

CQ Basic Group Report

AN ORGANIZATION

SOME PROGRAM

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This CQ Group Report provides the aggregate results of the Cultural Intelligence (CQ) ratings of those who participated in this CQ assessment program.

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Cultural Intelligence (CQ)

Cultural Intelligence (CQ) is an individual's capability to function effectively in situations characterized by cultural diversity. This includes situations that are diverse in national, ethnic, and organizational culture. It also includes diversity in gender, age, academic major, functional background, and interests. Thus, cultural intelligence has broad implications for personal and professional effectiveness across a variety of situations.

CQ is similar to IQ (general mental ability) and EQ (emotional intelligence) in that it measures a set of capabilities necessary for personal and professional success. CQ, however, is unique because it focuses specifically on the skills and capabilities needed to succeed internationally and in multicultural domestic situations.

CQ is a set of capabilities that can be enhanced by experience, education, and training.

THIS CULTURAL INTELLIGENCE PROGRAM WAS DESIGNED TO:

- Trigger reflection while participants completed surveys
- Guide participants in making sense of the feedback
- Encourage them to take specific action steps aimed at enhancing CQ
- Facilitate awareness and use of CQ capabilities after completion of the program

Individual reports included comparisons of individual's CQ scores with worldwide norms.

FOUR CQ CAPABILITIES

CQ DRIVE

CQ Drive (Motivational CQ) is a person's level of interest, persistence, and confidence during multicultural interactions. It includes:

- **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.

CQ KNOWLEDGE

CQ Knowledge (Cognitive CQ) is a person's understanding about how cultures are similar and different. It includes:

- **Business:** Knowledge about economic and legal systems.
- **Values & Norms:** Knowledge about values, social interaction norms, and religious beliefs.
- **Socio-Linguistic:** Knowledge about language and communication norms.
- **Leadership:** Knowledge about managing people and relationships across cultures. (Context Specific)

CQ STRATEGY

CQ Strategy (Metacognitive CQ) is a person's awareness and ability to plan for multicultural interactions. It includes:

- **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.

CQ ACTION

CQ Action (Behavioral CQ) is a person's ability to adapt when relating and working in multicultural contexts. It includes:

- **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).

CQ Group Profile

54 PARTICIPANTS

Gender

Female	Male	Other
70%	74%	59%

Languages Spoken

One	Two	Three+
6%	72%	53%

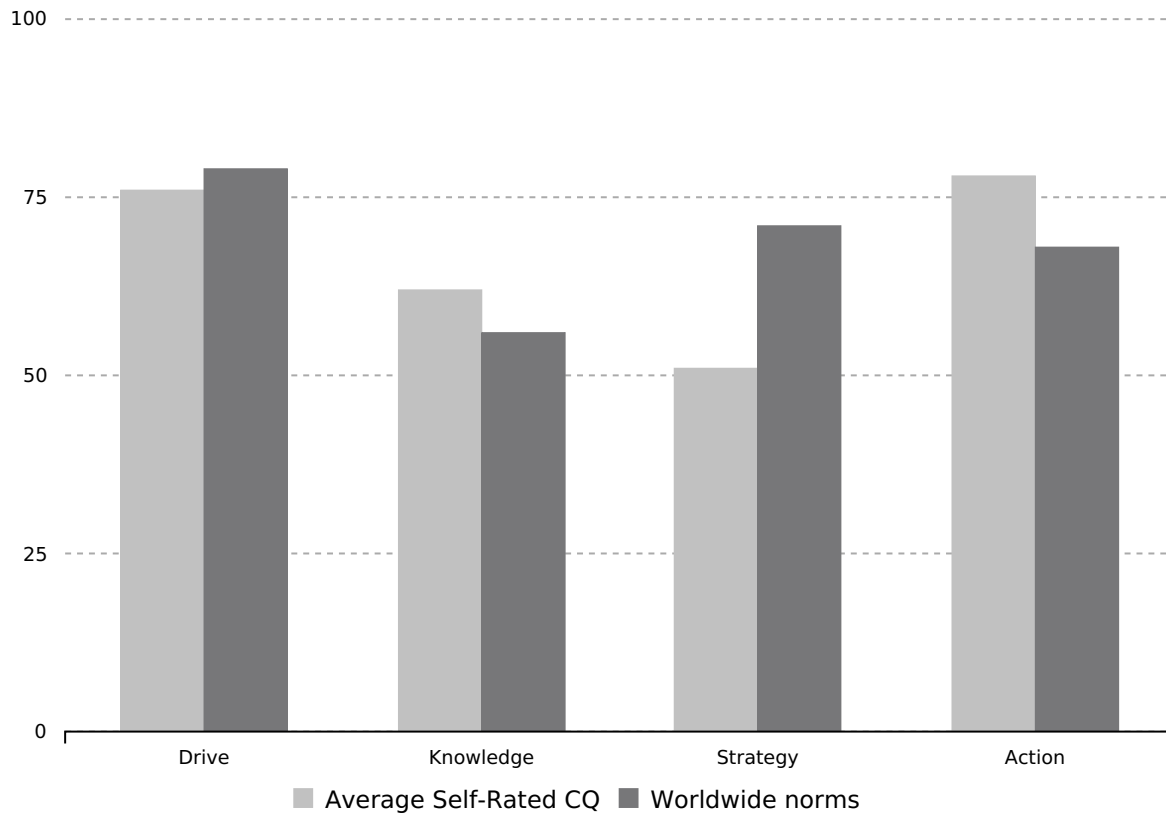
Number of countries lived in at least 6 months

