

How Cultural Intelligence Makes a Difference in the Information Profession: Are You Culturally Competent?

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Agenda

- Culture Matters
- Mapping Cultural Differences
 - Cultural value orientations
- What is Cultural Intelligence (CQ)?
 - Four capabilities
- Applying and Improving CQ
- Now what?

Genesis of Cultural Intelligence



Mutual Distrust

Different views on how to
confront conflict

Contradictions mean “nothing”

Language and Communication
Barriers

Cultural Intelligence Needed!

Cultural Intelligence

The capability to function effectively across various cultural contexts (national, ethnic, organizational, generational, etc.)

--Soon Ang and Linn Van Dyne, "Conceptualization of Cultural Intelligence" in Handbook of Cultural Intelligence: Theory, Measurement, and Applications (Armonk, NY: M.E. Sharpe, 2008), 3.

Mapping Cultural Differences



Cultural Values

- Individualism-Collectivism
- Power Distance
- Uncertainty Avoidance
- Cooperative-Competitive
- Short-Term versus Long-Term Orientation
- Context
- Being-Doing

Standards

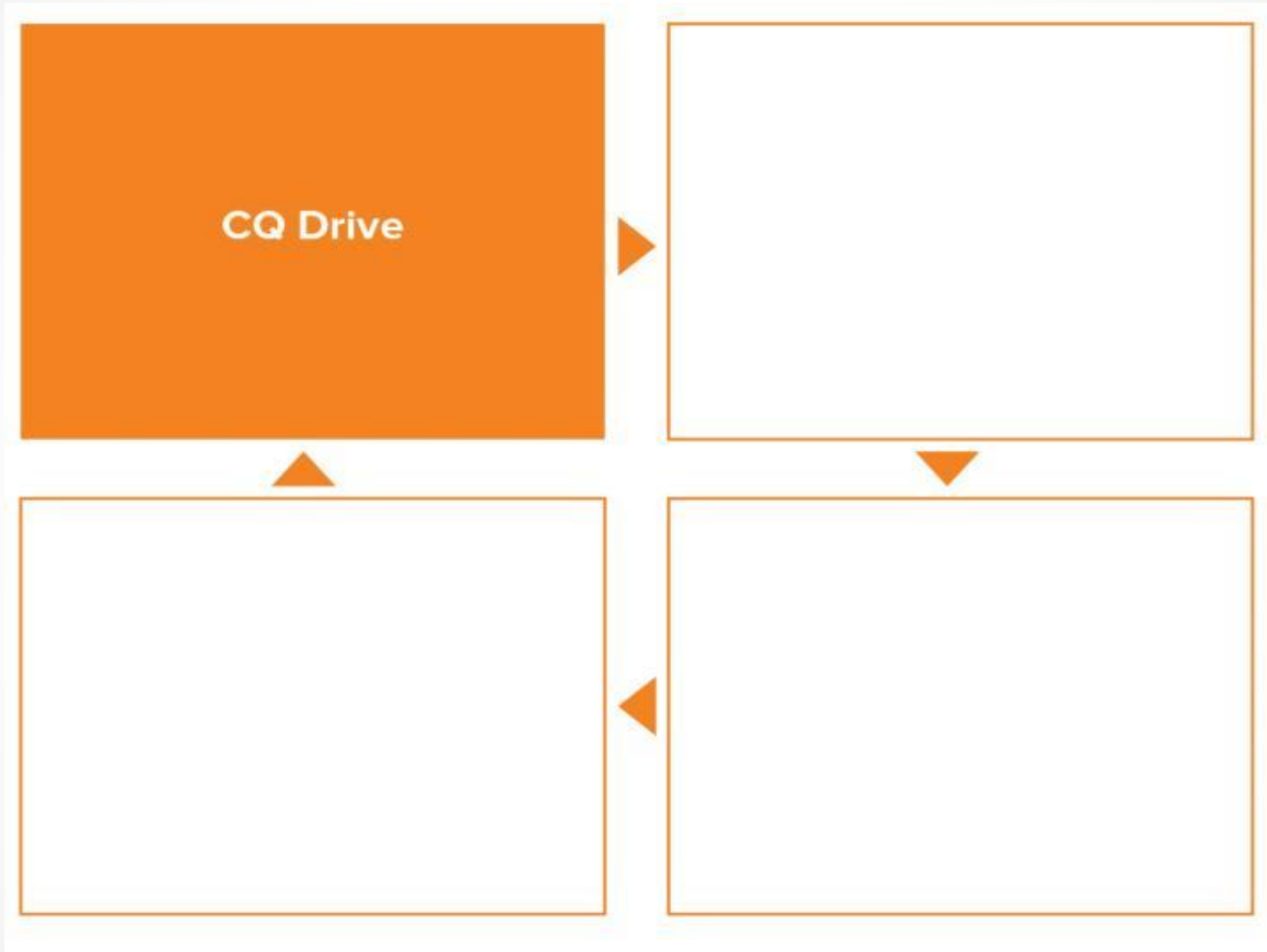
- ALA Strategic Plan (2017 Update)
<http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/StrategicPlan/Strategic%20Directions%202017Update.pdf>
- ALSC Competencies for Librarians Serving Children in Public Libraries <http://www.ala.org/alsc/edcareers/alsccorecomps>
- YALSA Core Professional Values for the Teen Services Profession <http://www.ala.org/yalsa/core-professional-values-teen-services-profession>
- ACRL Diversity Standards: Cultural Competency for Academic Libraries (2012)
<http://www.ala.org/acrl/standards/diversity>
- AASL National School Library Standards for Learners, School Librarians, and School Libraries <http://standards.aasl.org/>

