

# DEVELOPING ASIA CAPABILITY

## WORKSHOP

Strengthening Asia capability involves a three-pronged approach: winning the war for Asian talent, leveraging the perspective and experiences of talent with Asian descent, and increasing cultural competency.

Achieving these goals necessitates the development of cultural intelligence or CQ\*—the collection of knowledge, skills and abilities that enable an individual to detect, assimilate, reason and act on cultural cues appropriately.

As a transcultural model of intercultural competence, cultural intelligence is a set of generic competencies ideally suited for managing the complexities of diverse Asian settings.

Workshop content includes:

- Understanding of culture and its implications for interpersonal relations
- Self-awareness: Your orientation in ten main cultural values
- Other awareness: Mapping cultural dimensions to cultural clusters with focus on South Asia and Confucian Asia
- The CQ Model and developing its four main competencies
- Business practices and etiquette in Asia
- Avoiding stereotypes and managing complexity
- Flexing authentically
- Recovering from a cultural faux-pas

*\*CQ is a registered trademark of the Cultural Intelligence Centre, LLC.*

## CULTURAL INTELLIGENCE COMPETENCIES

Individuals with high CQ display four main competencies:

### 1 CQ Drive

CQ drive is your willingness to work with diverse others. This involves your ability to overcome explicit or unconscious bias and your capacity to persist in challenging interactions – even when confused, frustrated or burnt out.

### 2 CQ Knowledge

CQ knowledge is your understanding of culture and cultural differences. This involves more than awareness of variations in language, customs and appearance. Core cultural differences like values, assumptions and beliefs are often invisible but cause the most problems—and are frequently overlooked.

### 3 CQ Strategy

CQ strategy is your ability to flex mentally. With high CQ Strategy, you are not confined to a single world view. You are open to new or integrative ideas.

### 4 CQ Action

CQ action is your ability to flex verbal and non-verbal behaviour. This decreases the risk of miscommunication and helps you to respond to diverse others in a manner that conveys respect and builds trust and rapport.

## THE COMPETITIVE ADVANTAGE OF CQ

Over 100 peer-reviewed studies support the validity of CQ as a proven model of intercultural competence. In diverse cultural settings, CQ improves task performance, judgement, collaboration, inclusion, engagement, customer satisfaction and agility.

In fact, CQ is a better predictor of effectiveness in diverse settings than cognitive ability, emotional intelligence (EQ), personality, demographic characteristics, language fluency and international experience.

## LEARNING OUTCOMES

- Increased awareness of the role of culture in interactions
- Know-how to develop CQ in self and others
- Improved effectiveness working with diverse colleagues, partners, customers, suppliers and other stakeholders
- Inclusive mindset and expansive worldview
- Personal growth
- Enhanced adjustment and well-being

## CULTURAL VALUES QUESTIONNAIRE

Cultural inclusion requires awareness of one's own and others' cultural orientation. The Cultural Values Questionnaire is an online questionnaire administered by consultants and trainers accredited by the Cultural Intelligence Centre, led by Dr. David Livermore and Dr. Linn Van Dyne. The Cultural Values Questionnaire provides details of an individual's orientation in ten cultural value dimensions: Individualism vs. collectivism, power distance, uncertainty avoidance, indirect vs. direct communication, competitive vs. cooperative, being vs. doing, neutral vs. affective, monochronic vs. polychronic, universalism vs. particularism, and short-term vs. long-term.

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