One	Two	Three+
59%	31%	76%

Prior intercultural experience

None	Limited	Moderate	Significant	Extensive
15%	60%	76%	73%	44%

Average Self-Ratings and Worldwide Norms

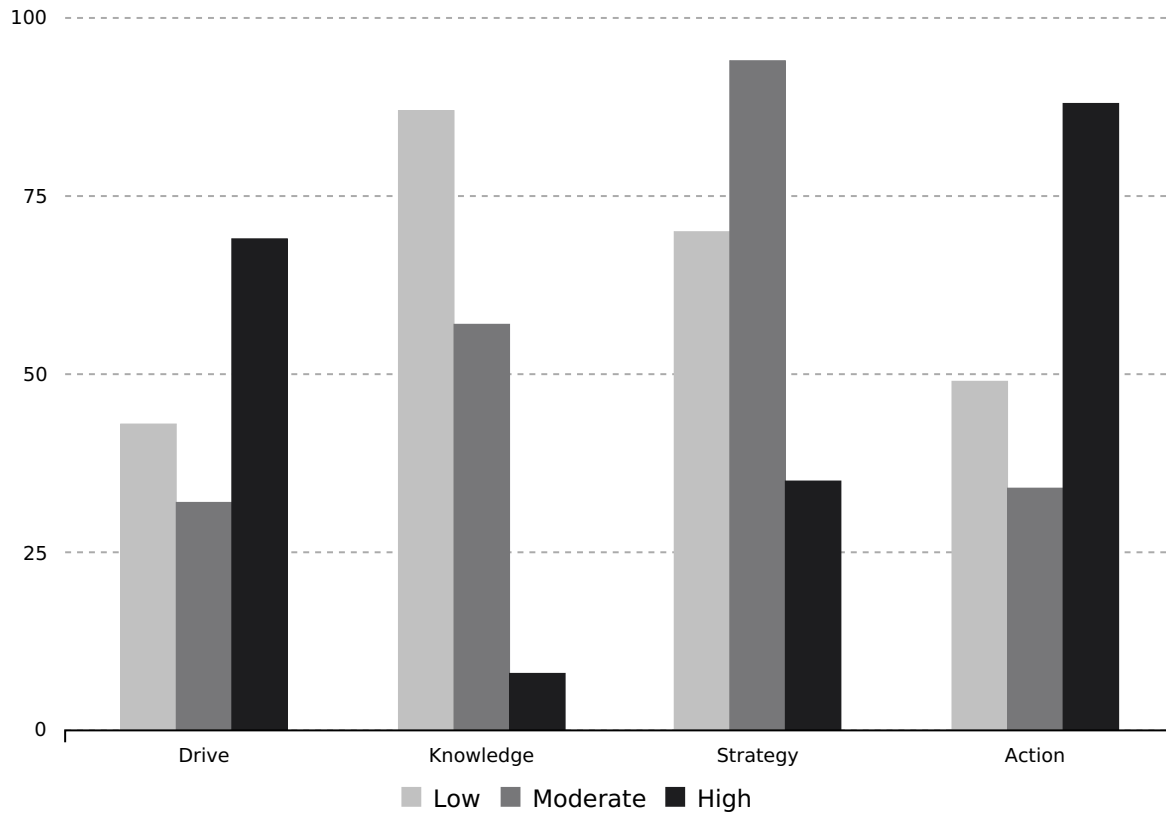


The following compares average CQ scores for this group with the worldwide norms.

