
CQ: CULTURAL INTELLIGENCE

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What is CQ?



- **CQ**: cultural intelligence
- **CQ** = an individual's ability to function effectively across national, ethnic and organizational cultures
- Combines the emotional, cognitive and practical dimensions of cross cultural encounters
- **CQ** is a **four dimensional framework**
 - Motivation
 - Cognition
 - Metacognition
 - Behavioral



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Why is it important?

- **Cultural Intelligence** is all about business leadership
- **Cross-cultural leadership** named as the top management challenge for the next century
- **Effective leadership** requires the ability to adapt quickly and effectively
- **CQ** is essential to managing well in today's global environment

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Effective Leadership

- Understanding Diverse Customers
- Managing Diverse Teams
- Recruiting and Developing Cross-Cultural Talent
- Adapting Leadership Styles
- Demonstrating Respect



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Cultural Iceberg

- Easy to see:
 - Customs
 - Language
 - Courtesies
- Difficult to see:
 - Values
 - Priorities
 - Assumptions



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Why is it important that we, as business professionals, understand the point of view of people from other cultures?

Misattribution

Misconceptions and Miscommunications

Diversity

Question: What perceptions do you have of US people and their culture?



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Misattribution

Misattribution is attributing meaning or motive to someone's behavior based upon one's own culture or experience.

—Patty Lane

Question: What examples do you see of misattribution between Americans and other cultures?

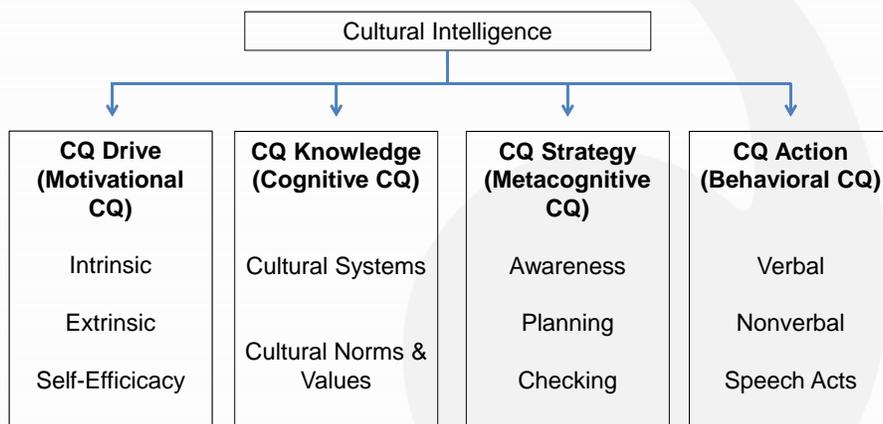


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Four Dimensional Framework



The Four Dimensional Model of Cultural Intelligence



*Taken from "Leading with Cultural Intelligence" by David Livermore

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CQ Drive

Motivational dimension of CQ

- Individual's level of interest, drive and energy to adapt cross-culturally
- Leaders who are confident in their ability to adapt are more successful in these cultural interactions



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CQ Knowledge

Cognitive dimension of CQ

- Knowledge about culture and its role in shaping how people think and act
- Leaders with CQ Knowledge understand how culture shapes behavior



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CQ Strategy

Meta-cognitive dimension of CQ

- Individual's ability to "know about knowing"
- Leaders with high CQ Strategy are better able to monitor, analyze, and adjust their behaviors in different cultural settings



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CQ Action

Behavioral dimension of CQ

- Individual's ability to actually change their behavior as a result of engaging in the CQ process
- Leaders with high CQ Action can draw on the other three dimensions



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So How Does This Impact You?

- **CQ Drive:** How are you growing your business?
- **CQ Knowledge:** Who are your diverse customers?
- **CQ Strategy:** How do you serve them differently?
- **CQ Action:** How does your behavior change?

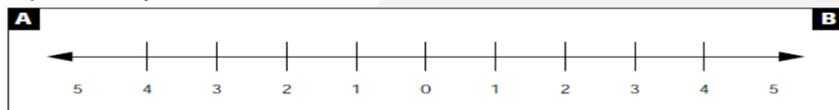


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Time

A. In some cultures, people are not ruled by the clock. Focusing on what one is doing, particularly on one's relationships with others, is more important than meeting deadlines. Dealing with things as they come up, finishing as soon as one is able, and attending to other important matters determine when things get accomplished. Schedules are flexible and punctuality is lax.

B. In other cultures, getting things done on time and according to fixed schedules is essential. Time is one of an organization's most precious commodities and should be used wisely. Time should not be wasted, neither your time nor that of another person. Strict punctuality is expected.



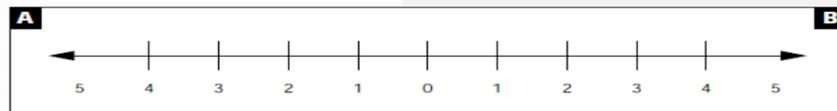
Where would you place your own country and your destination country on this dimension?

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Hierarchy

A. In some cultures, a deep feeling for democratic equality manifests itself in a lack of deference shown for those in authority. People who take their authority very seriously are “cut down to size” by humor and/or criticism. First names or nicknames are frequently used.

