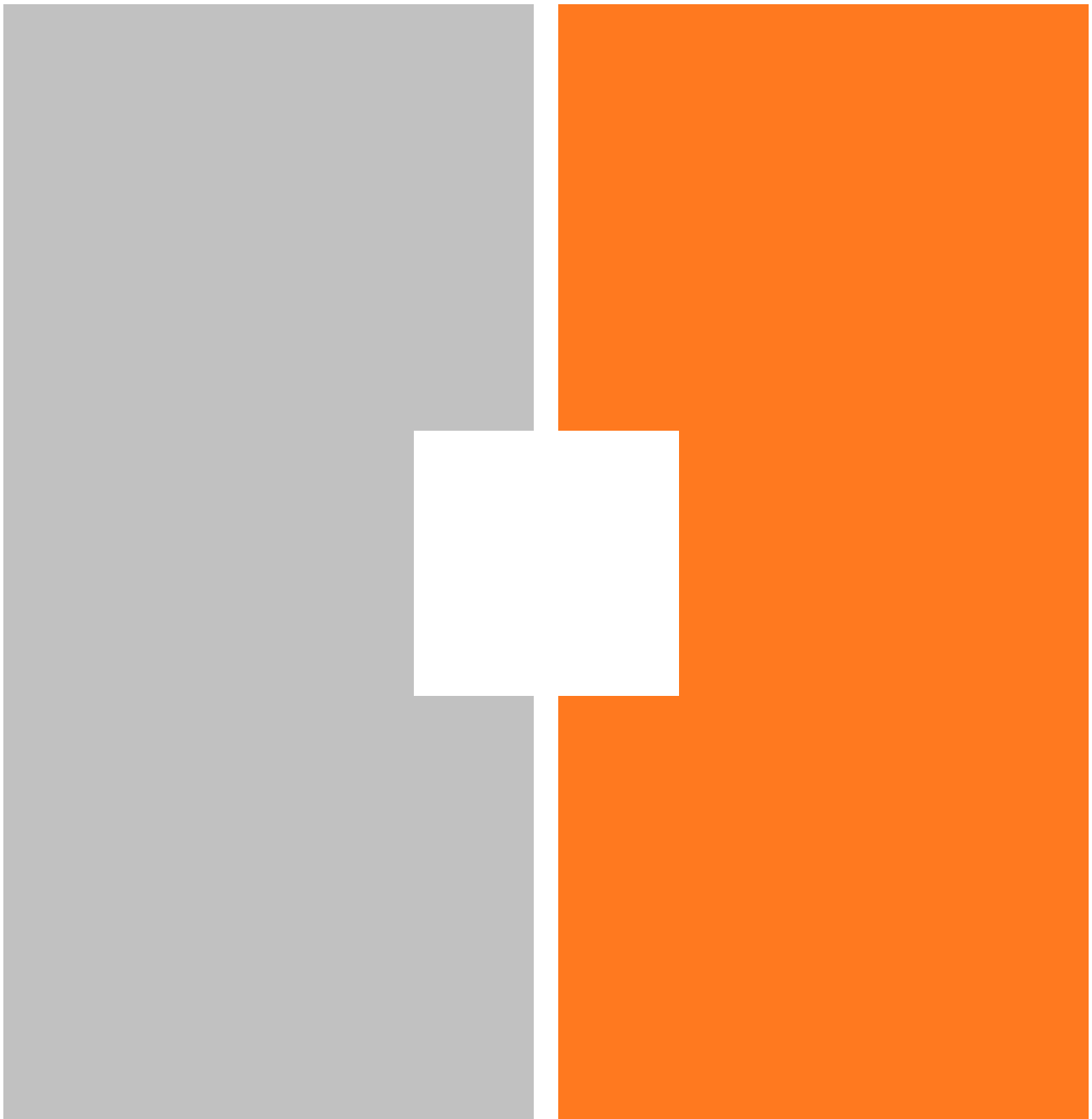


# CQ Report

SELF-ASSESSMENT BASIC PLUS

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June 2014





# Contents

This CQ Self Assessment Feedback Report will help you identify 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.

