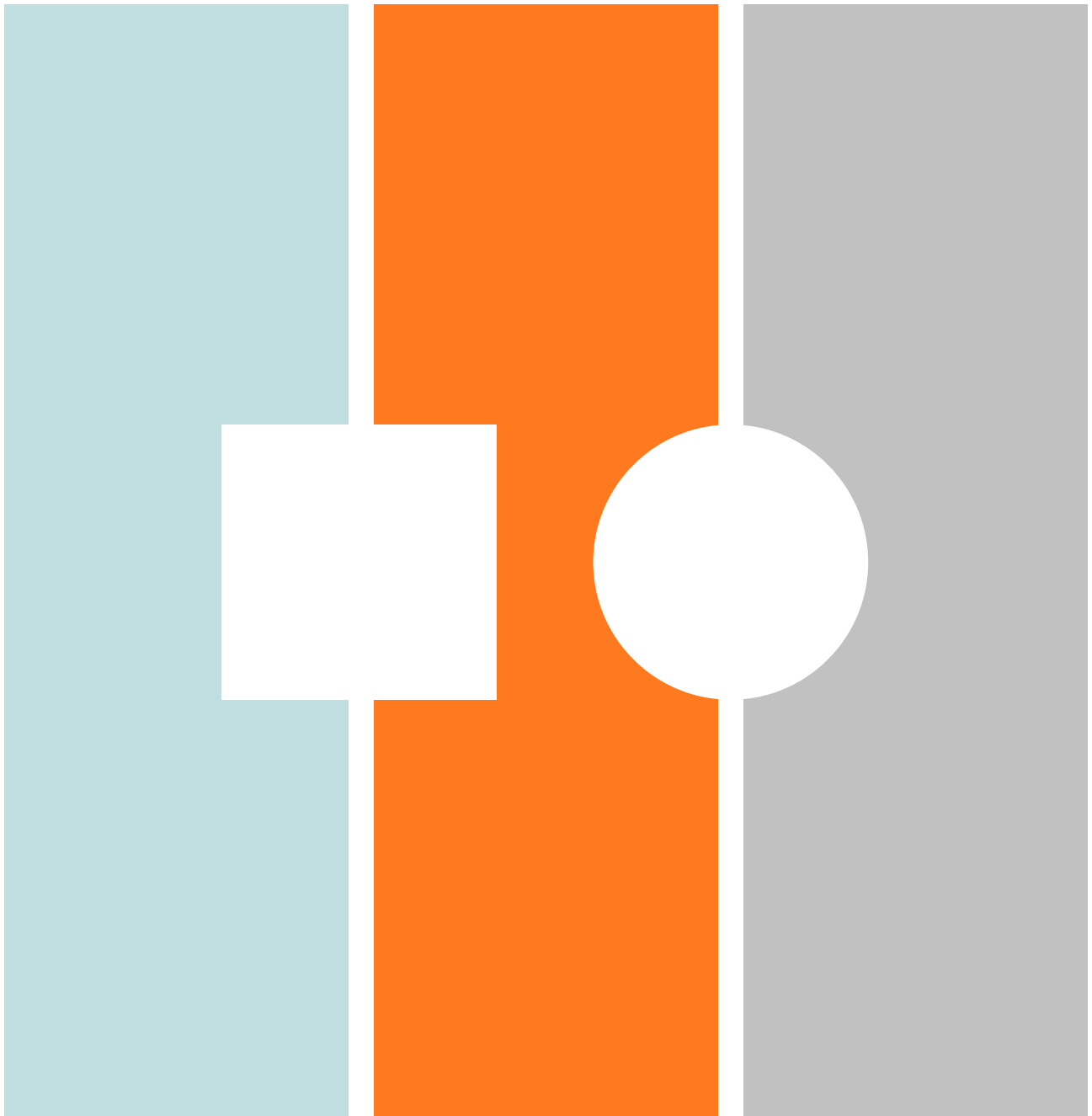


CQ Report

MULTI-RATER FEEDBACK

PREPARED FOR: Sample, Multi Rater Report

April 2014



Contents

This CQ Multi-Rater Feedback Report will identify your strengths and developmental opportunities for functioning effectively in multi-cultural settings.

