This CQ Self Assessment Feedback Report will help you identify your strengths and developmental opportunities for functioning effectively in multicultural 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

CONTENTS OF REPORT

WHAT IS CQ? .................................................................................................................... 4
CQ PROFILE ..................................................................................................................... 5
CQ DEVELOPMENT PLAN .......................................................................................... 11
APPENDIX A: Research Basis ..................................................................................... 16
APPENDIX B: Cultural Values ...................................................................................... 17
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 Drive**
  Your interest, drive and confidence to adapt to multicultural situations.

- **CQ Knowledge**
  Your understanding about how cultures are similar and different.

- **CQ Action**
  Your ability to adapt when relating and working interculturally.

- **CQ Strategy**
  Your awareness and ability to plan for multicultural interactions.
CQ Profile Summary

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

CQ RATINGS AND PERCENTAGES

LOW
Scores in this range are in the bottom 25% of the world wide norms.

MODERATE
Scores in this range are in the middle 50% of the world wide norms.

HIGH
Scores in this range are in the top 25% of the world wide norms.

CQ DRIVE

CQ KNOWLEDGE

CQ STRATEGY

CQ ACTION
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.

**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.
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

1 10 20 30 40 50 60 70 80 90 100

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

CQ Profile Overview Sample, Self Assessment Pro Cultural Intelligence Center, LLC © 2008-2016
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 Drive.

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

Highest Sub-Dimensions

<table>
<thead>
<tr>
<th>INTRINSIC INTEREST</th>
<th>SELF-EFFICACY</th>
<th>SOCIO-LINGUISTIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deriving enjoyment from culturally diverse experiences</td>
<td>Having the confidence to be effective in culturally diverse situations</td>
<td>Knowledge about language and communication norms</td>
</tr>
</tbody>
</table>

How, if at all, does your current role allow you to use your highest sub-dimensions?

CQ AREAS FOR IMPROVEMENT
Your results suggest you should start by setting goals to improve your CQ Knowledge.

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

Lowest Sub-Dimensions

<table>
<thead>
<tr>
<th>VALUES &amp; NORMS</th>
<th>SPEECH ACTS</th>
<th>BUSINESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge about values, social interaction norms and religious beliefs</td>
<td>Modifying the manner and content of communications (e.g., direct, indirect)</td>
<td>Knowledge about economic and legal systems</td>
</tr>
</tbody>
</table>

How do these ratings compare with your experience?
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.

<table>
<thead>
<tr>
<th>1st CQ Capability: ____________</th>
<th>1 Month Goals</th>
<th>6 Month Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What additional action steps do you need to implement long-term?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2nd CQ Capability: ____________</th>
<th>1 Month Goals</th>
<th>6 Month Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What additional action steps do you need to implement long-term?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Accountability

<table>
<thead>
<tr>
<th>Action Step</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>With whom will you share this plan in the next 2 weeks?</td>
<td></td>
</tr>
<tr>
<td>Target Date</td>
<td></td>
</tr>
<tr>
<td>How can this individual help you follow through and work on your goals?</td>
<td></td>
</tr>
</tbody>
</table>
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.

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

<table>
<thead>
<tr>
<th>TERM</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism</td>
<td>Emphasis on individual goals and individual rights</td>
</tr>
<tr>
<td>Collectivism</td>
<td>Emphasis on group goals and personal relationships</td>
</tr>
<tr>
<td>Low Power Distance</td>
<td>Emphasis on equality; shared decision-making</td>
</tr>
<tr>
<td>High Power Distance</td>
<td>Emphasis on differences in status; superiors make decisions</td>
</tr>
<tr>
<td>Low Uncertainty Avoidance</td>
<td>Emphasis on flexibility and adaptability</td>
</tr>
<tr>
<td>High Uncertainty Avoidance</td>
<td>Emphasis on planning and predictability</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Emphasis on collaboration, nurturing, and family</td>
</tr>
<tr>
<td>Competitive</td>
<td>Emphasis on competition, assertiveness, and achievement</td>
</tr>
<tr>
<td>Short Term</td>
<td>Emphasis on immediate outcomes (success now)</td>
</tr>
<tr>
<td>Long Term</td>
<td>Emphasis on long term planning (success later)</td>
</tr>
<tr>
<td>Low Context / Direct</td>
<td>Emphasis on explicit communication (words)</td>
</tr>
<tr>
<td>High Context / Indirect</td>
<td>Emphasis on indirect communication (tone, context)</td>
</tr>
<tr>
<td>Being</td>
<td>Emphasis on quality of life</td>
</tr>
<tr>
<td>Doing</td>
<td>Emphasis on being busy and meeting goals</td>
</tr>
</tbody>
</table>

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.
<table>
<thead>
<tr>
<th>Individualism</th>
<th>Collectivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglo, Germanic Europe, Nordic Europe</td>
<td>Eastern Europe, Latin Europe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Power Distance</th>
<th>High Power Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglo, Germanic Europe, Nordic Europe</td>
<td>Confucian Asia, Eastern Europe*, Latin Europe, Sub-Saharan Africa</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Uncertainty Avoidance</th>
<th>High Uncertainty Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglo, Eastern Europe, Nordic Europe</td>
<td>Arab, Confucian Asia*, Germanic Europe, Southern Asia*, Sub-Saharan Africa</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cooperative</th>
<th>Competitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nordic Europe, Sub-Saharan Africa</td>
<td>Arab, Confucian Asia, Eastern Europe, Latin America, Latin Europe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Short Term</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglo, Arab, Eastern Europe, Nordic Europe, Sub-Saharan Africa</td>
<td>Germanic Europe, Latin America, Latin Europe, Southern Asia*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Context / Direct</th>
<th>High Context / Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglo, Germanic Europe, Nordic Europe</td>
<td>Eastern Europe, Latin America, Latin Europe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Being</th>
<th>Doing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab, Latin America, Nordic Europe, Sub-Saharan Africa</td>
<td>Confucian Asia*, Eastern Europe, Latin Europe, Southern Asia*</td>
</tr>
</tbody>
</table>