For more information visit [www.culturalq.com](http://www.culturalq.com)

## CONTENTS OF REPORT

WHAT IS CQ? .....	4
CQ PROFILE .....	5
CQ DEVELOPMENT PLAN .....	11
APPENDIX A: Cultural Values .....	14
APPENDIX B: Research Basis .....	16

# What is CQ?

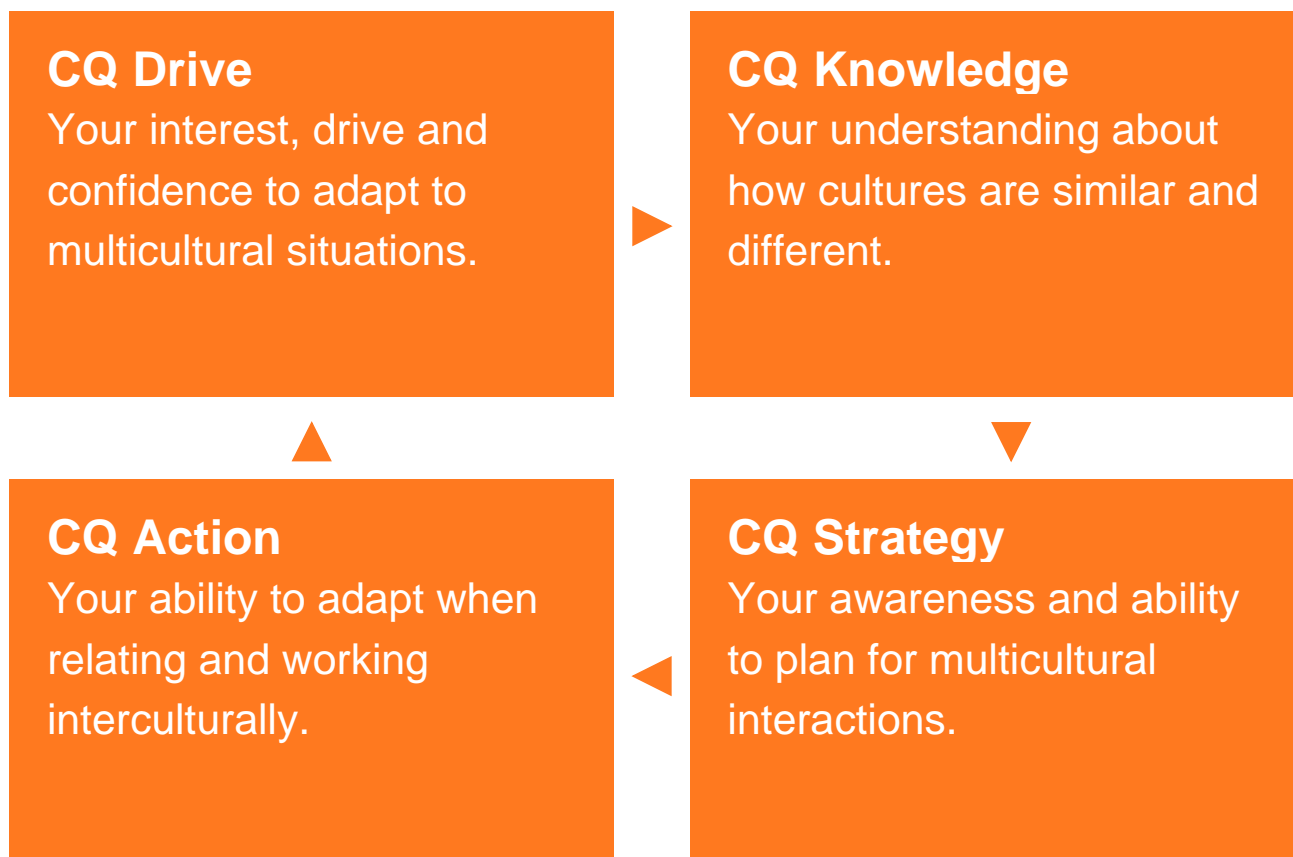
Cultural Intelligence (CQ) is a person's capability to function effectively in a variety of cultural contexts - both internationally and domestically.

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.

