



Cultural Intelligence (CQ®)

Essential Tool for Measuring Cultural Readiness Across DoD

CULTURAL INTELLIGENCE



Cultural Intelligence
(CQ)
is the capability to function
and relate effectively in
culturally diverse situations.

BODY OF RESEARCH

- **20+** years
- Researchers from **47** countries
- **1148+** peer reviewed studies
- **150,000+** respondents from **168** countries



RESEARCH QUESTION

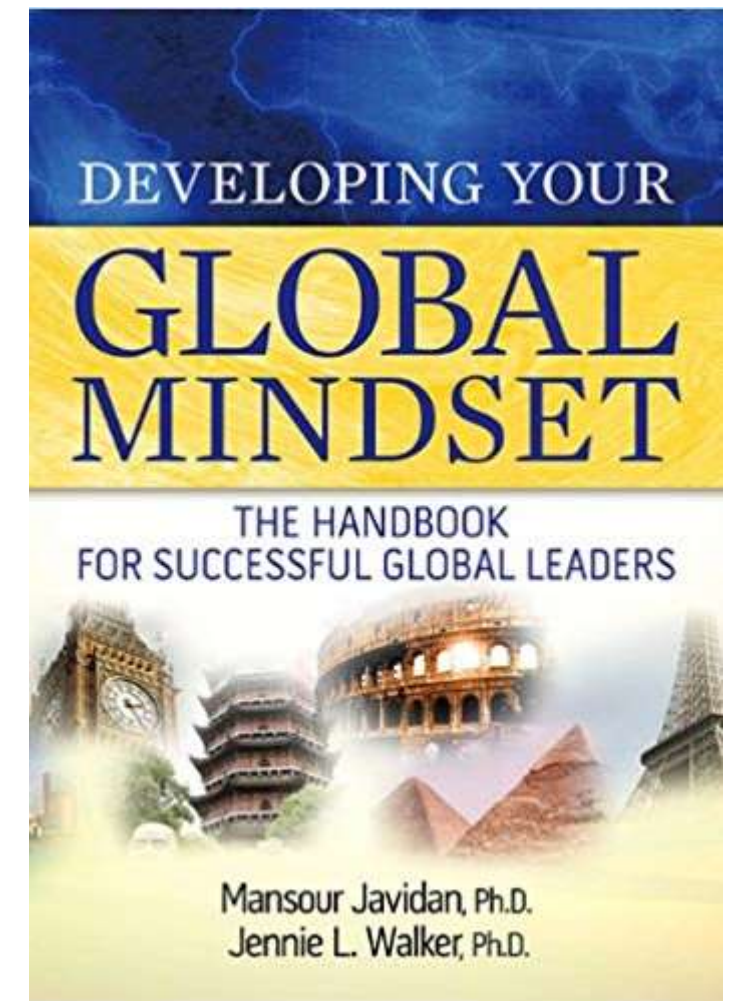
What is the difference between individuals and organizations that **succeed** in today's globalized, multicultural world and those that **fail**?



CULTURAL INVENTORIES



GLOBESMART®
Inclusion. Globally.



CULTURAL INTELLIGENCE



A mental model for
diagnosing and responding
to complex intercultural
situations.

Important links to
Adaptive Performance
(CQ on the fly).



MYTHS

- International Experience → Cultural Intelligence
- Tactical Competence → Success
- High EQ → High CQ
- Linguistic Fluency → High CQ



CQ DRIVE

Your level of interest, persistence, and confidence during multicultural interactions.

[Diplomatic Mindset]

CQ KNOWLEDGE

Your understanding about how cultures are similar and different.

[Cultural Learning]

CQ ACTION

Your ability to adapt when relating and working in multicultural contexts.

[Intercultural Interactions]

CQ STRATEGY

Your awareness and ability to plan for multicultural interactions.

[Cultural Reasoning]

CQ Profile

This page summarizes your scores for the four primary CQ capabilities. The graphs indicate the worldwide norms and show typical differences in the scores across the four capabilities. Note your self-ratings (in the squares) and your observer-ratings (in the circles).

8 people completed the observer survey for you.

