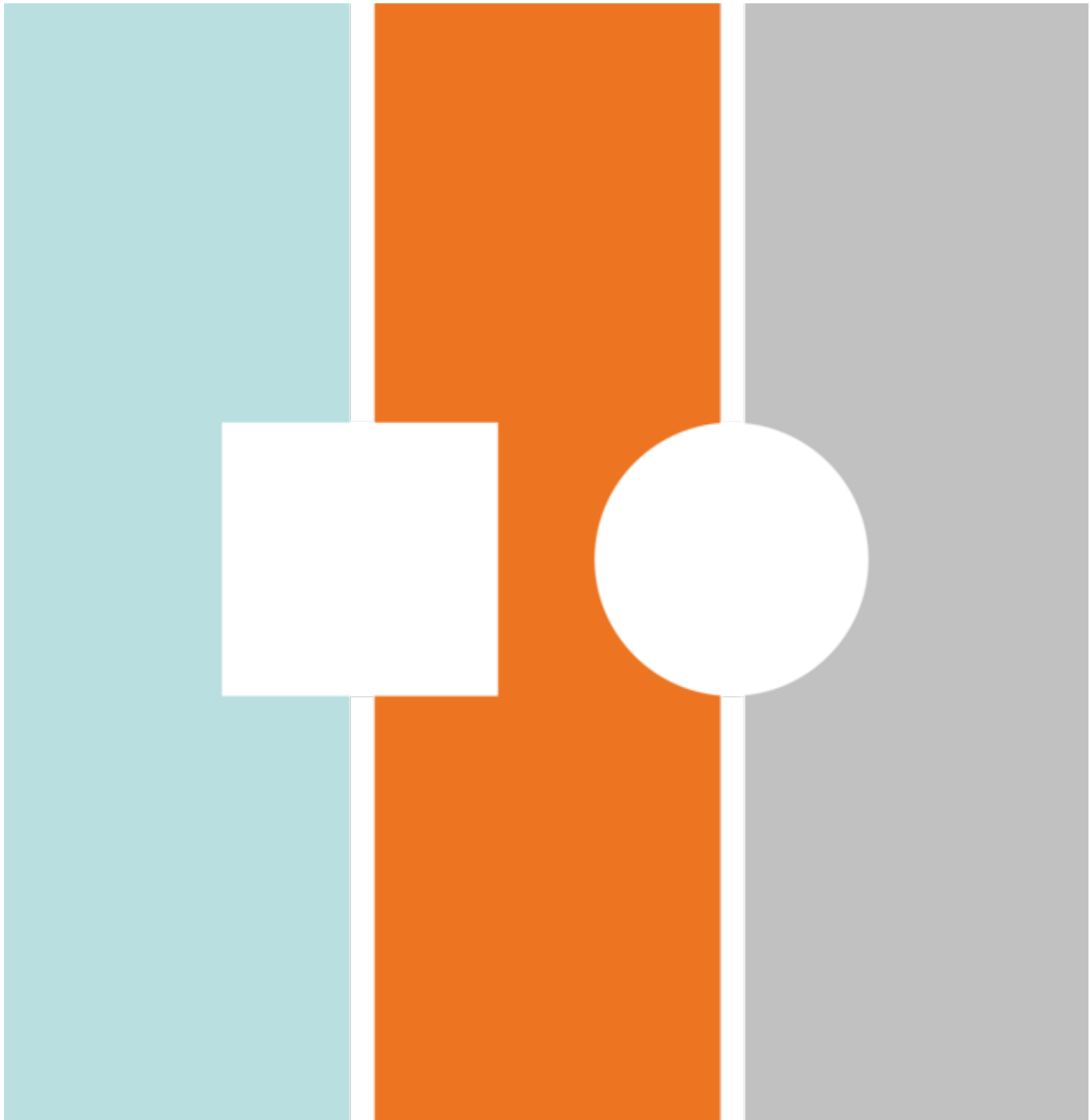


CQ 360 Group Report

AN ORGANIZATION

SOME PROGRAM

February 2021



Contents

This CQ Group Report provides the aggregate results of the Cultural Intelligence (CQ) ratings and the Individual Cultural Value orientations 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 and feedback on individual's cultural value orientations.

