Cultural Intelligence (CQ) Assessment

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TWO TALES FROM THE GLOBALIZED WORLD...
THE GOVERNMENT COOPERATION THAT NEARLY WASN’T
OBAMA DRAWS FIRE FOR BOW TO JAPANESE EMPEROR
WHY CQ?

90 percent of leading executives from 68 countries named intercultural leadership as a top management challenge

-David Livermore (2010)-
PRESENTATION OUTLINE

- What is Cultural Intelligence (CQ)?
- CQ Assessment Report-based Measures
- CQ Assessment Performance-based Measure
DOES CQ = EQ?
A QUICK THOUGHT EXPERIMENT

Question:

What qualities does a person need to have to be effective in culturally diverse situations?
Qualities of culturally effective people

- Open-minded
- Thick skin
- Good actors
- Cultural empathy
- Non-judgmental
- Taking perspectives
- Adaptable
- Sensitive
- Not fussy
- Curious
- Friendly
- Good negotiator
- Technical skills
- Organizational skills
- Sense for politics
- Flexibility

- Not afraid of failure
- Learning from mistakes
- Humble
- Mindful
- Learning attitude
- Good language skills
- Good communicator
- Patience
- Outgoing
- Good people skills
- Professional
- Emotional maturity
- Stress tolerance
- Creativity
- Sense of humor
- Perseverance

- Tolerance
- Respect
- Self-control
- Initiative
- Self-confidence
- Knowledge orientation
- Observational skills
- Risk taking
- Making sense of new experiences
- Action-orientation
- Self-monitoring
- Conflict resolution
- Motivation to work overseas
- Nonverbal sensitivity
- Interest in culture
- Emotional maturity
- Stress tolerance
- Creativity
- Sense of humor
- Perseverance

... and more?
WHAT IS INTELLIGENCE?

A general consensus by intelligence experts:

Individual Adaptability to meet demands of environment effectively

1921 Symposium (14)
1986 Symposium (24)

DIFFERENT LOCI OF INTELLIGENCE
(Sternberg & Detterman, 1986)

- Biological – brain as key organ
- Metacognitive – knowledge & control of cognition
- Cognitive – knowledge & knowledge structures
- Motivational – magnitude & direction of energy
- Behavioral – behaviors and actions
WHAT IS CULTURAL INTELLIGENCE?

The capability of an individual, group, organization to function effectively in situations characterized by cultural diversity.

- Earley & Ang (2003)
  Cultural Intelligence
  Stanford University Press
FOUR FACTORS OF CQ

Strategy

Knowledge

Drive

Action
CQ DRIVE DIMENSIONS

- **Intrinsic Motivation**
  - Deriving enjoyment from culturally diverse experiences

- **Extrinsic Motivation**
  - Gaining benefits from culturally diverse experiences

- **Self-Efficacy**
  - Having the confidence to be effective in cross-cultural situations
CQ KNOWLEDGE DIMENSIONS

- Business
  - Economic, political, legal systems

- Interpersonal
  - Values, religions, marriage systems, kinship, gender roles

- Socio-linguistics
  - Rules of language, arts and crafts
CQ STRATEGY DIMENSIONS

- **Planning**
  - Anticipating how to approach the people, topic, and situation before intercultural encounters

- **Awareness**
  - Being in tune with what’s going on in self and others during intercultural interactions

- **Checking**
  - Monitoring appropriateness of plans and expectations during intercultural encounters
CQ ACTION DIMENSIONS

- **Speech Acts**
  - Use of appropriate words

- **Verbal Behavior**
  - Voice characteristics
  - Silence

- **Non-Verbal Behavior**
  - Gestures and body movements
  - Facial expressions
  - Proxemics
PRESENTATION OUTLINE

- What is Cultural Intelligence (CQ)?
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DEVELOPING A REPORT-BASED CQ ASSESSMENT  (Ang et al., 2007)

- **Scale Development & Cross-validation**
  - Multiple samples (N = 1360) in Singapore & US
  - Reliability
  - Factor structure generalizes across samples, time, and countries

- **Predictive validity**
  - Multiple samples (N = 794) in Singapore & US
  - Field & educational development settings
  - Additional support for convergent & discriminant validity of CQ scale
  - Predicts cultural judgment & decision making, cultural adaptation, and task performance after controlling for demographics, IQ, EQ, and personality
PREDICTIVE VALIDITY OF REPORT-BASED ASSESSMENT

- **Expatriate job performance** (e.g., Ang et al., 2007; Chen et al., 2010)

- **Global Leadership** (Elenkov & Manev, 2009; Rockstuhl et al., 2009)

- **Intercultural negotiation effectiveness** (Imai & Gelfand, 2010)

- **Cultural adaptation** (e.g., Ang et al., 2007; Templer et al., 2006)

- **Multicultural team functioning** (Flaherty, 2008; Rockstuhl & Ng, 2008)

- **Social networks** (e.g., Chua & Morris, 2009; Fehr & Kuo, 2008)

...Over & above Demographics, IQ, EQ, Personality
EXISTING REPORT-BASED MEASURES

Self

mini-CQS

Observer

CQS

Multisource CQ Feedback
REACH AND RANGE OF CQ
HOW HAS CQ BEEN USED?

- Business
- Government and Not for Profit
- Executive Programs in Business Schools
- University Programs
PRESENTATION OUTLINE

- What is Cultural Intelligence (CQ)?
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DEVELOPING A PERFORMANCE-BASED CQ ASSESSMENT

- Multimedia-vignettes displaying intercultural interactions

- Multimedia-vignettes cover:
  - Wide range of workplace & social interactions
  - All important cultural value dimensions
  - 11 Nationalities from all major continents

- Assessee responds to multimedia-vignettes using open-ended questions
PREDICTIVE VALIDITY OF PERFORMANCE-BASED CQ ASSESSMENT

Sample: 133 working adults from 21 countries working in multicultural consulting project teams

- CQ self-reported
- CQ performance-based

Intercultural Leadership Emergence

- .17*
- .18*

...Over & above Demographics, IQ, EQ, Personality
RESOURCES

- http://culturalq.com/