AVERAGE SELF-RATED CQ VS WORLDWIDE NORMS

CQ Drive	Self-rated CQ Drive is LESS THAN the worldwide norm by 49 points
CQ Knowledge	Self-rated CQ Knowledge is GREATER THAN the worldwide norm by 77 points
CQ Strategy	Self-rated CQ Strategy is LESS THAN the worldwide norm by 31 points
CQ Action	Self-rated CQ Action is GREATER THAN the worldwide norm by 57 points

Distribution of Self-Ratings



MINIMUM AND MAXIMUM SCORES IN THIS GROUP

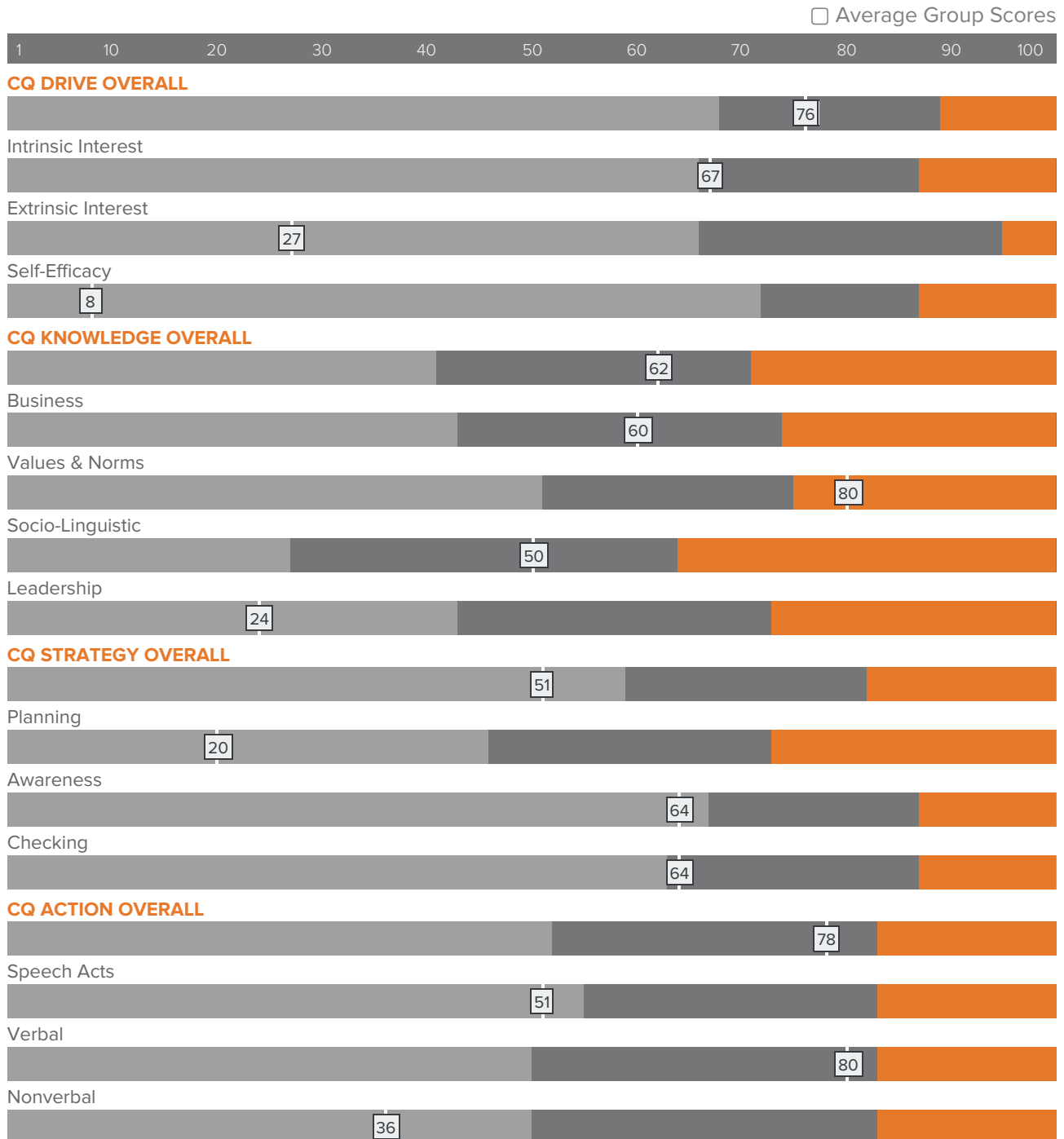
<u>Dimension</u>	<u>Self Min-Max</u>
CQ Drive	67 - 82
CQ Knowledge	57 - 94
CQ Strategy	40 - 63
CQ Action	61 - 87

Group CQ Profile Summary



□ Average Group Scores

Below is a one-page snapshot of the average CQ scores for this group.