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.
- **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

44 PARTICIPANTS

25 WITH MATCHED OBSERVER DATA

Gender

| Female | Male | Other |
|--------|------|-------|
| 43% | 27% | 85% |

Languages Spoken

| One | Two | Three+ |
|-----|-----|--------|
| 72% | 56% | 12% |

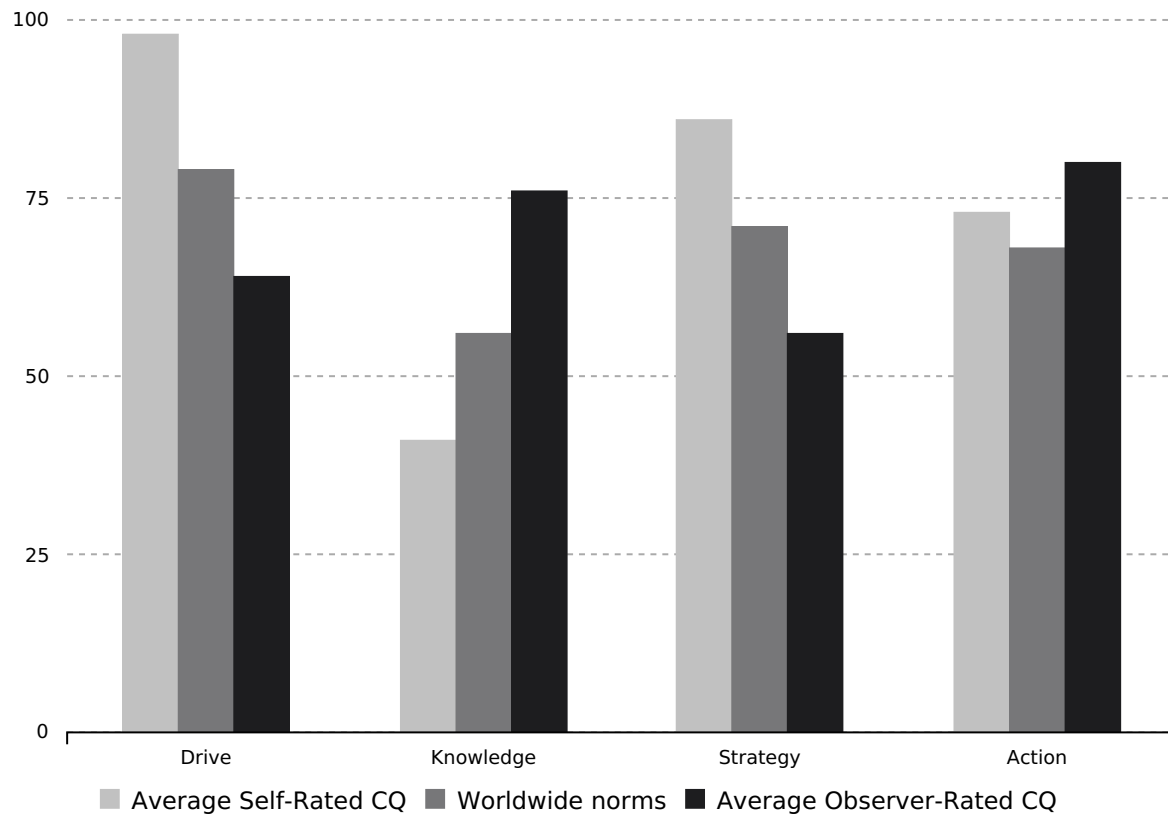
Number of countries lived in at least 6 months

| One | Two | Three+ |
|-----|-----|--------|
| 4% | 35% | 73% |

Prior intercultural experience

| None | Limited | Moderate | Significant | Extensive |
|------|---------|----------|-------------|-----------|
| 19% | 19% | 9% | 53% | 49% |

