Cultural Intelligence

Jannies S. Burlingame, CPA, CRMA
Principal/Executive Director of Internal Audit
SS&B/Polaris Pharmaceuticals Inc.
Cultural Intelligence

“In a world where crossing boundaries is routine, CQ becomes a vitally important aptitude and skill.”

~Harvard Business Review
Cultural Intelligence

“EQ is a strong predictor of your success when you're working with people who come from the same culture as you, but your CQ is a much better predictor of how you'll do working with people from different cultural backgrounds - the inevitable reality for all of us over the next decade.”

(Livermore, “The CI Difference”)

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Today’s Objectives

1. Define CQ
2. Learn the Four Dimensions/Sub-D’s
3. Explore how to apply Hofstede’s Cultural Dimensions Theory
Cultural Intelligence (CQ) Trivia Questions

- What is the most widely spoken language in the world?
- What is the mother tongue of the largest no. of people?
- What is the world’s largest religion?
- Which countries have the largest population?
Cultural Intelligence

DEFINITION

- Theory within Mgt. & Org. Psy.
- Understanding the impact of cultural background behavior

Current trend CQ in pre-employ. assessments

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Cultural Intelligence: Cross-cultural Interactions

“The best and most beautiful things in the world can not be seen or even touched – they must be felt with the heart”

“The highest result of education is tolerance.”
Assessing Your CQ

www.culturalq.com

12 page feedback report on your CQ capabilities

The following graph gives you a quick glimpse at how you assessed your CQ capabilities.

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Assessing Your CQ

Cultural Capability Model

I. Drive

II. Knowledge

CQ

II. Strategy

IV. Action

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Improving your CQ:

Dimension

Sub-Dimension

A. Intrinsic

B. Extrinsic

C. Self-efficacy

I. CQ Drive

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Improving your CQ: I. Drive

Method of Development

A. Intrinsic

- Face Biases
- Connect
- Scare Yourself

I. CQ Drive

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Improving your CQ:

I. Drive

Method of Development

B. Extrinsic

- Visualize Success
- Reward Yourself
- Recharge

I. CQ Drive

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Improving your CQ: I. Drive

Method of Development

C. Self-Efficacy

Maintain Control

Travel

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What are some action items that you can think of to improve your CQ Drive?

Tool Box:

1. **Intrinsic**: face biases, connect, scare yourself
2. **Extrinsic**: Visualize, reward, recharge
3. **Self-efficacy**: Maintain Control, travel
II. Knowledge

II. CQ Knowledge

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Improving your CQ:

Method of Development

II. Knowledge

A. B/C Systems

- Study up close
- Google Smarter
- Global Awareness
- Movie/Literature

II. CQ Knowledge

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Improving your CQ: II. Knowledge

Method of Development

B. B/C Values

Business Values

Cultural Values

II. CQ Knowledge

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Power Distance

II. CQ Knowledge
Improving your CQ:

II. Knowledge

B. B/C Values

Low P/D
(Empowered decision)
- US (40)
- Ireland (28)
- New Zealand (22)

High P/D
(Authority)
- Malaysia (104)
- Mexico (81)
- China (80)

US: 40

II. CQ Knowledge

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Improving your CQ: II. Knowledge

Power Distance

- Hierarchies
- Large gaps in compensation
- Authority & Respect

- Flatter Organization
- Equal Pay
- Casual

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Power Distance Index

II. CQ Knowledge
Individualism vs. Collectivism

II. CQ Knowledge
Improving your CQ:

II. Knowledge

B. B/C Values

Cultural Values

Individualism

- US (91)
- Australia (90)
- UK (89)

Collectivism

- China (20)
- Indonesia (14)
- Guatemala (6)

II. CQ Knowledge

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Improving your CQ:  

II. Knowledge

Individualism/Collectivism

- High Value – Freedom
- Respect for privacy

> Individuality

- Emphasis on contribution to Group, SME
- Harmony

Collectivism
Individualism Index

II. CQ Knowledge
Improving your CQ:

II. Knowledge

B. B/C Values

Business Values

US: 62

Masculinity $(Strength, dominance)$
- Japan (95)
- Hungary (88)
- Italy (70)

Femininity $(Supportive, caring)$
- Taiwan (45)
- Thailand (96)
- Sweden (87)

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Improving your CQ: Masculinity (MAS)

- Men = MAS
- Women = FEM
- Well-defined distinction

Woman can do anything
- Powerful women are admired & respected
- Women = Higher Positions of power
Masculinity Index

II. CQ Knowledge

1-20  21-40  41-60  61-80  81-100  101-120
Uncertainty Avoidance

II. CQ Knowledge
Improving your CQ:

II. Knowledge

Uncertainty Avoidance Index

Avoidance
- Greece (112)
- Belgium (94)
- Japan (54)

Acceptance
- UK (35)
- Hong Kong (29)
- Singapore (8)