LOW

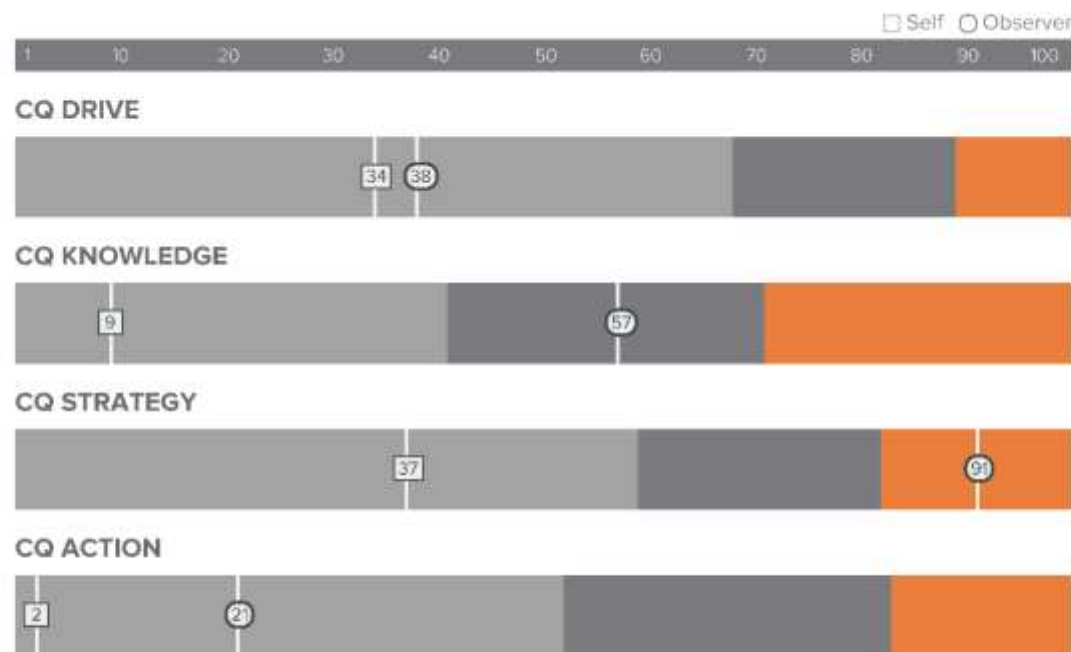
Scores in this range are in the bottom 25% of worldwide norms.

MODERATE

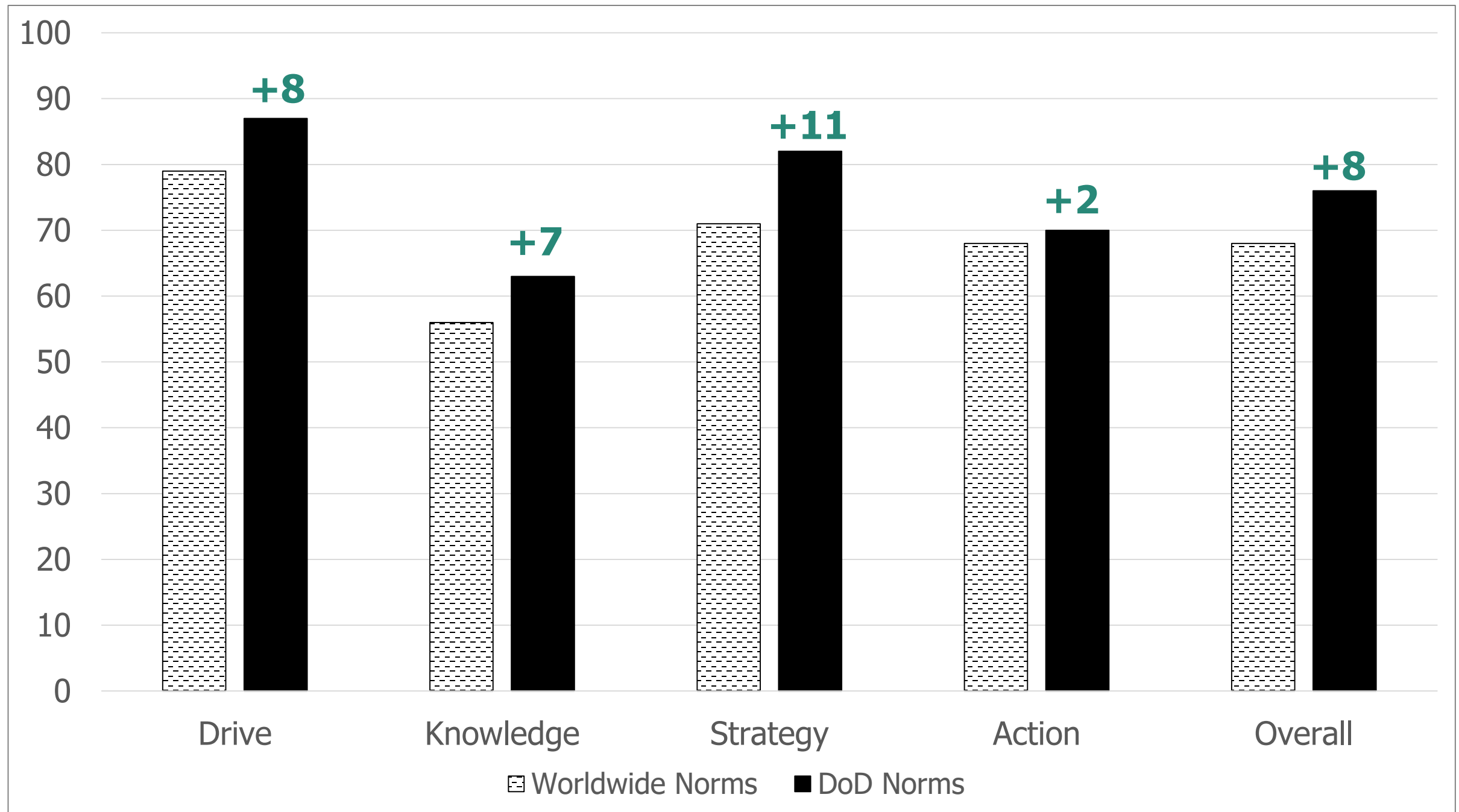
Scores in this range are in the middle 50% of worldwide norms.