Self, Norms, Observer



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

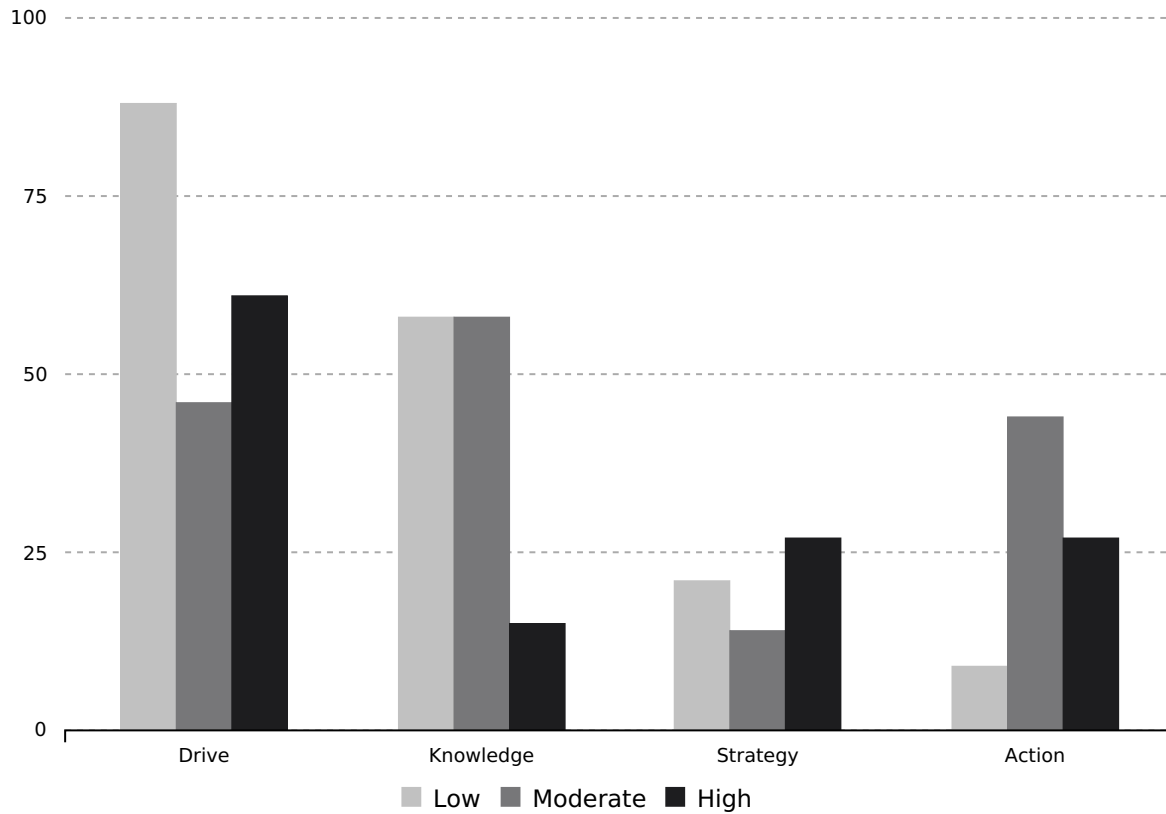
AVERAGE SELF-RATED CQ VS WORLDWIDE NORMS

| | |
|---------------------|--|
| CQ Drive | Self-rated CQ Drive is GREATER THAN the worldwide norm by 44 points |
| CQ Knowledge | Self-rated CQ Knowledge is LESS THAN the worldwide norm by 79 points |
| CQ Strategy | Self-rated CQ Strategy is GREATER THAN the worldwide norm by 27 points |
| CQ Action | Self-rated CQ Action is GREATER THAN the worldwide norm by 28 points |

AVERAGE OBSERVER-RATED CQ VS AVERAGE SELF-RATED CQ

| | |
|---------------------|---|
| CQ Drive | Observer rated CQ Drive is LESS THAN self-rated CQ Drive by 34 points. |
| CQ Knowledge | Observer rated CQ Knowledge is GREATER THAN self-rated CQ Knowledge by 35 points. |
| CQ Strategy | Observer rated CQ Strategy is LESS THAN self-rated CQ Strategy by 30 points. |
| CQ Action | Observer rated CQ Action is GREATER THAN self-rated CQ Action by 7 points. |