Take a moment and think of one cultural challenge in your workplace.



Keep this challenge in mind as we explore CQ

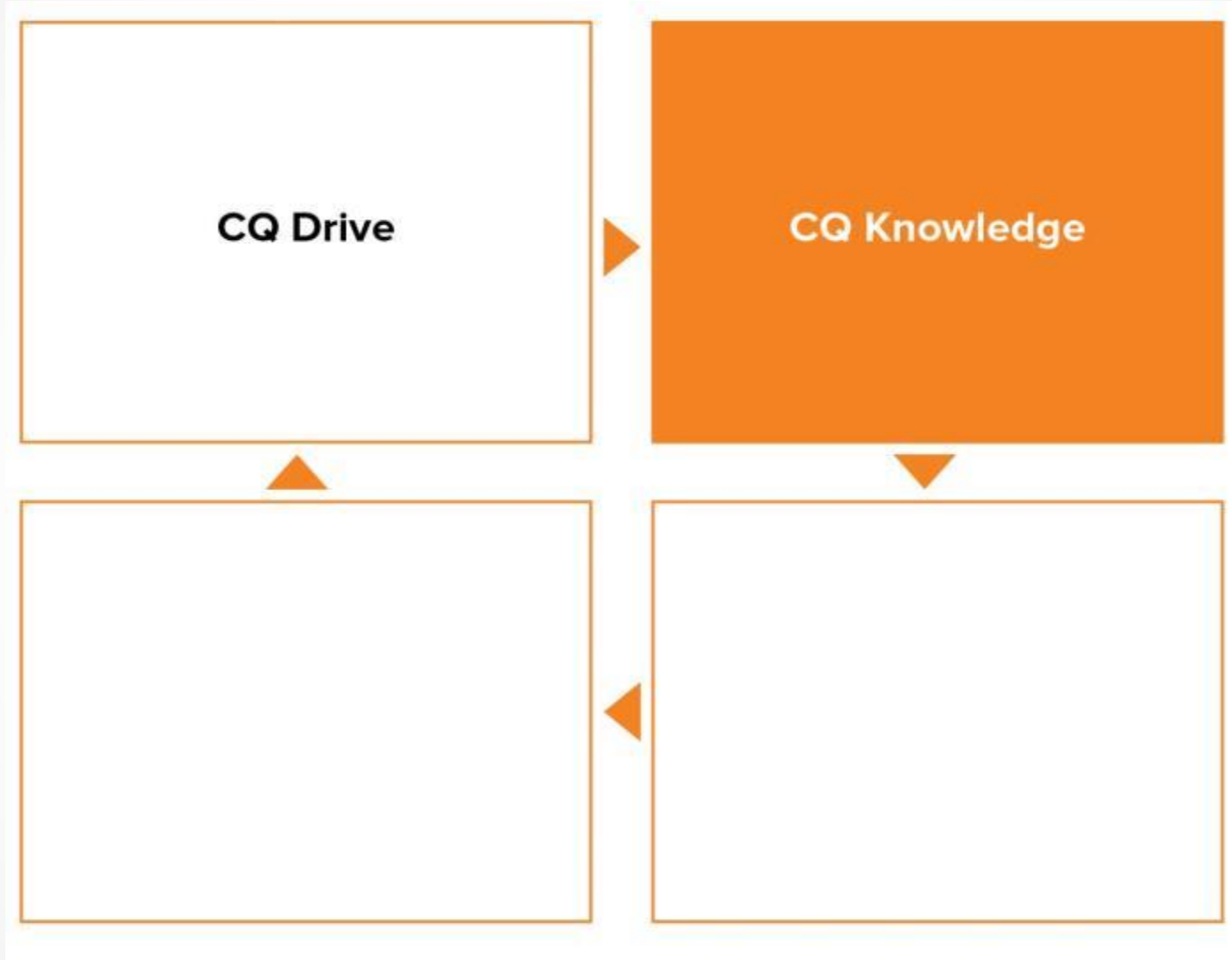




CQ Drive: 3 Sub-Dimensions

- Intrinsic Interest
- Extrinsic Interest
- Self-Efficacy





Derek Sivers: Weird, or just different?

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CQ Knowledge: 4 Sub-Dimensions

- Business/Cultural Systems