Most people find it beneficial to read the feedback report now and then re-read it in a few days. This will allow you to think deeply about the feedback and how you can use this information.

For more information visit www.culturalq.com

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What is CQ?

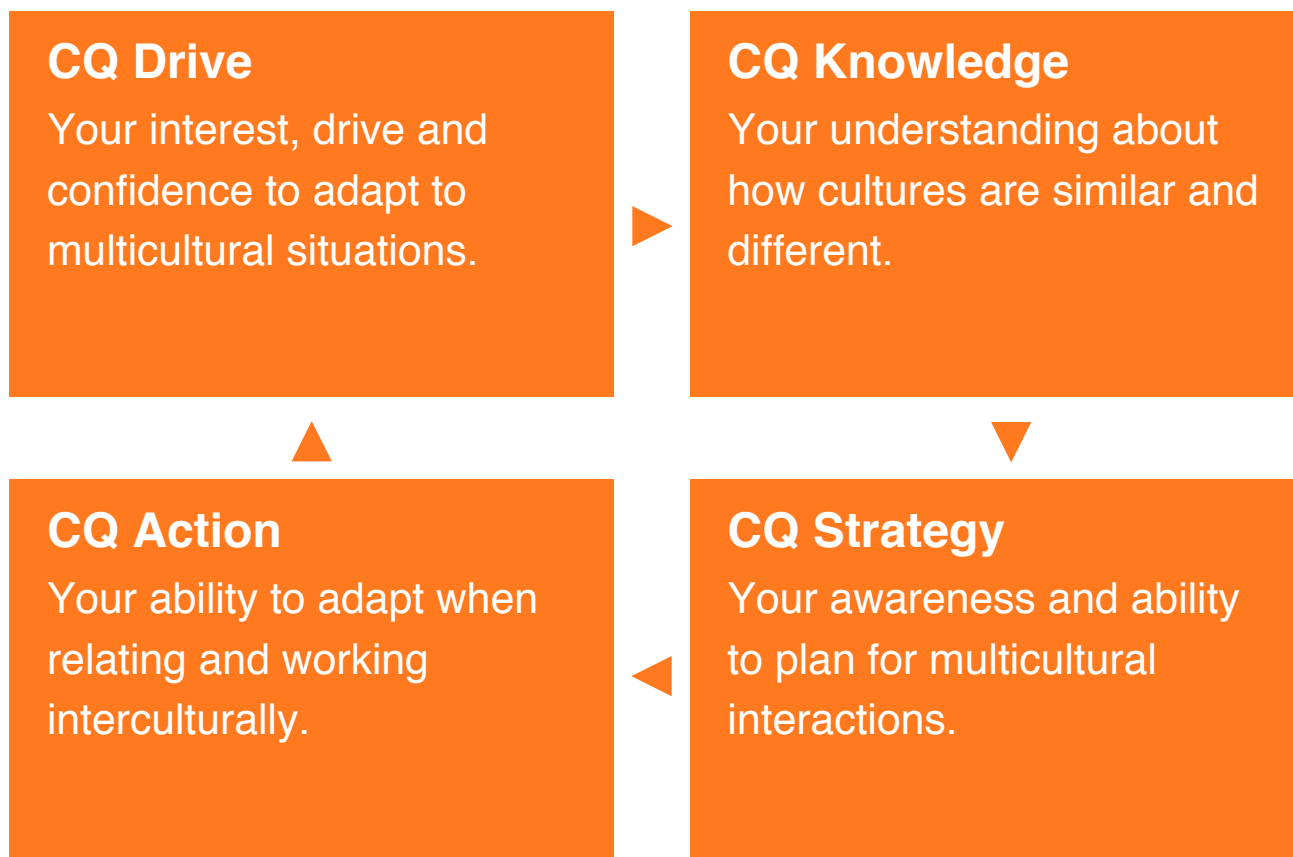
Cultural Intelligence (CQ) is a person's capability to function effectively in a variety of cultural contexts - both internationally and domestically.