Distribution of Self-Ratings

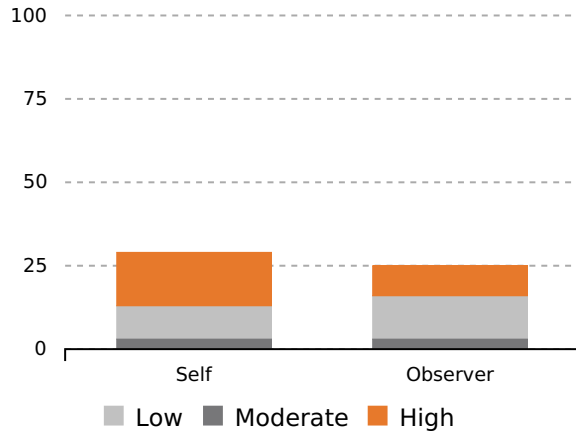


MINIMUM AND MAXIMUM SCORES IN THIS GROUP

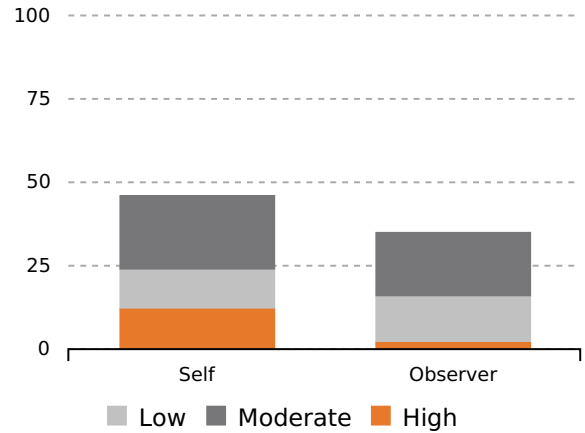
| Dimension | Self Min-Max |
|--------------|--------------|
| CQ Drive | 97 - 98 |
| CQ Knowledge | 17 - 62 |
| CQ Strategy | 80 - 90 |
| CQ Action | 14 - 99 |

Self vs. Observer Ratings

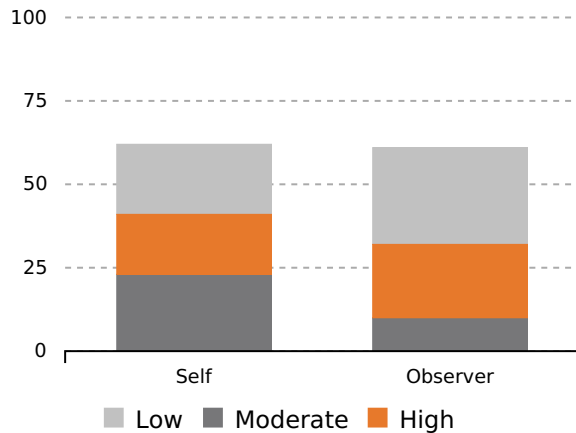
DRIVE



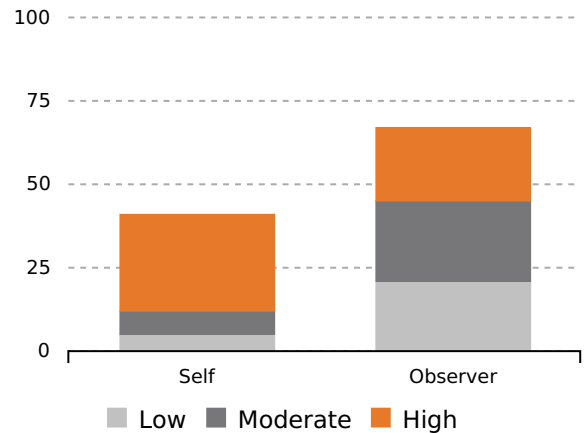
KNOWLEDGE



STRATEGY



ACTION



These comparison graphs show the distribution of Low, Moderate and High for both self and observers.