HIGH

Scores in this range are in the top 25% of worldwide norms.



DoD Norms vs. Global Norms



Worldwide Norms DoD Norms

CQ DRIVE

-3%

Your level of interest, persistence, and confidence during multicultural interactions.

[Diplomatic Mindset]

CQ KNOWLEDGE

CQ ACTION

CQ STRATEGY

CQ DRIVE

CQ KNOWLEDGE

+13%

Your understanding about how cultures are similar and different.

[Cultural Learning]

CQ ACTION

CQ STRATEGY



BEWARE!!!

Cultural knowledge by
itself is worse than no
knowledge!

CQ DRIVE

CQ KNOWLEDGE

CQ ACTION

CQ STRATEGY **+10%**

Your awareness and
ability to plan for
multicultural interactions.

[Cultural Reasoning]

CQ DRIVE

CQ KNOWLEDGE

CQ ACTION

+4%

Your ability to adapt when relating and working in multicultural contexts.

[Intercultural Interactions]

CQ STRATEGY

Newly developed DoD CQ Scoring

Reactive -----
Proactive

CQ 1	CQ 2	CQ 3	CQ 4	CQ 5
Beginner	Early Development	Proficient	Advanced Skill	Mastery
10%	25%	30%	25%	10%
React to situations in light of one's own cultural norms	Preliminary adaptability to cultural differences	Recognize and accommodate for cultural differences	Adapt strategy and performance in light of cultural differences and mission	Strategic mastery in light of cultural differences and mission objectives

