



Improving Cultural Intelligence (CQ) In the Workplace: Application of CQ

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What is Culture?

Culture is defined in many ways. In Organizational Behavior context it is defined as:

- ❑ **The collective programming of mind** which distinguishes the member of a group from one another (Hofstede 1991). So people in group behave in similar manner. It is an entity with an invisible hand that governs the actions of a specific group
- ❑ A patterned way of thinking (Kluckhohn 1954)

Why Cultural Intelligence (CQ)?



CQ has gained relevance owing to the fact that globalization is widespread and increasing at a much faster rate and so it becomes imperative for organizations to have employees who can effectively and respectfully interact with people with a variety of cultures

The judgement is when we think through cultural glasses and assume that what we are doing is right.

What is Cultural Intelligence?

CQ is the ability to function effectively in culturally diverse settings

It is best explained with the term **CQ Dimensions**



CQ Impact In The Workplace

Job Performance

**Job
Performance
Profitability,
92% increase in
18 months**



People with higher CQ have an edge in the job market even if the position does not require int'l travels



Employees with high CQ are more effective cross culturally, more adaptable and innovative



Decision Making



Networking



Personal Well being

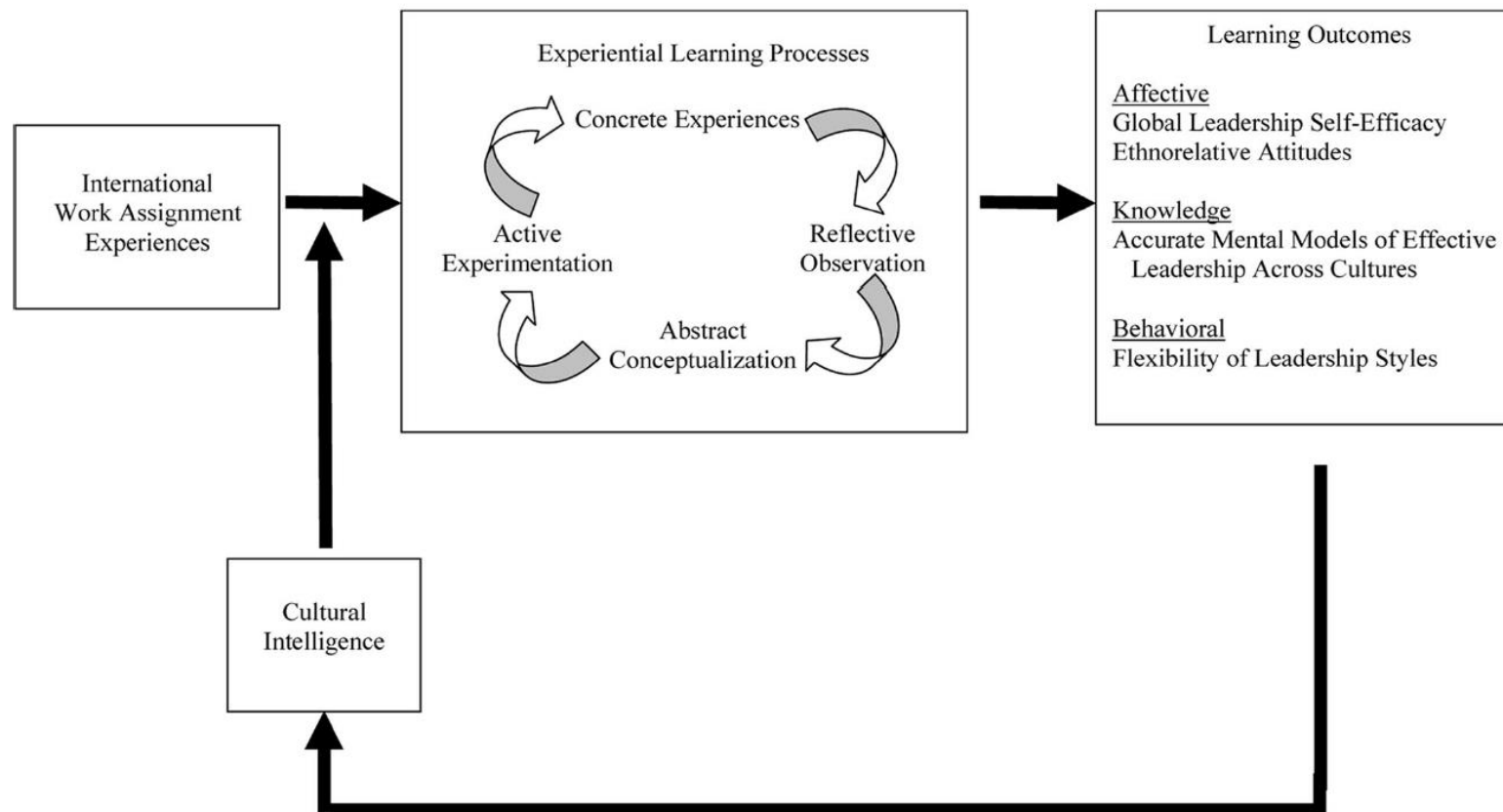
CQ Impact In The Workplace

Job Performance

- ❖ Motivational CQ helps in cultural adaptation
 - ❑ Intrinsic interest in other cultures and expect to be successful in culturally diverse situations
- ❖ Cross cultural adaptability
 - ❑ Behavior to fit within a new environment
 - ❑ Positive response to social pressure
- ❖ Emotional resilience
- ❖ Flexibility & openness
- ❖ Perceptual acuity & personal autonomy
- ❖ Language proficiency
 - ❑ Facilitate the interaction in communication (ethnically diverse team)
 - ❑ Affects and reflects culture
 - ❑ Job performance level shows a positive and significant increase when motivating language usage is increased

CQ Impact In The Workplace

Global Leadership Effectiveness



Cultural Intelligence and Experiential Learning for Global Leadership Development in International Assignments Theoretical Model

CQ Impact In The Workplace

Global Leadership Effectiveness

- Effective global leaders are a vital asset for organizations today
- Living and working abroad was the most powerful experience in developing their global leadership capabilities.
- ELT (Experiential Learning Theory) model prescribes a process of learning where the learner should undergo four bases — experiencing, reflecting, thinking, and acting — in order to transform an experience effectively into learning.
