

Cultural Intelligence (CQ)

Cultural Intelligence- is a measure of a person's capacity to function effectively in a multi-cultural environment. Employers and organizations apply CQ as a way to foster tolerance and enhance cross-cultural interactions.

Importance

In today's increasingly global and diverse work settings, the ability to function effectively in multi-cultural situations is important for employees, managers, and organizations.

Knowledge of your Cultural Intelligence provides insights about your capabilities to cope with multi-cultural situations, engage in cross-cultural interactions appropriately, and perform effectively in culturally diverse work groups.

Knowledge of the Cultural Intelligence of others provides insights about how best to interact with others in multi-cultural situations, engage in cross-cultural interactions appropriately, and perform effectively in culturally diverse work groups.

Contemporary Conceptualizations of Intelligence

Contemporary conceptualizations of intelligence recognize that intelligence is more than cognitive ability (Sternberg & Detterman, 1986).

For example, research recognizes the importance of interpersonal intelligence, emotional intelligence, and social intelligence. Like these other forms of intelligence, CQ complements IQ (cognitive intelligence) by focusing on specific capabilities that are important for high quality personal relationships and effectiveness in culturally diverse settings.

The Four Factors of Cultural Intelligence (CQ)

CQ-Strategy is how a person makes sense of inter-cultural experiences. It reflects the processes individuals use to acquire and understand cultural knowledge. It occurs when people make judgments about their own thought processes and those of others. This includes strategizing before an inter-cultural encounter, checking assumptions during an encounter, and adjusting mental maps when actual experiences differ from expectations.

CQ-Knowledge is a person's understanding of how cultures are similar and how cultures are different. It reflects general knowledge structures and mental maps about cultures. It includes knowledge about economic and legal systems, norms for social interaction, religious beliefs, aesthetic values, and language in different cultures.

CQ-Motivation is a person's interest in experiencing other cultures and interacting with people from different cultures. Motivational CQ is magnitude and direction of energy applied toward

learning about and functioning in cross-cultural situations. It includes the intrinsic value people place on culturally diverse interactions as well as their sense of confidence that they can function effectively in settings characterized by cultural diversity.

CQ-Behavior is a person's capability to adapt verbal and nonverbal behavior so it is appropriate for different cultures. It includes having a flexible repertoire of behavioral responses that are appropriate in a variety of situations and having the capability to modify both verbal and nonverbal behavior based on those involved in a specific interaction or in a particular setting.

Recent Research on Cultural Intelligence (CQ)

In this program of research, we have developed and validated a practical 20-item scale to measure Cultural Intelligence. The scale is based on an extension of the conceptual work of Earley and Ang (2003) and includes the four-factors of Cultural Intelligence.

To date, this work has been presented at numerous national and international conferences in the United States, Europe, and Asia.

The most recent research on theory and practical application of CQ is published in Ang and Van Dyne, L. (Eds.) (2008). *Handbook on cultural intelligence: Theory, measurement and applications*. Armonk, NY: M.E. Sharpe.

Research Findings

Initial research results are promising, as summarized below.

Performance related results:

CQ predicts cultural judgment and decision-making (CJDM) and task performance.

More important, CQ increases our understanding of these performance outcomes over and above demographic characteristics, general cognitive ability, emotional intelligence, and openness to experience.

In other words, even after accounting for the effects of these other predictors, CQ further increases our ability to predict and understand decision-making performance.

Thus, those who have higher CQ are more effective at making decisions about inter-cultural situations.

