

The background of the slide features a large, faint, circular seal of Pepperdine University. The seal contains a cross-like design with the university's name and the year 1937.

Cultural Intelligence: Employee Assessment, Placement, & Development Practices

**Personnel Testing Council of Southern California
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Introduction

Associate Professor of Management

Graziadio School of Business, Pepperdine University

- MBA courses in management, organization development, and leadership
- Leadership and organization development scholar

President

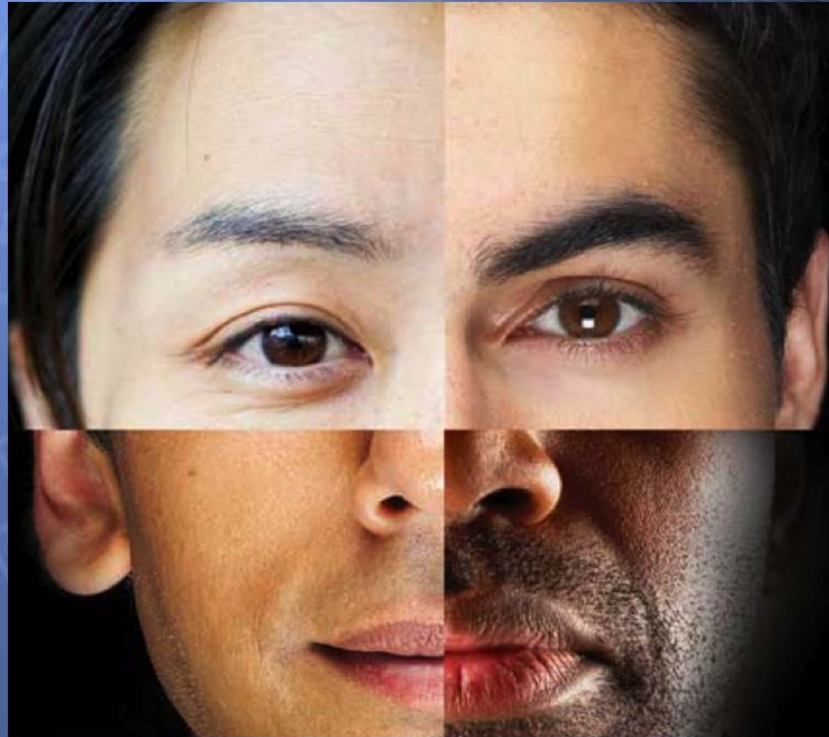
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- Selection, assessment, and training practices
- Executive assessment, coaching, and succession planning
- Organization development and employee engagement

Session Preview

- **Business Case for Cultural Intelligence (CQ)**
- **CQ Overview & Organizational Applications**
 - CQ framework and capabilities
 - Assessment, placement, and training practices
 - Applications across national and generational cultures
- **Questions & Answers**

What is the Business Case for CQ?