For more information, see Appendix A: Research Basis and/or visit [www.culturalq.com](http://www.culturalq.com)

## CQ CAPABILITIES

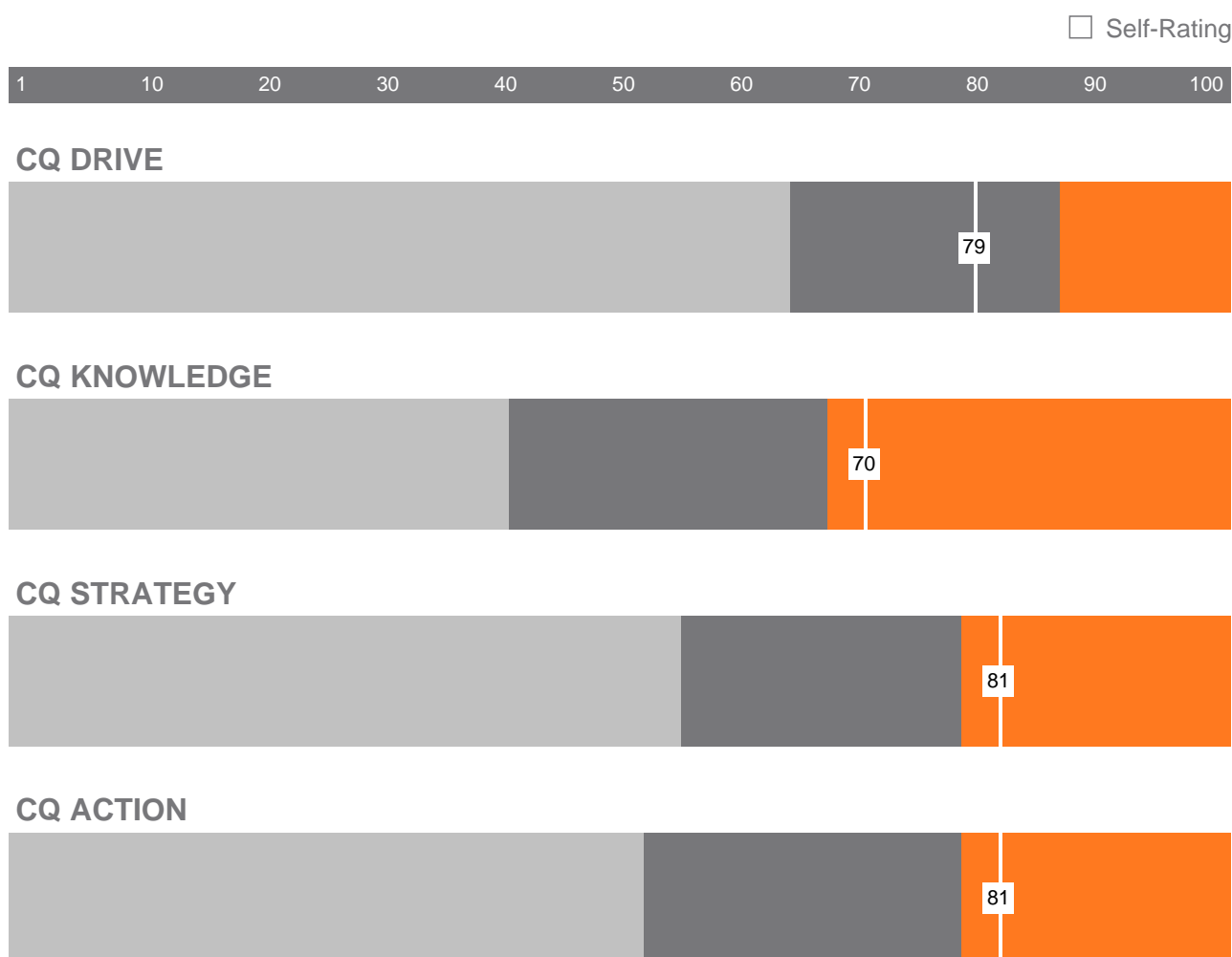
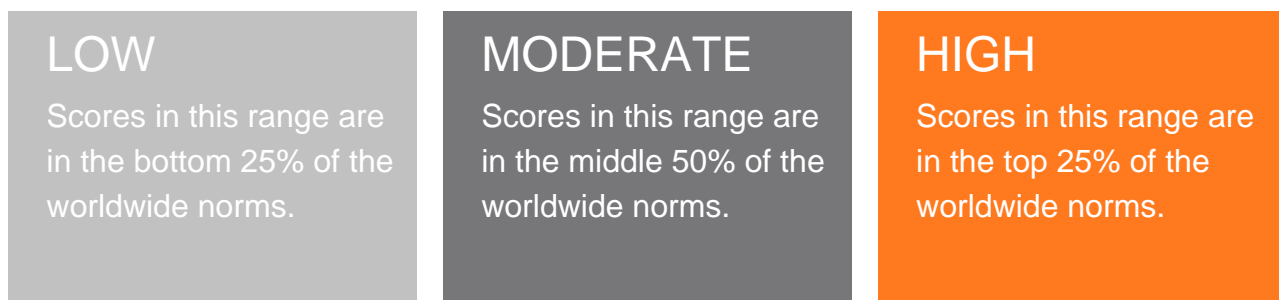
CQ includes four capabilities:



# CQ Profile Summary

This is a one-page snapshot of your self CQ scores for the four CQ capabilities. Notice your self-ratings and the worldwide norms for how other global professionals have assessed their CQ.