MINIMUM AND MAXIMUM SCORES IN THIS GROUP

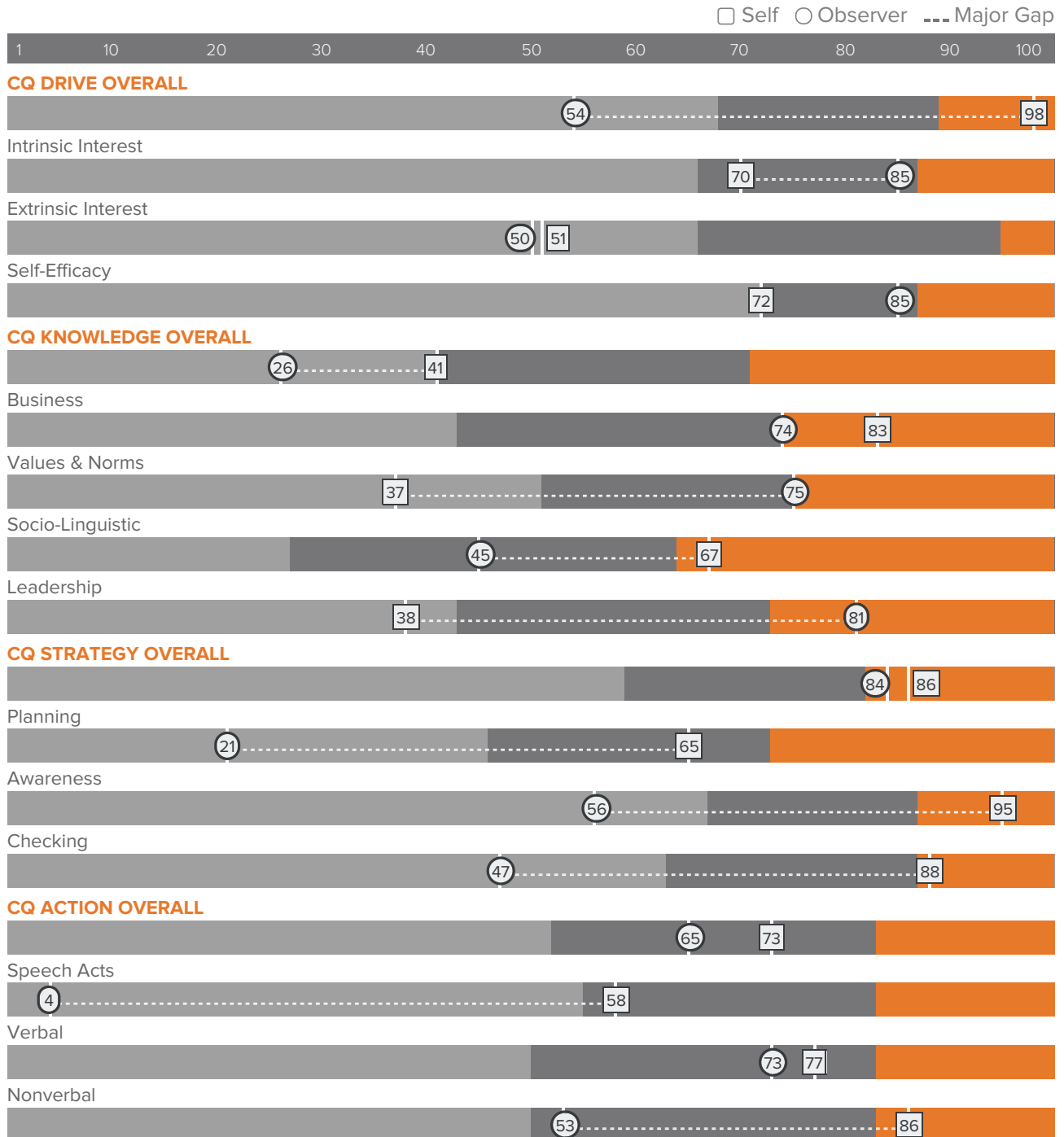
| Dimension | Observer Min-Max | Self Min-Max |
|--------------|------------------|--------------|
| CQ Drive | 58 - 58 | 97 - 98 |
| CQ Knowledge | 7 - 72 | 17 - 62 |
| CQ Strategy | 45 - 83 | 80 - 90 |
| CQ Action | 4 - 57 | 14 - 99 |

Group CQ Profile Summary

L M H

- Self
- Observer
- Major Gap

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



Distribution of CQ Scores

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 **5 - 18** 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 - 17** 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 **8 - 19** points.

- **DRIVE**

LOW

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

DISTRIBUTION OF OBSERVER-RATED CQ SCORES:

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

Moderate

The average observer-rated scores were **Moderate** (in the middle 50% of the worldwide norms) for the following CQ capabilities. These average observer-rated scores differed numerically from the worldwide norms by **0 - 16** points.

- **DRIVE**

Moderate

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

High

The average observer-rated scores were **High** (in the upper 25% of the worldwide norms) for the following CQ capabilities. These average observer-rated scores differed numerically from the worldwide norms by **9 - 13** points.

- **STRATEGY**

High

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

Low

The average observer-rated scores were **Low** (in the lower 25% of the worldwide norms) for the following CQ capabilities. These average observer-rated scores differed numerically from the worldwide norms by **3 - 11** points.

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

Low

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

AVERAGE SELF AND OBSERVER RATED GAPS

CQ Drive

The average self and observer ratings for CQ Drive differed by 34 points.

CQ Knowledge

The average self and observer ratings for CQ Knowledge differed by 35 points.

CQ Strategy

The average self and observer ratings for CQ Strategy differed by 30 points.

CQ Action

The average self and observer ratings for CQ Action differed by 7 points.

These comparisons of self and observer scores are important because they show that the perspectives of typical participants and their observers. Similarities and differences may help suggest whether typical participants have realistic views of their 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.

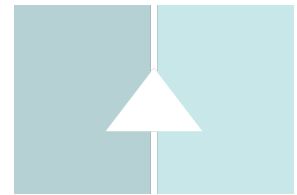
In addition, self-rated scores are positively correlated with observer-rated scores, and multi-trait multi-method analysis supports the convergent and discriminant validity of the scale.

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.

