

**CULTURAL INTELLIGENCE, or CQ**, is a globally recognized way of assessing and improving effectiveness for culturally diverse situations. It is rooted in rigorous, academic research conducted by scholars around the world. Leading organizations in business, education, government, and healthcare are adopting CQ as a key component of personnel development and competitive advantage.

Research demonstrates several consistent results for individuals and organizations that improve CQ, including:

- More Effective Cross-Cultural Adaptability and Decision-Making
- Enhanced Job Performance
- Improved Creativity and Innovation
- Increased Profitability and Cost-Savings

### I. What is Cultural Intelligence?

- a. It is a form of intelligence
  - i. Emphasis on nurture more than nature
  - ii. Integrates psychological and sociological issues
  - iii. Draws upon the ability to reformulate one's concept of self and others
  - iv. Can be integrated with other forms of intelligence
- b. Applies to any cultural context
  - i. Diversity initiatives
  - ii. International management
  - iii. Organizational culture
  - iv. Subcultures (generational, gender, professional etc.)
- c. It's malleable
  - i. Anyone can improve their CQ
- d. Evidence based
  - i. Cultural Intelligence Scale (CQS) measures an individual's competency in each of the four CQ area
  - ii. Validated in US and Singapore
  - iii. Cultural Values Profile measure your cultural value orientations

### II. Consists of 4 capabilities

- a. CQ Drive
  - i. Intrinsic interest
  - ii. Extrinsic interest
  - iii. Self-efficacy

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- b. CQ Knowledge
    - i. Business – Cultural Systems
    - ii. Interpersonal: Cultural Values
    - iii. Socio-Linguistics
    - iv. Leadership
  - c. CQ Strategy
    - i. Planning
    - ii. Awareness
    - iii. Checking
  - d. CQ Action
    - i. Non-verbal communication
    - ii. Verbal communication
    - iii. Speech Acts
- III. CQ Application
- a. Leadership Development Programs
  - b. Recruitment, Hiring, and Promotion
  - c. Performance Reviews
  - d. Team Development
  - e. Diversity and Inclusion Programs
  - f. Global Relocation
  - g. Program Assessment
- IV. Next Steps
- a. Needs assessment
  - b. Cultural Values Profile
  - c. Cultural Intelligence Assessment
  - d. Assess and develop CQ in your team
  - e. Make CQ a priority for everyone
- V. Closing Comments
- a. Construct of CQ is important to understand and incorporate as industry and information profession changes
  - b. Skills needed are shifting and librarians are in a unique position
  - c. Going beyond awareness can help improve interactions with stakeholders – use CQ

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