Leading with Cultural Intelligence

Inter-cultural Association of Greater Victoria
Community Partnership Network
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Session outline

- Introductions
- UVic Co-op & Career
- Why CQ @ UVic
- Workshop: Leading with CQ
2016/17 data

UVic Community

22,000 UVic Students

3800 co-op work terms
1346 employers
345 international co-op terms
In over 40 countries

290 Academic exchanges
Total outbound mobility: 761

33 co-op work terms
1224 Indigenous students

715 co-op work terms
3873 International students
Engagement map

https://www.uvic.ca/ocue/engagement-map
Intercultural Competency Development Curriculum

- Take Flight with Co-op: Preparing for your international experience
- Drive to Intercultural effectiveness
- Diversity & Inclusion
- Succeeding in the Canadian professional environment

https://www.uvic.ca/coopandcareer/career/build-skills/intercultural/index.php
Leading with Cultural Intelligence

• What is culture?
• What does it mean to be effective in an intercultural setting?
• Cultural intelligence (CQ) framework
• Putting it into practice
What is Culture?
Encountering a culturally challenging situation
Cultural Intelligence

Cultural intelligence is the capability to function effectively across various cultural contexts (national, ethnic, organizational, generational, etc.).

*Ang & Van Dyne, 2008*

It can be used as a framework to assess competencies (learning outcomes) developed as a result of intercultural experiences.
The four dimensions of Cultural Intelligence
CQ - Drive

A person's interest and confidence in functioning effectively in culturally diverse settings.

- **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
CQ - Knowledge

A person's knowledge about how cultures are similar and how cultures are different.

- **Business** - knowledge about economic and legal systems

- **Interpersonal** - knowledge about values, social interaction norms, and religious beliefs

- **Socio-linguistics** - knowledge about rules of languages and rules for expressing non-verbal behaviors
CQ Strategy

How a person makes sense of culturally diverse experiences.

Occurs when people make judgments about their own thought processes and those of others

- **Awareness** - knowing about one's existing cultural knowledge
- **Planning** - strategizing before a culturally diverse encounter
- **Checking** - checking assumptions and adjusting mental maps when actual experiences differ from expectations
CQ Action

A person's capability to adapt verbal and nonverbal behavior to make it appropriate to diverse cultures.

This involves having a flexible repertoire of behaviors to suit a variety of situations

- **Speech Acts** - modifying modifying manner and content of communications (e.g., direct, indirect)
- **Non-Verbal** - modifying non-verbal behaviors (e.g., gestures, facial expressions)
- **Verbal** - modifying verbal behaviors (e.g., accent, tone)
Cultural Intelligence (CQ)

How should I adapt?
- Speech Acts
- Verbal
- Nonverbal

What’s my plan?
- Planning
- Awareness
- Checking

What’s my motivation?
- Intrinsic
- Extrinsic
- Self-Efficacy

What cultural understanding do I need?
- Business
- Values & Norms
- Sociolinguistic
- Leadership
Cultural Intelligence Video: “CQ Wheel”
(by The Living Institute)
Hofstede’s Cultural Values

http://www.geerthofstede.nl/culture
Where do you place on the values continuum?

Individualism..................................Collectivism
Low Power Distance.........................High PD
Low Uncertainty Avoidance..............High UA
Competitive....................................Co-operative
Short term (TO)..............................Long term
Low context....................................High context
Doing...........................................Being
Neutral..........................................Affective
Cultural Values:

- Individualism
- Collectivism

Power distance

Uncertainty avoidance

Competitive/Collaborative
Cultural Values:

Short term/long term

Doing/Being

Context

Neutral/Expressive
Cultural Values

Hofstede Insights

Country Comparisons
Caution against stereotyping!

Perception: How Germans and the Chinese see one another

East Meets West – by Yang Liu
Cultural Values

Did any of these values inform the behaviours you observed in your culturally challenging situation?
How could a CQ based approach influence your story?

Unpack your story with respect to the 4 CQ dimensions:

CQ-DRIVE
CQ-KNOWLEDGE
CQ-STRATEGY
CQ-ACTION
Putting CQ into motion

CQ-Drive:

What is my motivation for attaining success in this situation?
What is the cost of not succeeding?

CQ-Knowledge:

Is there a cultural explanation for what’s going on in your story?
What cultural differences explain what’s going on?
Which cultural values are most relevant?
What do you need to learn about the cultures involved in this situation?
Putting CQ into motion

CQ-Strategy: Given what you know about CQ Drive, Knowledge and Strategy, what next steps will help resolve your challenge?

What is my plan?
Is my plan working?
What is different from what I anticipated?
Was the plan appropriate?

CQ-Action:
How can I adapt effectively to address this challenge?

Think about how you may need to adapt your speech acts, verbal and non-verbal behaviours.
CQ development is a life-long process

Going from Low to High CQ

1.0 React to external stimuli
2.0 Recognize other cultural norms; motivated to learn more
3.0 Accommodate other cultural norms in your thinking
4.0 Adjust to other cultural norms in your behavior
5.0 Automatically adjusting thinking and behavior when getting appropriate cues
Effective Inter-cultural Adjustment

“\textit{I do not want my house to be walled in on all sides and my windows to be stuffed.}

\textit{I want the cultures of all the lands to be blown about my house as freely as possible. But I refuse to be blown off my feet by any.}”

- Gandhi

(http://thinkexist.com/quotations)
References


*Customs of the World: Using Cultural Intelligence To Adapt, Wherever You Are* by David Livermore (The Great Courses 2013)


Questions?

Thank you!

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