- Interpersonal: Cultural Values
- Socio-Linguistics
- Leadership

霸道, 你不得不尊敬。

LAND CRUISER PRADO 霸道 GX

全國上市

霸气, 霸气如你地位; 霸气, 霸气如你气势; 霸气, 霸气如你品味; 霸气, 霸气如你勇气。霸气, 霸气如你成就; 霸气, 霸气如你辉煌。霸气, 霸气如你成就; 霸气, 霸气如你辉煌。霸气, 霸气如你成就; 霸气, 霸气如你辉煌。霸气, 霸气如你成就; 霸气, 霸气如你辉煌。

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TOYOTA

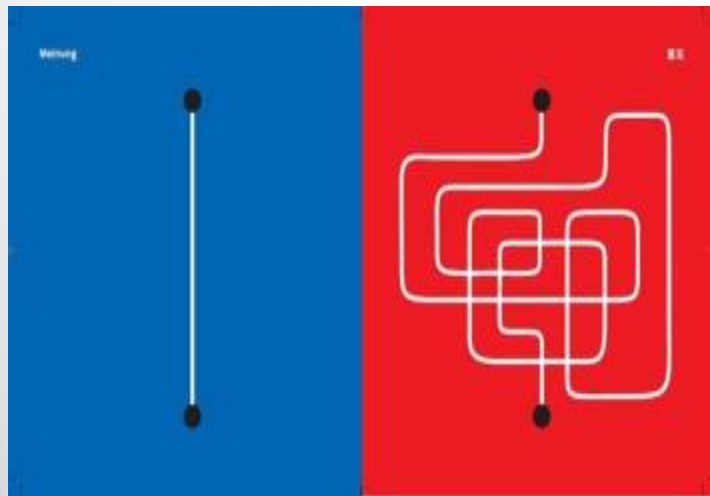
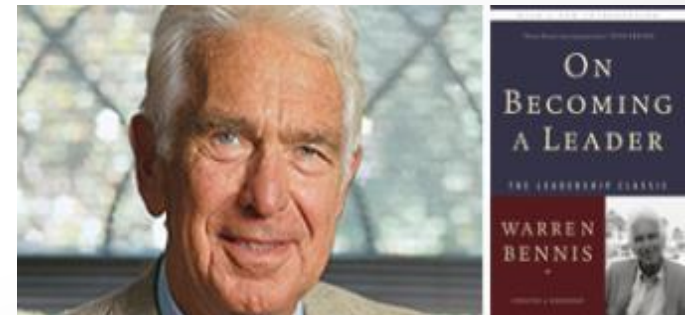
CQ Knowledge: 4 Sub-Dimensions

