personal and professional development?

To do this, you must take specific action steps to develop goals, plans, and strategies. Here are some questions to guide you.

1. Which two of the four factors are your strongest CQ capabilities (compared to the world wide norms)?

2. List FOUR specific things you can do to build on your CQ strengths during the next SIX MONTHS.

   a.

   b.

   c.

   d.

3. Identify ONE particular strength and think of how you can use it within the next WEEK.
4. List FOUR specific things you can do to improve your CQ during the next SIX MONTHS.

   a.

   b.

   c.

   d.

5. Identify ONE CQ factor where your score was somewhat low. Think of one specific thing you can do next WEEK to develop this capability.

6. TAKE ACTION: Ask for feedback when you are interacting with people who have different cultural backgrounds.

7. WORK WITH A PARTNER and think of ways that you can help each other develop your CQ. Be specific. Plan to review your progress together in two months.
3. YOUR INDIVIDUAL CULTURAL VALUE ORIENTATIONS

Researchers have developed a variety of ways to describe societal values to facilitate comparisons between cultures. Typically, cultural values are used to understand the differences between one nation and another. But in an increasingly globalized world, it's critically important to recognize diversity within cultures and it is difficult to generalize about the values of people according to where they live.

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national cultures but not always. The following summarizes the way you described your own individual cultural value orientations. In the diagrams below, the circle on the line from 1-100 indicates your preference for each value. Being “low” or “high” on a specific cultural value has no intrinsic meaning; it is not “better” to be low or high. Instead, these are descriptions of preferences.

### Individualism - Collectivism

<table>
<thead>
<tr>
<th>Individualism</th>
<th>Collectivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism: Individual goals and rights are more important than personal relationships.</td>
<td>Collectivism: Personal relationships and benefiting the group are more important than individual goals.</td>
</tr>
</tbody>
</table>

### Power Distance

<table>
<thead>
<tr>
<th>Low Power Distance</th>
<th>High Power Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low PD: Status differences are of little importance; empowered decision-making is expected across all levels.</td>
<td>High PD: Status differences should shape social interactions; those with authority should make decisions.</td>
</tr>
</tbody>
</table>

### Uncertainty Avoidance

<table>
<thead>
<tr>
<th>Low Uncertainty Avoidance</th>
<th>High Uncertainty Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low UA: Focus on flexibility and adaptability; tolerant of unstructured and unpredictable situations.</td>
<td>High UA: Focus on planning and reliability; uncomfortable with unstructured or unpredictable situations.</td>
</tr>
</tbody>
</table>
Cooperative – Competitive

Cooperative: Emphasis upon cooperation and nurturing behavior; high value placed upon relationships and family.

Competitive: Emphasis upon assertive behavior and competition; high value placed upon work, task accomplishment, and achievement.

Time Orientation

Short Term: Views the future as unpredictable; values immediate outcomes more than long-term benefits (success now!).

Long Term: Values long term planning; willing to sacrifice short-term outcomes for long-term benefits (success later).

Context

Low Context: Emphasis on explicit words; values direct communication.

High Context: Emphasis on harmonic relationships and implicit understanding; values indirect communication.

Being-Doing Orientation

Being: Social commitments and task completion are equally important; diffuse boundaries between personal and work activities

Doing: Task completion takes precedence over social commitments; clear separation of personal and work activities

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APPENDIX A: 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 a malleable capability that can be enhanced by multi-cultural 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 multi-cultural 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.

Research demonstrates that 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 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.