- The four CQ dimensions enhance the likelihood that individuals will be actively engaged in the four stages of experiential learning — concrete experience, reflective observation, abstract conceptualization, and active experimentation — during international work assignments.
- CQ is an important set of learning capabilities that allows global leaders to benefit developmentally from their experiences by facilitating active involvement in all four stages of the ELT cycle during international assignments. And it can enhance their global leadership effectiveness.

CQ Impact In The Workplace

Negotiation

- ❑ Being able to negotiate effectively across cultures is one of the most important competencies in today's global workplace.
- ❑ Individuals with higher CQ are more successful at cross-cultural negotiations than individuals with lower CQ.
- ❑ When faced with the ambiguity of intercultural communication, with high CQ, you're more likely to persist and invest great effort in reaching a win-win despite the absence of cues.
- ❑ Heightened CQ will give you a better understanding of how to read the nonverbal cues during a negotiation and make you more aware of how to motivate an individual or company from a different culture.

CQ Impact In The Workplace

Negotiation

	1	2	3	4	5	6	7	8	9	10	11	12	13
1 Gender	—												
2 Age	-.13	—											
3 International Experience	-.13	.67**	—										
4 Negotiation Experience	-.03	-.08	-.08	—									
5 Openness to Experience	-.09	0.09	0.09	0.18	—								
6 Extraversion	0.1	-.06	-.06	0.03	.52**	—							
7 Emotional Intelligence	0.12	-.05	-.05	0.15	.46**	.49**	—						
8 Overall CQ	-.09	-.16	-.16	0.08	.30**	.36**	.49**	—					
9 Metacognitive CQ	-.03	-.18	-.18	0.09	.28**	.42**	.50**	.66**	—				
10 Cognitive CQ	-.09	-.16	-.16	0.05	.26**	.24**	.32**	.65**	.31**	—			
11 Motivational CQ	0.01	-.06	-.06	0.12	.24*	.31**	.48**	.74**	.21*	.36**	—		
12 Behavioral CQ	-.17	-.10	-.10	0.03	.21*	.27**	.31**	.74**	.40**	.22**	.45**	—	
13 Interest-based Negotiation	-.18	-.03	-.03	0.04	-.15	.19*	-.05	.35**	.29**	.32**	.22*	.30**	—
14 Negotiation Performance	-.23*	-.13	-.14	0.08	-.01	-.06	0.04	.49**	.41**	.47**	.26**	.43**	.48**

* $p < .05$; ** $p < .01$.

Groves, K. S., Feyerherm, A., & Gu, M. (2014, March). Examining Cultural Intelligence and Cross-Cultural Negotiation Effectiveness [PDF]. Journal of Management Education.

METACOGNITIVE UNIT

MC1 I am conscious of the cultural knowledge I use when interacting

with people with different cultural backgrounds.

MC2 I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.

MC3 I am conscious of the cultural knowledge I apply to cross-cultural interactions.

MC4 I check the accuracy of my cultural knowledge as I interact with people from different cultures.