In our own cultures, we usually have an idea of what's going on around us because we have a wealth of information, most of which is subconscious, that helps us make sense of what we experience and observe. When we interact with individuals who have a different cultural background, the same cues may mean something entirely different.

For more information, see Appendix A: Research Basis and/or visit www.culturalq.com

CQ CAPABILITIES

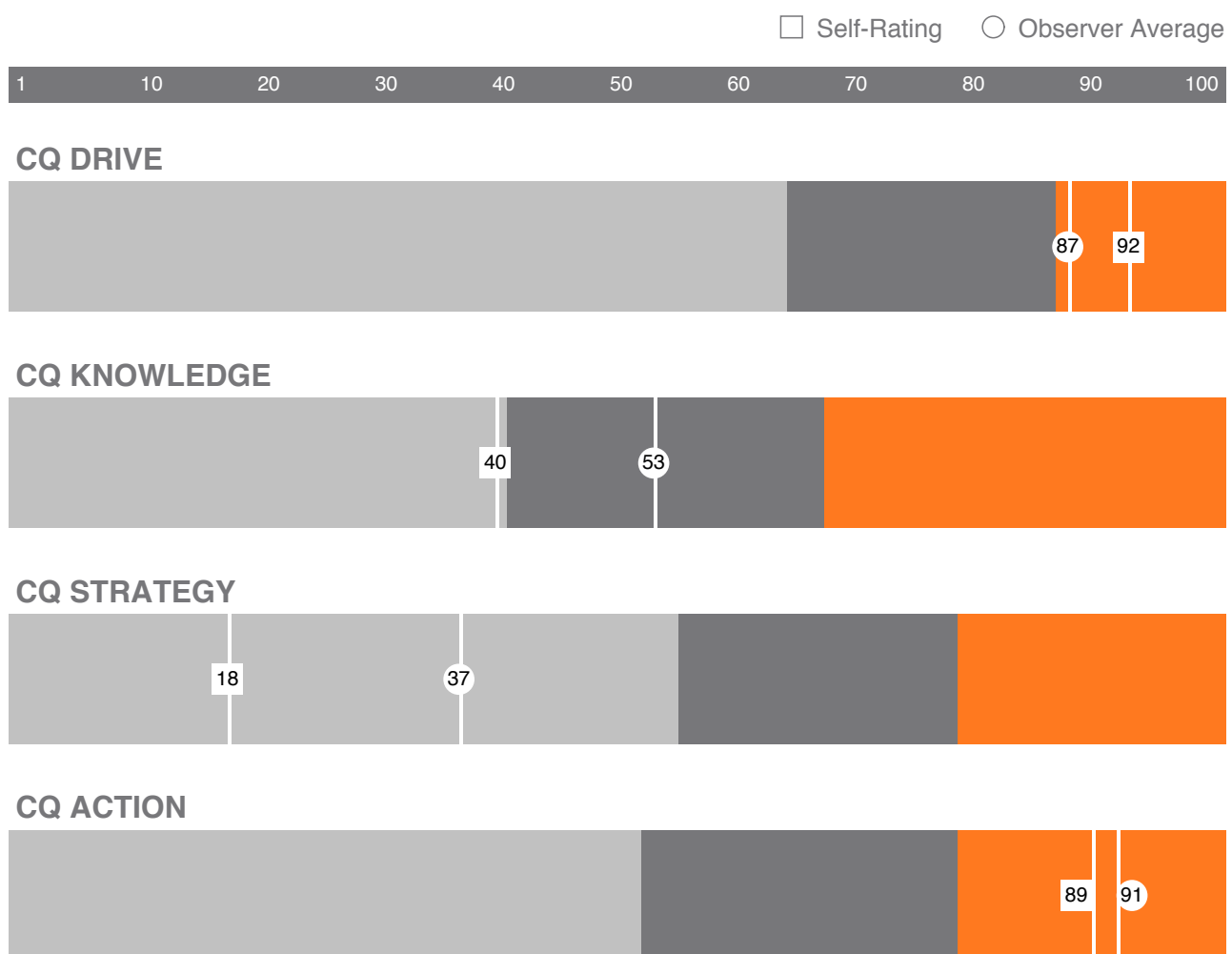
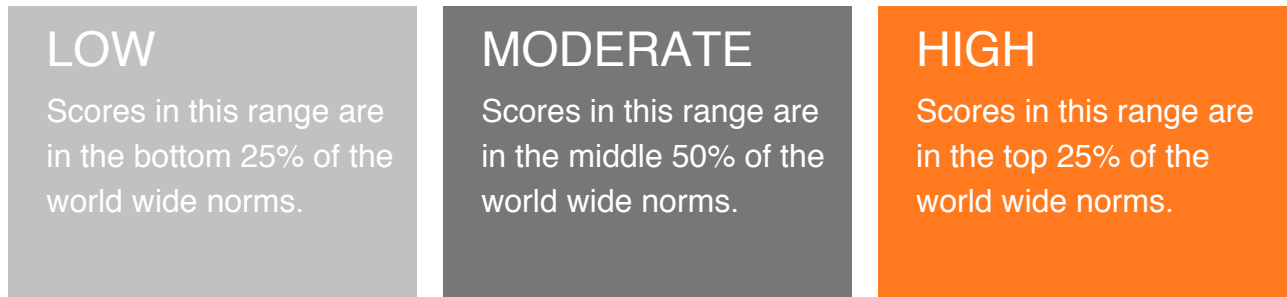
CQ includes four capabilities:



CQ Profile Summary

This is a one-page snapshot of your CQ scores for the four CQ capabilities. Notice your self-ratings, your observer ratings and the world wide norms for how other global professionals have assessed their CQ.

CQ RATINGS AND PERCENTAGES



CQ Drive

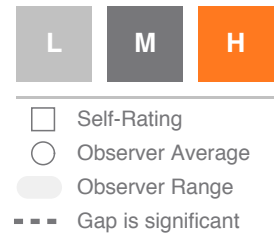
CQ Drive is the extent to which you are energized and persistent in your approach to multicultural situations. It includes your self-confidence in your abilities as well as your sense of the benefits you will gain from intercultural interactions.

CQ DRIVE SUB-DIMENSIONS

- 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.

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.



OVERALL



INTRINSIC INTEREST



EXTRINSIC INTEREST



SELF-EFFICACY



CQ Knowledge

CQ Knowledge is the degree to which you understand how culture influences how people think and behave and your level of familiarity with how cultures are similar and different.



CQ KNOWLEDGE SUB-DIMENSIONS

- 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)

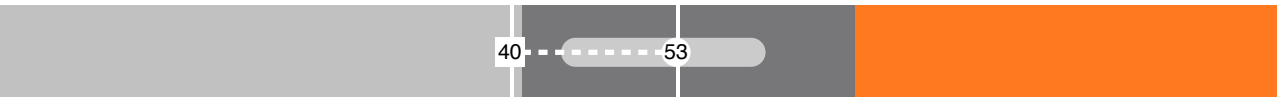


WHAT DOES HIGH CQ KNOWLEDGE LOOK LIKE?

Individuals with high CQ Knowledge have a rich, well-organized understanding of culture and how it affects the way people think and behave. They possess a repertoire of knowledge of how cultures are similar and how they are different. They understand how culture shapes behavior.



OVERALL



BUSINESS



VALUES & NORMS



SOCIO-LINGUISTIC



LEADERSHIP



CQ Strategy

CQ Strategy is the extent to which you are aware of what's going on in a multicultural situation and are able to check and plan accordingly.



CQ STRATEGY SUB-DIMENSIONS

- 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.