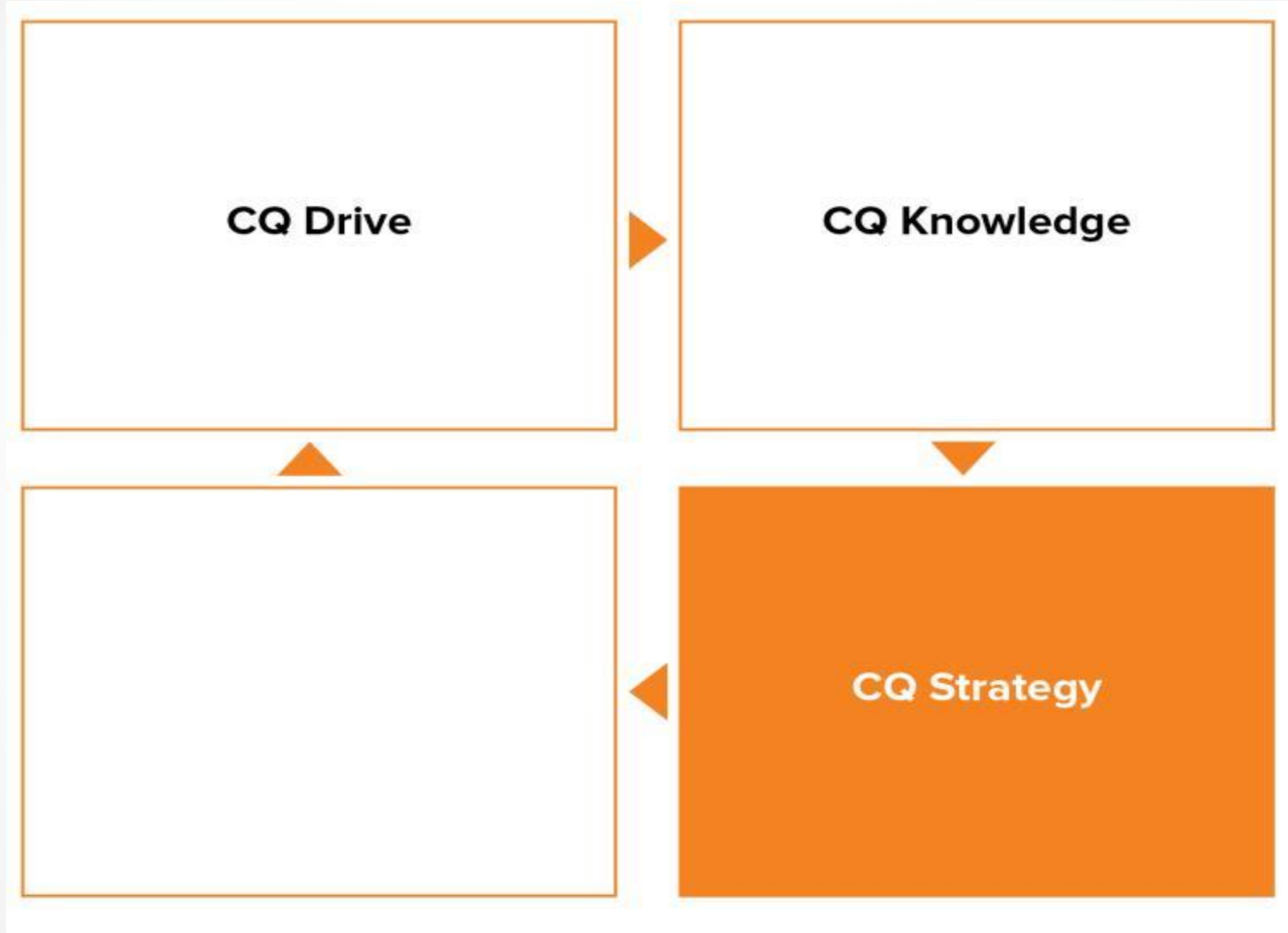
- Business/Cultural Systems
- Interpersonal: Cultural Values
- Socio-Linguistics
- Leadership



“Leadership is like beauty; it’s hard to define, but you know it when you see it.”