COGNITIVE UNIT

COG1 I know the legal and economic systems of other cultures

COG2 I know the rules (e.g., vocabulary, grammar) of other languages

COG3 I know the cultural values and religious beliefs of other cultures

COG4 I know the marriage systems of other cultures

COG5 I know the arts and crafts of other cultures

COG6 I know the rules for expressing non-verbal behaviours in other cultures

MOTIVATIONAL UNIT

MOT1 I enjoy interacting with people from different cultures

MOT2 I am confident that I can socialize with locals in a culture that is unfamiliar to me

MOT3 I am sure I can deal with the stresses of adjusting to a culture that is new to me

MOT4 I enjoy living in cultures that are unfamiliar to me

MOT5 I am confident that I can get accustomed to the shopping conditions in a different culture

BEHAVIORAL UNIT

BEH1 I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it

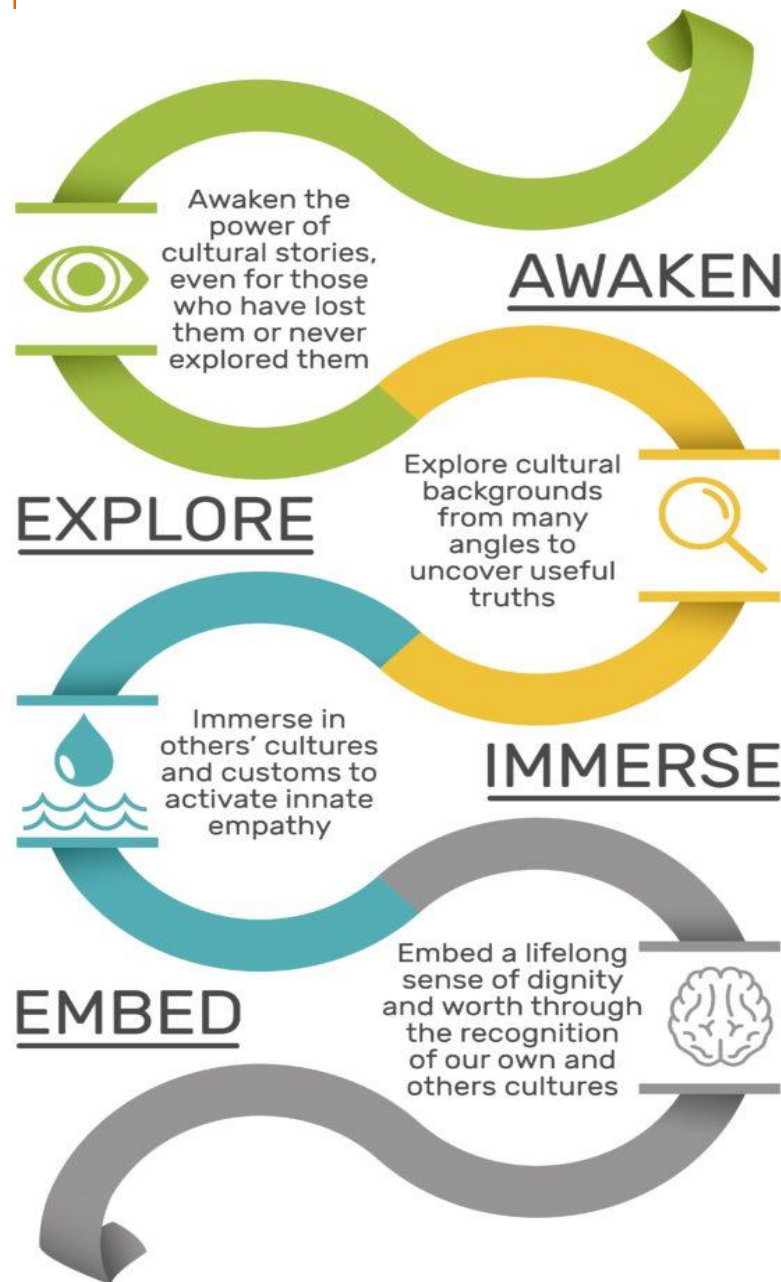
BEH2 I use pause and silence differently to suit different cross-cultural situation

BEH3 I vary the rate of my speaking when a cross-cultural situation requires it

BEH4 I change my non-verbal behavior when a cross-cultural situation requires it

BEH5 I alter my facial expressions when a cross-cultural interaction requires it

Improving CQ In The Workplace



Head: Learning about the beliefs, customs, and taboos of foreign cultures

Body: Actions and demeanor must prove that you have already to some extent entered their world

Heart: Adapting to a new culture involves overcoming obstacles and setbacks. People can do that only if they believe in their own efficacy.

Improving CQ In The Workplace