WHAT DOES HIGH CQ STRATEGY LOOK LIKE?

Individuals with high CQ Strategy think about intercultural interactions before and after they occur. They plan ahead, check their assumptions and expectations during interactions, and reflect on experiences later. This refines their mental maps and enhances strategies for effective interactions.



OVERALL



PLANNING



AWARENESS



CHECKING



CQ Action

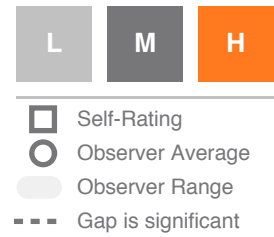
CQ Action is the extent to which you can act appropriately in multicultural situations. It includes your flexibility in verbal and non-verbal behaviors and your ability to adapt to different cultural norms.

CQ ACTION SUB-DIMENSIONS

- Speech Acts:** Modifying the manner and content of communications (e.g., direct, indirect).
- Verbal:** Modifying verbal behaviors (e.g., accent, tone).
- Non-Verbal:** Modifying non-verbal behaviors (e.g., gestures, facial expressions).

WHAT DOES HIGH CQ ACTION LOOK LIKE?

Individuals with high CQ Action translate their CQ Drive, CQ Knowledge, and CQ Strategy capabilities into action. They possess a broad repertoire of verbal behaviors, nonverbal behaviors, and speech acts which they can apply to fit a specific context. They know when to adapt and when not to adapt.



OVERALL



SPEECH ACTS



VERBAL



NON-VERBAL



CQ Profile Overview

Self-Rating
 Observer Average
 Gap is significant



CQ DRIVE OVERALL



INTRINSIC INTEREST



EXTRINSIC INTEREST



SELF-EFFICACY



CQ KNOWLEDGE OVERALL



BUSINESS



VALUES & NORMS



SOCIO-LINGUISTIC



LEADERSHIP



CQ STRATEGY OVERALL



PLANNING



AWARENESS



CHECKING



CQ ACTION OVERALL



SPEECH ACTS



VERBAL



NON-VERBAL



Development Plan

Your CQ is not fixed. With some simple but intentional goals and strategies, you can enhance your CQ. Spend some time reflecting upon your CQ feedback and develop an action plan.

Your trainer or coach can help you identify specific strategies to develop your CQ. Alternatively, visit www.culturalQ.com to learn more about resources for personalizing your development plan.

Based upon your CQ self-ratings, describe your cultural intelligence in your own words:

PRESENT CHALLENGES

What intercultural challenges are you currently facing?

FUTURE CHALLENGES

What intercultural or global opportunities do you want to pursue?

(e.g., becoming a global leader, living overseas, developing relationships in multicultural contexts, participating in a multicultural team, etc.)

CQ AREAS OF STRENGTH

Your results suggest you should start by setting goals to leverage your CQ Action.

Your observer-rated results suggest you should start by setting goals to leverage your CQ Action.

How have you observed this strength in your intercultural interactions and work?

Highest Sub-Dimensions, Self-Ratings

<p>SOCIO-LINGUISTIC Knowledge about language and communication norms</p>	<p>SPEECH ACTS Modifying the manner and content of communications (e.g., direct, indirect)</p>	<p>VERBAL Modifying verbal behaviors (e.g., accent, tone)</p>
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Highest Sub-Dimensions, Observer Ratings

<p>BUSINESS Knowledge about economic and legal systems</p>	<p>VERBAL Modifying verbal behaviors (e.g., accent, tone)</p>	<p>NON-VERBAL Modifying non-verbal behaviors (e.g., gestures, facial expressions)</p>
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What do you observe about how you evaluated your strengths compared to your observers?

How, if at all, does your current role allow you to use your strengths?

CQ AREAS FOR IMPROVEMENT

Your results suggest you should start by setting goals to improve your CQ Strategy.

Your observer-rated results suggest you should start by setting goals to improve your CQ Strategy.

How might your level of CQ in this area be holding you back from greater effectiveness working in culturally diverse contexts?