## CQ RATINGS AND PERCENTAGES



# 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.



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 intercultural situations.



### OVERALL



### INTRINSIC INTEREST



### EXTRINSIC INTEREST



### SELF-EFFICACY



# 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

- Business:** Knowledge about economic and legal systems.
- Values & Norms:** Knowledge about values, social interaction norms and religious beliefs.
- Socio-Linguistic:** Knowledge about rules of languages and rules for expressing non-verbal behaviors.
- Leadership:** Knowledge about managing people and relationships across cultures.  
(Context Specific)

## WHAT DOES HIGH CQ KNOWLEDGE LOOK LIKE?

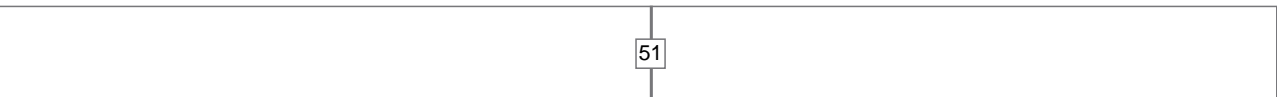
Individuals with high CQ Knowledge have a rich, well-organized understanding of culture and how it affects the way people think and behave. They possess a repertoire of knowledge of how cultures are similar and how they are different. They understand how culture shapes behavior.



### OVERALL



### BUSINESS



### VALUES & NORMS



### SOCIO-LINGUISTIC



### LEADERSHIP



# CQ Strategy

CQ Strategy is the extent to which you are aware of what's going on in a multicultural situation and are able to check and plan accordingly.



## CQ STRATEGY SUB-DIMENSIONS

- Planning:** Strategizing before a culturally diverse encounter.
- Awareness:** Sensing the perspectives of self and others.
- Checking:** Checking assumptions and adjusting mental maps when experiences differ from expectations.

Self-Rating

## 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 experiences later. This refines their mental maps and enhances strategies for effective interactions.



### OVERALL



### PLANNING



### AWARENESS



### CHECKING





# CQ Action

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.



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).

**Non-Verbal:** Modifying non-verbal 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 can apply to fit a specific context. They know when to adapt and when not to adapt.



### OVERALL



### SPEECH ACTS



### VERBAL



### NON-VERBAL





# Reflection

Your CQ is not fixed. With experience, education, and some simple but intentional goals and strategies, you can improve your CQ. Spend some time reflecting upon your CQ feedback.

## TODAY

**Describe your cultural intelligence in your own words.**

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## HIGHEST SCORES

CQ Strategy is your highest self-rating.

**How can this strength help you improve your global effectiveness?**

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## LOWEST SCORES

CQ Knowledge is your lowest self-rating.

**How can this weakness be limiting your global effectiveness?**

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# Action Plan

By spending a few minutes identifying some short-term and long-term goals, you can significantly increase your global effectiveness.

## PRESENT

**What global or multicultural challenges are you facing?**

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## FUTURE

**What global or multicultural opportunities do you want to pursue?**

(e.g., becoming a global leader, living overseas, developing relationships in multicultural contexts, participating in a multicultural team, etc.)

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## LEVERAGING YOUR CQ STRENGTHS

**Based upon your CQ feedback, what CQ strengths offer the most potential for pursuing the opportunities above?**

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**List two specific things you can do to build upon these strengths during the next month.**

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**List two additional things you can do to build upon your CQ strengths during the next six months.**

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**MANAGING YOUR CQ WEAKNESS**

Based upon your CQ feedback, what CQ weaknesses are most hindering you from pursuing the opportunities above?

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List two specific things you can do to address these weaknesses during the next month.

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List two additional things you can do to address these weaknesses during the next six months.