Distribution of Self-rated CQ Scores

The following summarizes the low-moderate-high distributions of this group's self-rated CQ scores.

Moderate

The average self-rated scores were **Moderate** (in the middle 50% of the worldwide norms) for the following CQ capabilities. These average self-rated scores differed numerically from the worldwide norms by **2 - 17** points.

- **KNOWLEDGE**
- **ACTION**

Moderate

The average self-rated scores were **Moderate** (in the middle 50% of the worldwide norms) for no CQ capabilities.

High

The average self-rated scores were **High** (in the upper 25% of the worldwide norms) for the following CQ capabilities. These average self-rated scores differed numerically from the worldwide norms by **1 - 10** points.

- **STRATEGY**

High

The average self-rated scores were **High** (in the upper 25% of the worldwide norms) for no CQ capabilities.

Low

The average self-rated scores were **Low** (in the lower 25% of the worldwide norms) for the following CQ capabilities. These average self-rated scores differed numerically from the worldwide norms by **3 - 10** points.

- **DRIVE**

Low

The average self-rated scores were **Low** (in the lower 25% of the worldwide norms) for no CQ capabilities.

VARIABILITY IN INDIVIDUAL CQ SCORES

Some individual scores might be significantly different from the worldwide norms. In general, differences of

15 points and higher are meaningful.

Participants can benefit from reflecting on meaningful gaps and thinking of possible reasons for these differences. When self scores are significantly higher than the norms, participants should think of specific things they can do to leverage their strong CQ capabilities.

In most cases, participants have an accurate understanding of their capabilities. In some cases, distractions, stress, time pressure, or other factors may have influenced their responses to the questions. Participants are in the best position to assess the accuracy and meaning of their scores.

When self scores are significantly below the norms, they should think of action steps they can take to improve their weaker CQ capabilities.

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 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 judgment and decision making, and task performance in culturally diverse settings.

Visit culturalQ.com/research for more information.

Conclusions

Overall, the results of this program are very promising.

On average the self-rated CQ scores are practically equivalent to, or higher than, the worldwide norms – suggesting that the typical participant has a very sophisticated set of contemporary capabilities that are increasingly important in this globalizing, multicultural world.

Based on the feedback reports, participants should have a better understanding of their CQ capabilities. This should include ways that they can use their strengths as well as specific goals they can set to enhance capabilities that are not so strong.

Based on this group report, you should have a better understanding of the CQ strengths of the group. You should also have insights on which CQ capabilities tend to be stronger versus weaker in this group. We encourage you to develop action plans you can use with the group to use the group's CQ strengths and enhance the weaker CQ capabilities of the group.

By continuing to offer CQ assessment and feedback, you can provide unique, value-added information that enhances self-awareness and differentiates your programs from those offered by other organizations.

Given the benefits of CQ, we recommend that you consider offering CQ assessment and feedback to other groups of participants.

Next Steps

Encourage participants to:

- Complete the CQ Personal Development Plan in their feedback reports. Plans should start by focusing on specific ways to use CQ strengths.
- List specific actions they can take to build on their CQ strengths at work and in their personal lives.
- Brainstorm individually and list things they can do to enhance their weaker CQ capabilities.
- Next, work with a partner and help each other expand their lists of specific action steps.
- Reach agreement with this partner to provide each other with ongoing support for implementing personal development plans.
- Work with this partner to set target dates for discussing progress toward goals.

As a facilitator. Consider some of the following options:

- **T2 Assessments:** Offer participants T2 assessments so they can compare their scores before and after an event.
- **Team Assessment:** This assessment can be used with intact teams where participants receive aggregated peer feedback on their CQ capabilities.
- **Expand Your Borders:** This book describes differences in cultural values for the ten largest cultural clusters in the world. Reading this book is an excellent first step for enhancing CQ Knowledge—the understanding of key cultural similarities and differences.
- **Great Courses: Customs of the World:** This set of 24-lectures covers the values and customs of the ten largest cultural clusters of the world.
- **MyCQ™:** An online e-learning course designed to debrief an individual's CQ Assessment report. Content is customized for each learner so that course modules reflect their personal scores from the CQ assessment. Course materials cover individual scores on the four primary CQ capabilities as well as the sub-dimensions.