--Warren Bennis

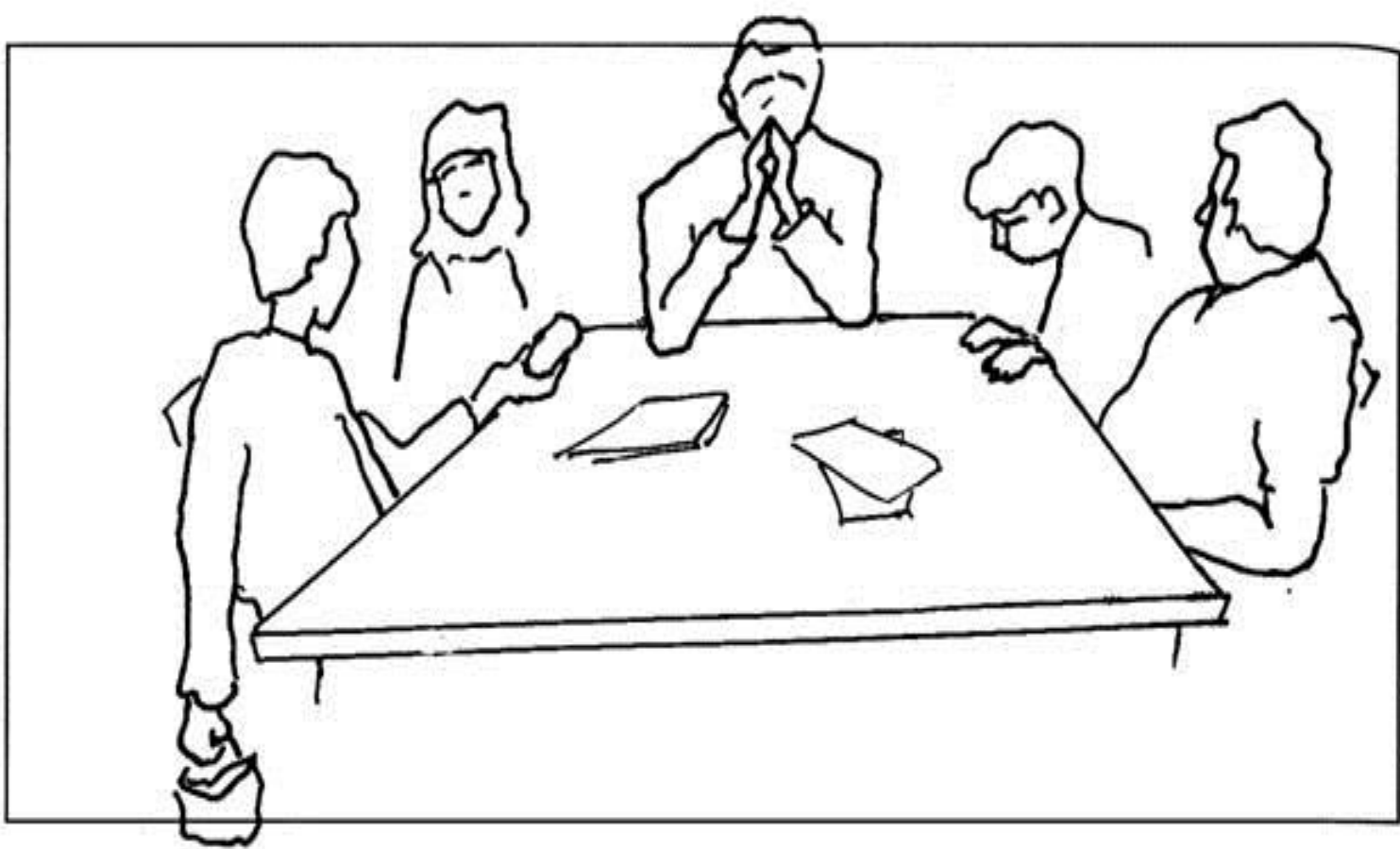




CQ Strategy: 3 Sub-Dimensions

- Planning
- Awareness
- Checking





Picture 3



CQ Action: 3 Sub-Dimensions

- Speech Acts
- Verbal Communication
- Non-Verbal Communication



Revisit your cultural challenge in your workplace.



Utilizing CQ, what is one thing you will do or do differently to help with your challenge?

Next Steps



Next Steps

- Needs assessment
- Cultural Values Profile
- Cultural Intelligence Assessment
- Assess and develop CQ in your team
- Make CQ a priority for everyone

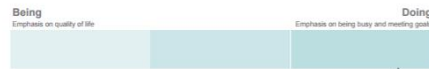
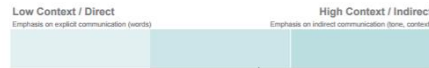


Cultural Values Profile

YOUR PROFILE

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 two pages shows your individual cultural value orientations.

▲ The triangle indicates your self-rating based upon your responses to the survey you took. Note whether your rating is in the first third (oriented toward the left side of the continuum, the middle third (preferring neither extreme), or the last third (oriented toward the right side of the continuum).



CULTURAL CLUSTERS

Notice your self-rating compared to the averages of the ten largest cultural clusters in the world (See the Appendix for more information about these clusters).

▲ Based on Self-Rating * Significant variation within cluster



With Individualists	With Collectivists
<ul style="list-style-type: none"> Allow for autonomy Recognize the importance of rapid decision-making 	<ul style="list-style-type: none"> Give time to consult with others and work on building consensus Recognize the importance of long-term relationships