THINK: A Forum on the Future of
Leadership

Quantifying the Business Case for CQ

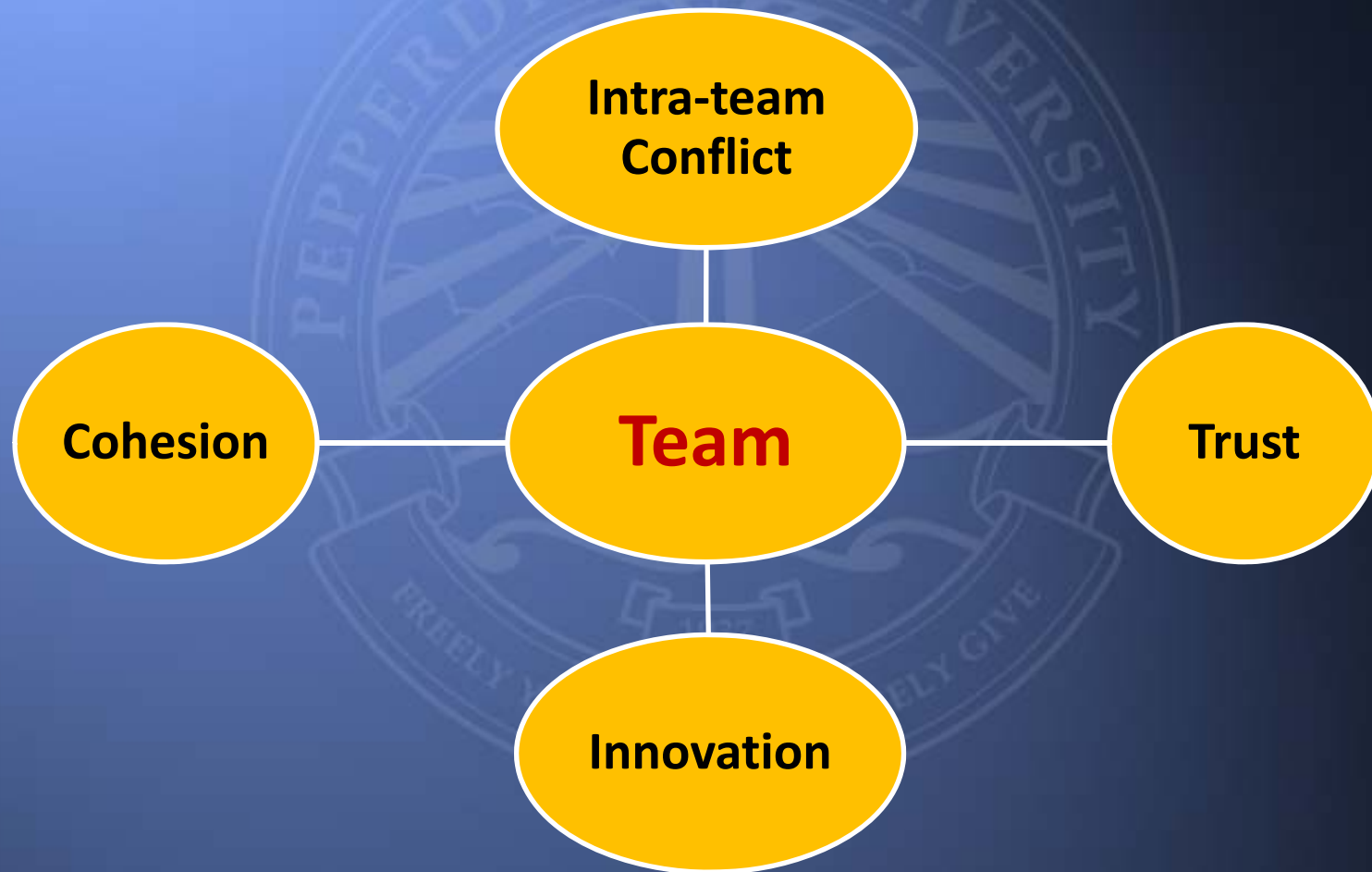
Consider the following statistics:

- **\$700,000** – *first year expense of moving an expatriate overseas, many of whom fail.*
- **90%** – *Number of senior executives from 68 countries who named multicultural leadership as their top challenge.*
- **60%** – *Amount of growth that GE projects will come from their developing world revenues.*
- **1 billion** – *Number of people expected to join the middle class in the next decade.*
- **67%** – *Amount of international air travel revenue that is generated by Asian and Middle Eastern Airlines*

Personal Benefits of High CQ



Team Benefits of High CQ



Organizational Benefits of High CQ



Reflection Exercise

Please use your notepad to reflect on the following questions:

- 1. Describe a time when you experienced failure due to low CQ (either personally or in observing others)?*
- 2. How might heightened cultural intelligence have changed this situation for the better?*

Defining & Applying Cultural Intelligence

*What is Cultural Intelligence, and how
is it practiced at your organization?*

Cultural Intelligence Overview

Cultural Intelligence Quotient (CQ)

- *The capability to function effectively across various cultural contexts* (national, ethnic, organizational, generational, etc.).*
- Soon Ang & Lynn Van Dyne (2008)



Defining Characteristics of CQ

CQ vs. Other Intercultural Frameworks



- Form of intelligence
- Applied to any cultural context
- Malleable
- Strong research validation
- Consists of 4 capabilities

Four CQ Capabilities

CQ Drive

- Level of interest, drive, and confidence to adapt to multicultural situations.



CQ Knowledge

- Level of understanding about how cultures are similar and different.



CQ Strategy

- Level of awareness and ability to plan for multicultural situations.



CQ Action

- Level of adaptability when relating and working interculturally.



CQ Drive: Motivation

What does High CQ-Drive look like?

- ✓ Highly motivated to learn and adapt to new and diverse cultural settings
- ✓ Strong sense of the benefits gained from intercultural situations
- ✓ High self-confidence in ability to be effective in culturally diverse situations



CQ Knowledge: Cognition

What does High CQ-Knowledge look like?

- ✓ Well-organized understanding of culture and how it impacts behavior
- ✓ Clear understanding of the link between cultural values and behavior
- ✓ Deep knowledge of cultural dimensions such as values, socio-linguistics, and leadership



CQ Strategy: Metacognition

What does High CQ-Strategy look like?

- ✓ Routinely think about intercultural interactions before and after they occur
- ✓ Strategizing before a culturally diverse encounter
- ✓ Checking and revising assumptions during intercultural interactions



CQ Action: Behavior

What does High CQ-Action look like?