B. In other cultures, the emphasis on hierarchy assures that one is shown deference and respect from those in positions of lesser authority. Titles are frequently used to address those in authority.



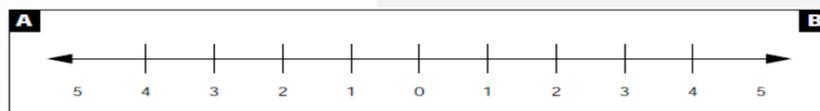
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Formality

A. In some cultures, formality and protocol are seen as barriers to interaction. An environment of friendly informality and casualness, quickly established, sets people at ease and promotes good communication and relations.

B. In other cultures, formality and protocol should be observed at all times, in accordance with the position and status of the persons involved and the requirements of the situation. Formality makes people comfortable by providing structure and clear rules for correct behavior.



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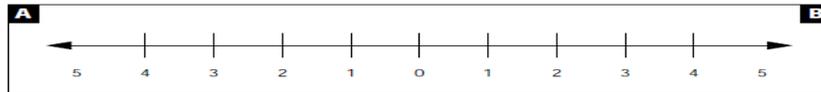
Cultural Comparison

1. Individual Identity VS.

Group Identity

A. In some cultures, individualism is valued. One's identity is based on terms of "self" (I, me, my), and on individual achievements. It is important to communicate an air of self-assurance and worth. People who express their own individual opinions and beliefs are admired. Standing out from the crowd is desirable.

B. In other cultures, one's identity is based on one's groups of affiliation—what company one works for, the family one is from, etc. People are expected to be modest about individual achievements or personal opinions. Loyalty to the group is essential, despite personal feelings. Individual achievements are subordinated to the welfare of the group. Fitting in is essential.

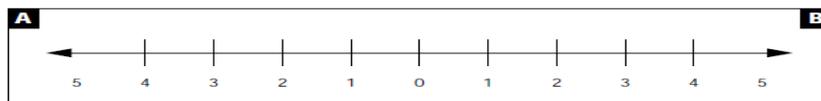


2. Event Orientation VS.

Time Orientation

A. In some cultures, people are not ruled by the clock. Focusing on what one is doing, particularly on one's relationships with others, is more important than meeting deadlines. Dealing with things as they come up, finishing as soon as one is able, and attending to other important matters determine when things get accomplished. Schedules are flexible and punctuality is lax.

B. In other cultures, getting things done on time and according to fixed schedules is essential. Time is one of an organization's most precious commodities and should be used wisely. Time should not be wasted, neither your time nor that of another person. Strict punctuality is expected.



Cultural Values Regions & Nations

Country or Region	Time Orientation	High vs. Low Context	Individualism	Power Distance	Uncertainty Avoidance
Arab Countries	Event	High	38	80	68
Australia	Clock	Low	90	36	51
Brazil	Event	High	38	69	76
Canada	Clock	Low	80	39	48
China	Clock	High	20	78	37
East Africa Region	Event	High	27	64	52
France	Clock	Mid	72	68	86
Great Britain	Clock	Mid	89	35	35
Hong Kong	Clock	High	25	68	29
India	Event	High	48	77	40
Israel	Event	Low	54	13	81
Japan	Clock	High	46	54	92
Malaysia	Event	High	26	104	36
Mexico	Event	High	30	81	82
Russia	Clock	High	38	95	97
Singapore	Clock	High	20	74	NA
South Africa	Clock	High	65	49	49
Thailand	Clock	High	20	64	64
United States	Clock	Low	91	40	46

Scores are on a scale of 1 to 120; 120 is the highest degree of the value listed (e.g., 120 in Individualism would be an extremely individualist culture and 1 are extremely collectivist culture).

The following is an example of misattribution taking place between an American boss and a Greek employee.
Each person makes attributions; however, and they are incorrect.

Verbal Conversations	Attributions
<p>American: How long will it take you to finish this report?</p> <p>Greek: I do not know how long should it take.</p> <p>American: You are in the best position to analyze time requirements.</p> <p>Greek: 10 days.</p> <p>American: Take 15. Is it agreed you will do it in 15 days?</p>	<p>American: I asked him to participate. Greek: His behavior makes no sense. He is the boss. Why doesn't he <i>tell</i> me?</p> <p>American: He refuses to take responsibility. Greek: I asked him for an order.</p> <p>American: I press him to take responsibility for his own actions. Greek: What nonsense! I better give him an answer.</p> <p>American: He lacks ability to estimate time; this time is totally inadequate.</p> <p>American: I'm offering a contract. Greek: These are my orders: 15 days.</p>
<p>In fact, the report needed 30 days of regular work. So the Greek worked day and night, but at the end of the 15th day, he still needed one more day's work.</p>	
<p>American: Where is the report?</p> <p>Greek: It will be ready tomorrow.</p> <p>American: But we had agreed it would be ready today.</p> <p>The Greek hands in his resignation.</p>	<p>American: I am making sure he fulfills his contract. Greek: He is asking for the report.</p> <p>Both attribute that it is not ready.</p> <p>American: I must teach him to fulfill a contract. Greek: The stupid, incompetent boss! Not only did he give me wrong orders, but he does not even appreciate that I did a 30-day job in 16 days.</p> <p>The American is surprised. Greek: I can't work for such a man.</p>