Ideas and Insights



With Low Power Distance	With High Power Distance
<ul style="list-style-type: none"> Forgo formalities Create ways to question or challenge authority 	<ul style="list-style-type: none"> Follow chain of command carefully Do not question or challenge authority publicly

Ideas and Insights

Cultural Intelligence Assessment

CQ Profile Summary

This is a one-page snapshot of your CQ scores from the four CQ capabilities. Notice your self-ratings, your observer ratings, and the worldwide 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 worldwide norms.

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

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



CQ PROFILE: CQ Summary

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.

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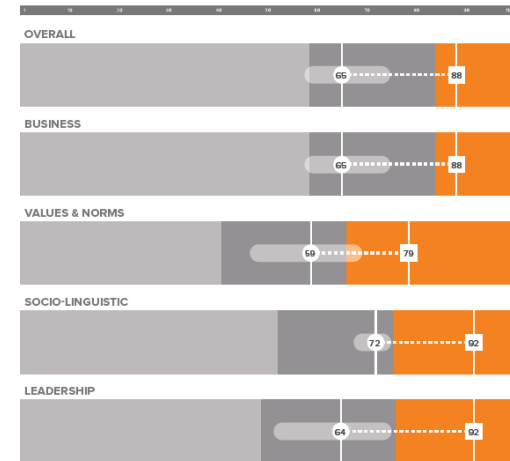
CQ KNOWLEDGE SUB-DIMENSIONS

Business: Knowledge about economic and legal systems.
Values & Norms: Knowledge about values, social interaction norms and religious beliefs.
Socio-Linguistic: Knowledge about rates of languages and rates for expressing non-verbal behaviors.
Leadership (Context Specific): 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.

■ Self Rating
 ● Observer Average
 ○ Observer Range
 --- Gap is significant



CQ PROFILE: CQ Knowledge

Closing Comments

- Construct of CQ is important to understand and incorporate as the industry and profession changes
- Going beyond awareness can help improve interactions with stakeholders and clients – use CQ!



Thank You!

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