- ✓ Flexibility in verbal and non-verbal behaviors across intercultural situations
- ✓ Strong ability to adapt to different cultural norms
- ✓ Flexibility in modifying the manner and content of communications



Small Group Exercise: Applying CQ

How are CQ capabilities practiced in your organization?

1. For your group's assigned CQ capability, what does high CQ look like? Discuss how this capability is performed in terms of behaviors, actions, words, policies, etc.
2. Discuss critical incidents at your organization in which your assigned CQ capability was associated with successful and/or failed intercultural experiences.
3. Summarize your group's discussion and prepare to report out your findings.

Measuring Cultural Intelligence

<u>Measure</u>	<u>Type</u>	<u>Dimensions/Scales</u>	<u>Length</u>	<u>Versions</u>
Cultural Intelligence Assessment (Ang & Van Dyne, 2006)	Capabilities/behavioral competencies	Meta-cognitive (CQ Strategy) Cognitive (CQ Knowledge) Motivational (CQ Drive) Behavioral (CQ Action)	20 Items	<ul style="list-style-type: none">▪ Self-assessment▪ Other-assessment (360 degree version)

- The Cultural Intelligence Center, LLC
- Feedback reports for individuals, teams, or departments/sponsors
- Academically validated instrument
 - Strong psychometric properties
 - Valid predictor of multiple performance outcomes in cultural contexts



CQ

Cultural Intelligence Multi-Rater Feedback Report

Prepared For
MultiRater, Sample

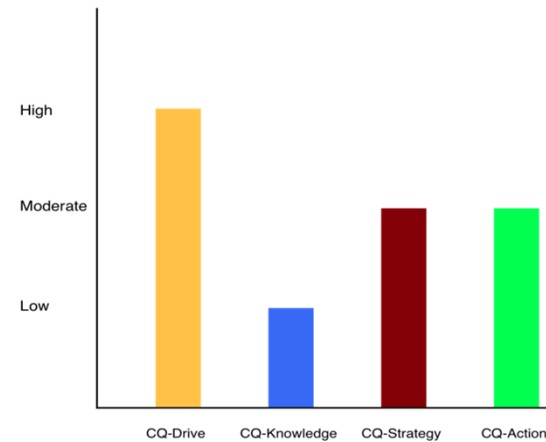
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2. YOUR PERSONAL CQ PROFILE

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.

Low	You have scored in the bottom 25% of the worldwide norms for others who have completed the CQ self-assessment.
Moderate	You have scored in the middle 50% of the worldwide norms for others who have completed the CQ self-assessment.
High	You have scored in the top 25% of the worldwide norms for others who have completed the CQ self-assessment.



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 88. 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

Your self-assessments for the three sub-dimensions of CQ-Drive can give you additional insights into how you see your capabilities.

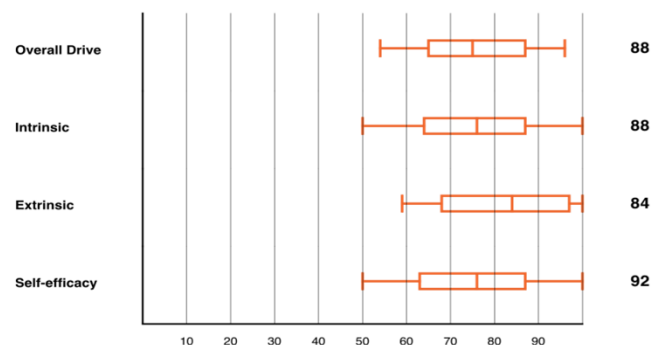
Sub-Dimension	Definition	Your Self Ratings
Intrinsic Interest	Deriving enjoyment from culturally diverse experiences	88
Extrinsic Interest	Gaining benefits from culturally diverse experiences	84
Self-Efficacy	Having the confidence to be effective in culturally diverse situations	92

CQ-DRIVE

Your Self CQ Ratings for CQ-Drive vs. the Worldwide Norms

Using your self rating in the column at the far right, draw a line on the graph below that represents how you rated yourself compared to worldwide norms. Note how your self-ratings compare to how others around the world have rated themselves. (See Appendix B for an explanation of how to interpret these box and whiskers charts for the worldwide norms).

Your Scores



Your Self CQ Ratings for CQ-Drive vs. Your Observer Ratings

Compare your self-ratings with how your observers described you.

LOWEST Observer Rating	HIGHEST Observer Rating	AVERAGE of all Observer Ratings	YOUR SELF RATING
52	90	74	88

Your CQ Development Plan

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.

Organizational CQ Applications



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