II. CQ Knowledge
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Improving your CQ:

Uncertainty Avoidance Index (UAI)

- Formal
- P&P’s
- Avoid difference

Higher UAI
Lower UAI

- Informal business attitude
- Long term strategy than daily
- Accepting of risks
Uncertainty Avoidance Index

II. CQ Knowledge
Long Term/Short Term

II. CQ Knowledge
Improving your CQ:

II. Knowledge

US: 46

II. CQ Knowledge

B. B/C Values

Business Values

Short Term (Instant Results)

• New Zealand (22)
• UK (25)
• Nigeria (16)

Long Term (LT innovation/success)

• China (118)
• Hong Kong (96)
• Taiwan (87)
Long-term Orientation (LTO)

- Parents/Men have authority
- Strong work ethic
- Education

Higher LTO
- Treat other as you would like to be treated
- Higher creativity

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Improving your CQ:  

II. Knowledge

B. B/C Values

Core Values

Business Values

Cooperative (Nurturing behavior)

• Chile
• Netherlands

Competitive (Assertive behavior)

• Japan
• Hungary

II. CQ Knowledge

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Improving your CQ: Method of Development

II. Knowledge

C. Socio-linguistics

Study Language

II. CQ Knowledge

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Improving your CQ:

Method of Development

D. Leadership

II. Knowledge

Seek Diverse Perspective

Recruit CQ Coach

II. CQ Knowledge

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Partner Exercise

Identify two strategies you can begin using to enhance your CQ knowledge?

Tool Box

1. **B/C Systems**: study culture, google smarter, improve global awareness
2. **B/C Values**: movies/novel, learn values
3. **Socio-Linguistics**: Study new language
4. **Leadership**: Seek diversity, find CQ Coach

II. CQ Knowledge

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Improving your CQ:

Dimension

Sub-Dimensions

A. Awareness

B. Planning

C. Checking

III. Strategy

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Improving your CQ: Method of Development

A. Awareness

III. Strategy

Notice
Think Widely
Focus Deeply
Journal
Improving your CQ:

Method of Development

B. Planning

- Plan Social Interactions
- Manage Expectations
- Create Checklist
Improving your CQ: Method of Development

C. Checking

- Reframe a situation
- Test for Accuracy
- Ask better questions

III. Strategy

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Improving your CQ:
Dimension

Sub-Dimensions

IV. Action

A. Non-verbal
B. Verbal
C. Speech Arts

IV. Action

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Improving your CQ:

Method of Development

A. Nonverbal

IV. Action

- Develop Social Skills
- Be an Actor
- Taboos
Cultural Taboo Game:

1. When in France, which of these is appropriate to do?
   a. Bring wine to your host
   b. Drink red wine in a café
   c. Bringing red roses to the host

2. When in Asia, which number is frowned upon?
   a. 4
   b. 7
   c. 13

3. When in Japan, what is appropriate when eating?
   a. Pour soy sauce over rice
   b. Stab chopsticks in rice
   c. Slurp your noodles loudly
Improving your CQ:

Method of Development

B. Verbal

IV. Action

- Basic Vocab.
- Try new vocal sounds
- Slow Down
Improving your CQ:

Method of Development

C. Speech Arts

IV. Action

Put yourself in place of need

Join multicultural team
Lessons Learned

- Acknowledge your ethnocentricity
  - Biases are inevitable, acting on them isn’t
- Keep open mind & suspend judgment
- Seek to listen and understand first
- Increase awareness of similarities
- Decrease importance of dissimilarities
- Have a discussion on cultural differences
CQ Case Study

You are about to perform an audit of an international division, known to be hostile to corporate auditors. What are the ways that you can utilize various CQ actions and strategies to ensure an efficient audit?
Question...
Do you need to be an expert in every culture?

High CQ

- Observation
- Empathy
- Attune
- Adapt
- Monitor Own Action
- Intelligence
Iceberg Concept of Culture

Surface

Food, dress, music, art, language, gestures, celebrations, games

Shallow

Concept of time, personal space, tone, eye contact, body language, touching

Deep

Beliefs, values, fears, dreams, emotions, group norms, spiritual
References for CQ

Harvard: Implicit Association Test:
https://implicit.harvard.edu/implicit/

Kiss, Bow, or Shake Hands
http://kissbowshakehands.com/international-business-etiquette.html

Articles and Cultural Quizzes
http://www.Getcustoms.com

The Cultural Intelligence Center
http://www.culturalq.com/

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The Cultural Intelligence Difference
   David Livermore

Language Monitor:

Hofsted’s Power Distance Index:
   http://www.clearlycultural.com/geert-hofstede-cultural-dimensions/power-distance-index/
Questions? Comments? Witty remarks?

Contact me:
Jannies@gmail.com

Connect with me:
http://www.linkedin.com/in/janniesb

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