Lowest Sub-Dimensions, Self-Ratings

CHECKING

Checking assumptions and adjusting mental maps when experiences differ from expectations

LEADERSHIP

Knowledge about managing people and relationships across cultures

AWARENESS

Sensing the perspectives of self and others

Lowest Sub-Dimensions, Observer-Ratings

VALUES & NORMS

Knowledge about values, social interaction norms and religious beliefs

CHECKING

Checking assumptions and adjusting mental maps when experiences differ from expectations

LEADERSHIP

Knowledge about managing people and relationships across cultures

How do these ratings compare with your experience?

LARGEST GAPS

These are your largest gaps between Self-Ratings and Observer Average:

BUSINESS

Knowledge about economic and legal systems

AWARENESS

Sensing the perspectives of self and others

LEADERSHIP

Knowledge about managing people and relationships across cultures

What might explain the difference in perception between you and your observers in these three areas?

GOALS AND ACTION STEPS

Your facilitator can provide you with additional insights on which of the four CQ capabilities (Drive, Knowledge, Strategy, Action) are most directly related to the challenges you're facing and the goals you want to pursue.

In light of your current challenges, goals, and CQ ratings, which two CQ capabilities do you want to focus on the most right now?

- CQ Drive
 CQ Knowledge
 CQ Strategy
 CQ Action

If you aren't sure, select your highest and lowest CQ capabilities so that you can leverage your strengths and develop the areas where you have the most room for improvement.

Create a plan for developing the two CQ capabilities you've chosen to focus on over the next six months.

1st CQ Capability: _____		
	1 Month Goals	6 Month Goals
List at least two specific things you can do to build upon or improve this CQ capability. (Be sure to note which sub-dimensions were highest/lowest for this area.)		
Target Date		
What additional action steps do you need to implement long-term?		

2nd CQ Capability: _____		
	1 Month Goals	6 Month Goals
List at least two specific things you can do to build upon or improve this CQ capability. (Be sure to note which sub-dimensions were highest/lowest for this area.)		
Target Date		
What additional action steps do you need to implement long-term?		

Accountability

	Action Step
With whom will you share this plan in the next 2 weeks?	
Target Date	
How can this individual help you follow through and work on your goals?	

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 judgement and decision making, and task performance in culturally diverse settings.

Visit <http://www.culturalq.com/research.html> for more information.

Cultural Values

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national culture/s but not always. The chart on the next page shows your individual 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

CULTURAL CLUSTERS

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.

To learn more, read *Expand Your Borders: Discover the World through Ten Cultural Clusters*, available at www.culturalQ.com/books.

▲ Based on Self-Rating * Significant variation within cluster

Individualism

Collectivism

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin Europe	Arab Confucian Asia Latin America Southern Asia* Sub-Saharan Africa
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Low Power Distance

High Power Distance

Anglo Germanic Europe Nordic Europe	Confucian Asia Eastern Europe* Latin Europe Sub-Saharan Africa	Arab Latin America Southern Asia*
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Low Uncertainty Avoidance

High Uncertainty Avoidance

Anglo Eastern Europe Nordic Europe	Arab Confucian Asia* Germanic Europe Southern Asia* Sub-Saharan Africa	Latin Europe Latin America
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Cooperative

Competitive

Nordic Europe Sub-Saharan Africa	Arab Confucian Asia Eastern Europe Latin America Latin Europe	Anglo Germanic Europe
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Short Term

Long Term

Anglo Arab Eastern Europe Nordic Europe Sub-Saharan Africa	Germanic Europe Latin America Latin Europe Southern Asia*	Confucian Asia
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Low Context / Direct

High Context / Indirect

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin America Latin Europe	Arab Confucian Asia Southern Asia* Sub-Saharan Africa
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Being

Doing

Arab Latin America Nordic Europe Sub-Saharan Africa	Confucian Asia* Eastern Europe Latin Europe Southern Asia*	Anglo Germanic Europe
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