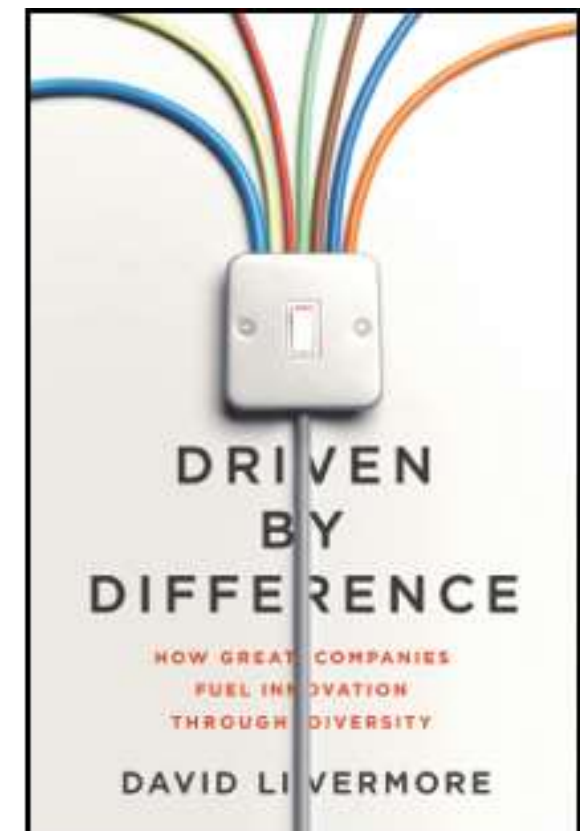
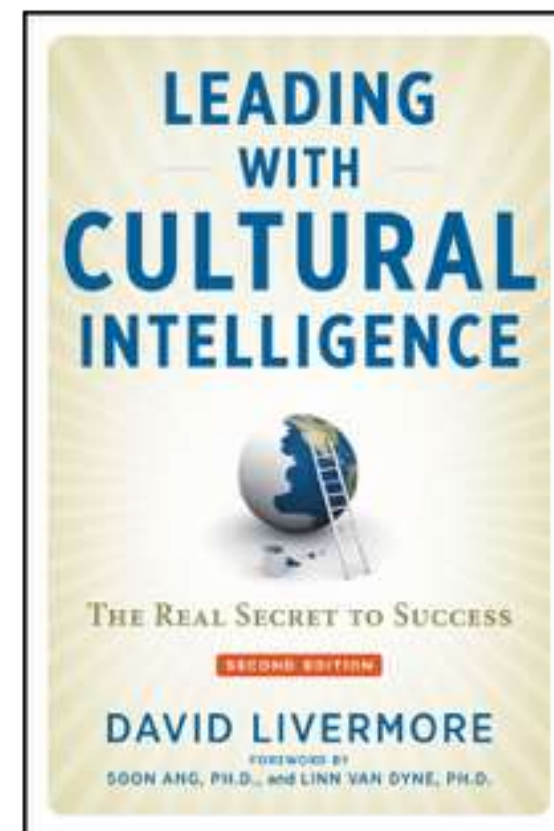
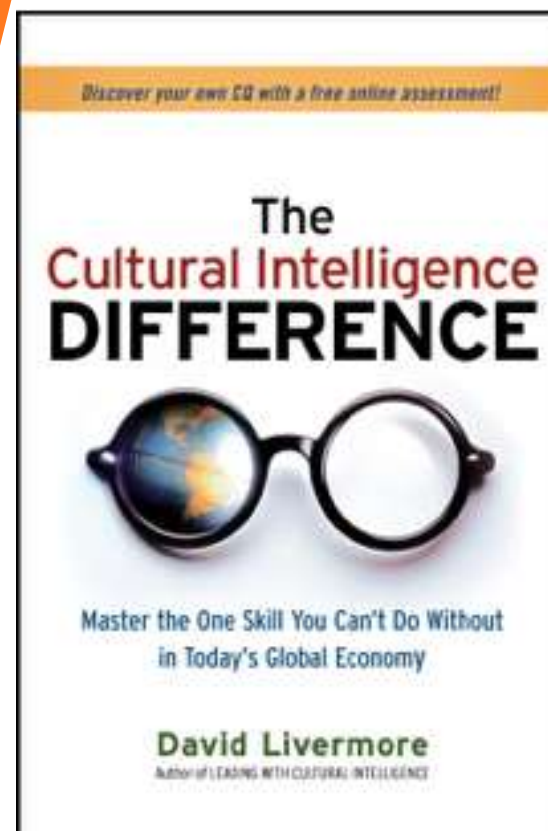
CQ and DoD Opportunities

1. Establish benchmarks for cultural readiness
2. Evaluate and improve effectiveness of specific capability development. (e.g. CQ Strategy) through various training models (content, modality, etc.)
3. Use CQ1–CQ5 to monitor:
 - Officer's Cultural Readiness
 - Enlistee's Cultural Readiness
4. Combine with qualitative assessment (e.g. situational judgments).

Research proves...

Everyone can improve their CQ.

THANK YOU!



culturalQ.com