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**ACCOUNTABILITY**

With whom will you share this plan in the next 2 weeks?

How can this individual help you follow through and work on your goals?

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# Cultural Values

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national culture/s but not always. The chart on the next page shows your individual cultural value orientations compared to the norms of the ten global clusters below.

## TERMS

<b>Individualism:</b>	Emphasis on individual goals and individual rights.
<b>Collectivism:</b>	Emphasis on group goals and personal relationships.
<b>Low Power Distance:</b>	Emphasis on equality; shared decision-making.
<b>High Power Distance:</b>	Emphasis on differences in status; superiors make decisions.
<b>Low Uncertainty Avoidance:</b>	Emphasis on flexibility and adaptability.
<b>High Uncertainty Avoidance:</b>	Emphasis on planning and predictability.
<b>Cooperative:</b>	Emphasis on collaboration, nurturing, and family.
<b>Competitive:</b>	Emphasis on competition, assertiveness, and achievement.
<b>Short Term:</b>	Emphasis on immediate outcomes (success now).
<b>Long Term:</b>	Emphasis on long term planning (success later).
<b>Low Context:</b>	Emphasis on explicit communication (words).
<b>High Context:</b>	Emphasis on indirect communication (tone, context).
<b>Being:</b>	Emphasis on quality of life.
<b>Doing:</b>	Emphasis on being busy and meeting goals.

## GLOBAL CLUSTERS

<b>Anglo:</b>	Australia, Canada, New Zealand, U.K., U.S., etc.
<b>Arab:</b>	Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Saudi Arabia, U.A.E., etc.
<b>Confucian Asia:</b>	China, Hong Kong, Japan, Singapore, South Korea, Taiwan, etc.
<b>Eastern Europe:</b>	Albania, Czech Republic, Greece, Hungary, Mongolia, Poland, Russia, etc.
<b>Germanic Europe:</b>	Austria, Belgium, Germany, Netherlands, etc
<b>Latin America:</b>	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Mexico, etc.
<b>Latin Europe:</b>	France, French-speaking Canada, Italy, Portugal, Spain, etc.
<b>Nordic Europe:</b>	Denmark, Finland, Iceland, Norway, Sweden, etc.
<b>Sub-Saharan Africa:</b>	Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.
<b>Southern Asia:</b>	India, Indonesia, Malaysia, Philippines, Thailand, etc.

To learn more, read *Expand Your Borders: Discover the World through Ten Cultural Clusters*, available at [www.culturalIQ.com/books](http://www.culturalIQ.com/books).

▲ Based on Self-Rating \* Significant variation within cluster

**INDIVIDUALISM**

**COLLECTIVISM**

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin Europe	Arab Confucian Asia Latin America Southern Asia* Sub-Saharan Africa
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**LOW POWER DISTANCE**

**HIGH POWER DISTANCE**

Anglo Germanic Europe Nordic Europe	Confucian Asia Eastern Europe* Latin Europe Sub-Saharan Africa	Arab Latin America Southern Asia*
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**LOW UNCERTAINTY AVOIDANCE**

**HIGH UNCERTAINTY AVOIDANCE**

Anglo Eastern Europe Nordic Europe	Arab Confucian Asia* Germanic Europe Southern Asia* Sub-Saharan Africa	Latin Europe Latin America
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**COOPERATIVE**

**COMPETITIVE**

Nordic Europe Sub-Saharan Africa	Arab Confucian Asia Eastern Europe Latin America Latin Europe	Southern Asia* Anglo Germanic Europe
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**SHORT TERM**

**LONG TERM**

Anglo Arab Eastern Europe Nordic Europe Sub-Saharan Africa	Germanic Europe Latin America Latin Europe Southern Asia*	Confucian Asia
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**LOW CONTEXT**

**HIGH CONTEXT**

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin America Latin Europe	Arab Confucian Asia Southern Asia* Sub-Saharan Africa
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**BEING ORIENTATION**

**DOING ORIENTATION**

Arab Latin America Nordic Europe Sub-Saharan Africa	Confucian Asia* Eastern Europe Latin Europe Southern Asia*	Anglo Germanic Europe
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# Research Basis

## **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.

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 sub-dimensions exceed the standard cut-off of .70.

Most important, research demonstrates that cultural intelligence predicts adjustment, well-being, cultural judgement and decision making, and task performance in culturally diverse settings.

Visit <http://www.culturalq.com/research.html> for more information.