Cultural Values



Below are definitions of the ten cultural value orientations.

TERMS

| | |
|-----------------------------------|---|
| Individualism | Emphasis on individual goals and individual rights |
| Collectivism | Emphasis on group goals and personal relationships |
| | |
| Low Power Distance | Emphasis on equality; shared decision-making |
| High Power Distance | Emphasis on differences in status; superiors make decisions |
| | |
| Low Uncertainty Avoidance | Emphasis on flexibility and adaptability |
| High Uncertainty Avoidance | Emphasis on planning and predictability |
| | |
| Cooperative | Emphasis on collaboration, nurturing, and family |
| Competitive | Emphasis on competition, assertiveness, and achievement |
| | |
| Short Term | Emphasis on immediate outcomes (success now) |
| Long Term | Emphasis on long term planning (success later) |
| | |
| Low Context / Direct | Emphasis on explicit communication (words) |
| High Context / Indirect | Emphasis on indirect communication (tone, context) |
| | |
| Being | Emphasis on quality of life |
| Doing | Emphasis on being busy and meeting goals |
| | |
| Universalism | Emphasis on rules; standards that apply to everyone |
| Particularism | Emphasis on specifics; unique standards based on relationships |
| | |
| Neutral / Non-Expressive | Emphasis on non-emotional communication; hiding feelings |
| Affective / Expressive | Emphasis on expressive communication; sharing feelings |
| | |
| Monochronic / Linear | Emphasis on one thing at a time; punctuality; work and personal life separate |
| Polychronic / Non-Linear | Emphasis on multitasking; interruptions ok; work and personal combined |

CULTURAL VALUE ORIENTATIONS

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's nationality or ethnicity but not always. In this section, you'll see this groups orientation on ten cultural value dimensions (defined in prior section) compared to the tendencies of ten cultural clusters (defined below).

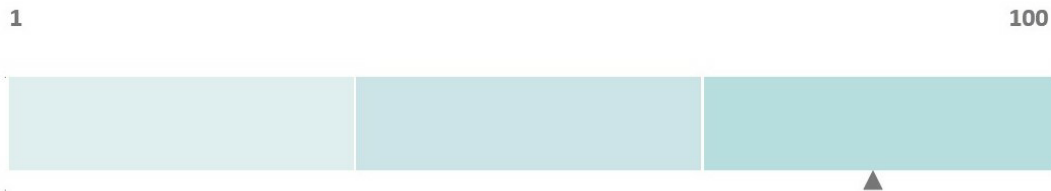
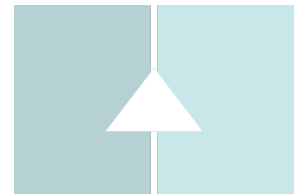
CULTURAL CLUSTERS

The cultural value orientations defined above can be grouped into cultural clusters where you're likely to find a significant presence of a specific cluster of cultural values. These clusters represent the 10 largest cultural groupings in the world.

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

NOTE: The countries are NOT the clusters themselves. They are simply places where you're likely to find a significant presence of the cultural clusters.

Cultural Values Group Profile



The triangles (▲) below the graphs indicate the average preference of this group for each cultural value (based on participant self-ratings). Numerical values are provided simply to offer a point of reference. **Cultural value preferences have no intrinsic meaning. It is not “better” to be on one end of continuum or the other.**

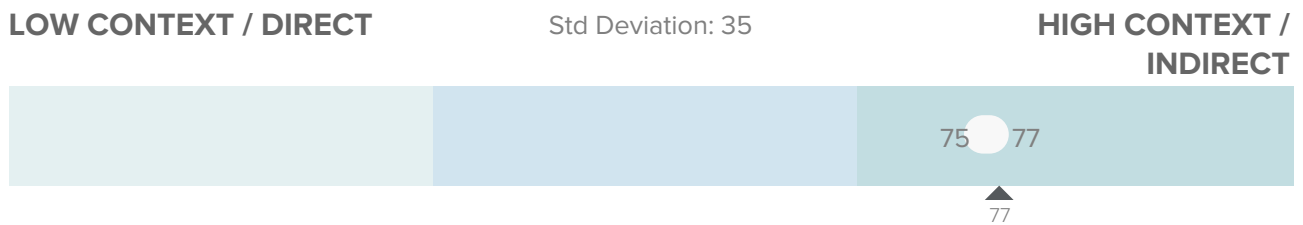
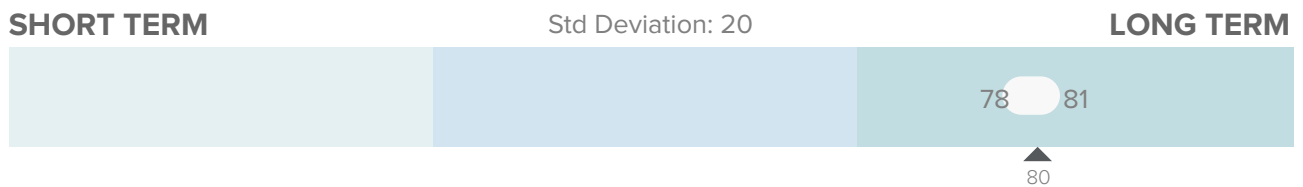
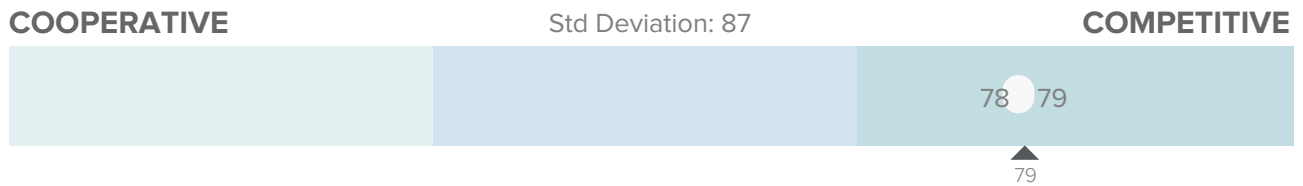
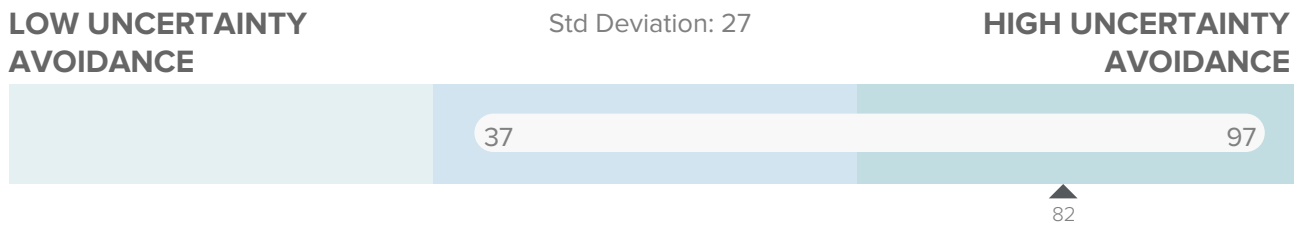
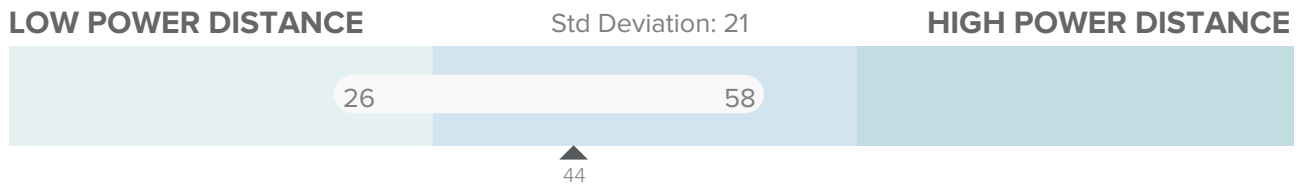
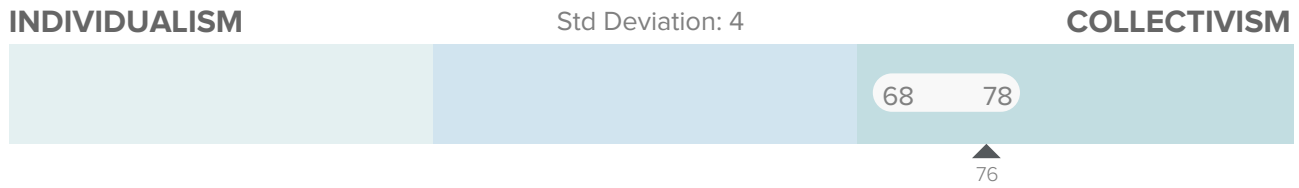
Group Variability:

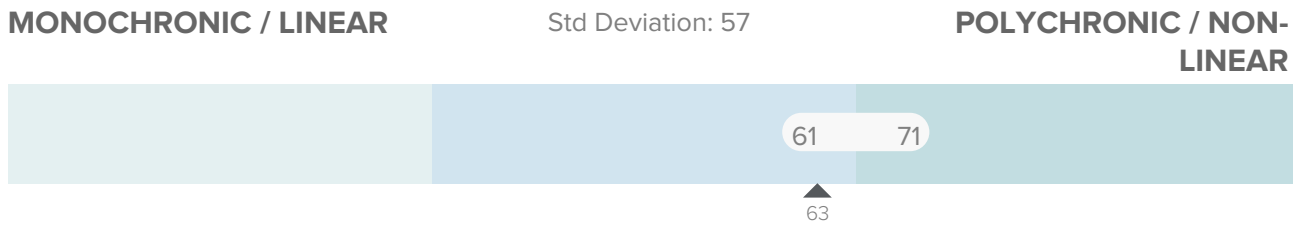
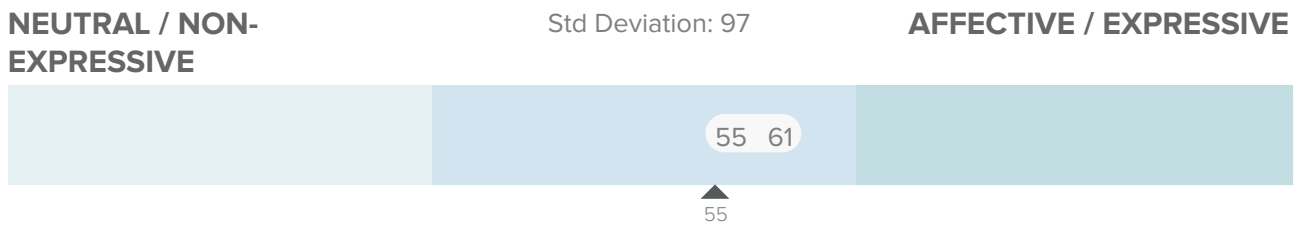
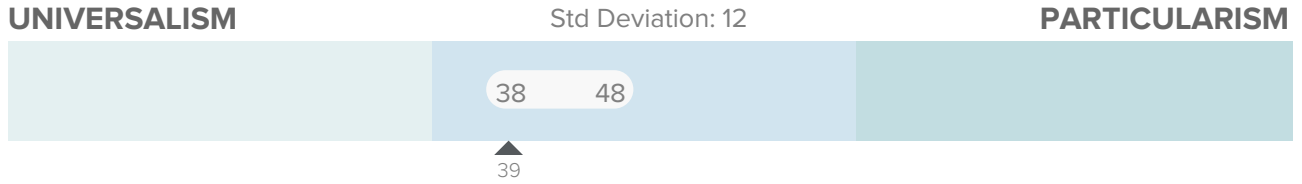
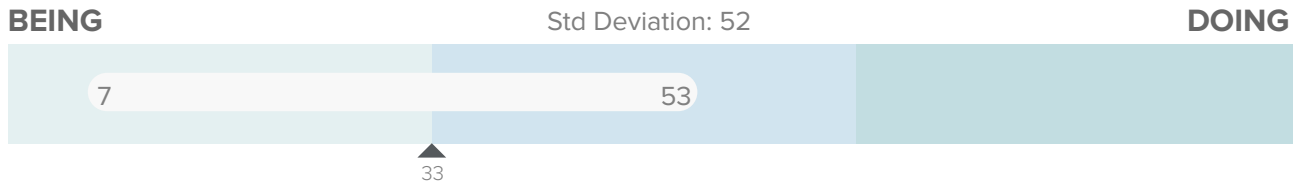
Numerical values show variability in cultural values within this group.

Range of Numerical values: 33 – 82 (1 being the far left of each graph. 100 being the far right of each graph)

Range of Standard Deviation: 45 – 68

▲ Average self-rated preferences in this group
 ○ Range of cultural values in this group





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.

The similarity of the average self and observer scores for 30 of the CQ capabilities demonstrates that other people recognize some of the CQ capabilities of program participants.

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.

They also should have enhanced awareness of their individual cultural value orientations. They should be able to use this understanding of how they are similar and different from others as a tool for diagnosing and strategizing about intercultural encounters.

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.

You should also have a better understanding of the individual cultural value orientations in the group and where there are the most similarities and differences in the cultural values of group members. We recommend that you develop action plans for helping the group use differences in cultural values synergistically in ways that benefit the group. You also should help the group understand how similarities within the group on specific cultural values could become a liability in some situations and develop action plans for avoiding these sorts of potential problems.

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.

