



Cultural Intelligence CQ Model

Establishing a baseline and developing internal capabilities

Think climate change.
Be waterwise.





What is Cultural Intelligence?



Cultural intelligence (CQ) is the collection of knowledge, skills and abilities that enable an individual to detect, assimilate, reason and act on cultural cues appropriately.

Individuals with high CQ display four main competencies:

1. Drive
2. Knowledge
3. Strategy
4. Action



While there is increasing recognition of the business case for culturally inclusive work settings, there is a critical lack of understanding about how to achieve this.

Cultural DRIVE



- Involves your ability to overcome explicit or unconscious bias and your capacity to persist in challenging interactions—even when confused, frustrated, or burnt out.
- Harvard Implicit Bias assessment
- Survey data on current demographics – we can't be what we can't see.
- How visible are your Aboriginal projects, employees or social justice stances?
- What are the current organisational behaviours when conducting activity or initiatives that involve Aboriginal people, relationships or content?
- What is the current impact data on contributors? Who is doing most of the work when organising cultural activities/engagement?

Cultural KNOWLEDGE



- More than awareness of variations in language, customs, and appearance. These are core cultural differences like values, assumptions, and beliefs which are often invisible but cause the most problems—and are frequently overlooked.
- Composed of content (what) and process (how) knowledge of other cultures, such as how and when people access HR for dispute resolution, number of attendees at educational events or forums, participation in cultural activities and the process by which these are designed.

Cultural STRATEGY



- With a high CQ Strategy, you are not confined to a single worldview. You are open to new or integrative ideas. This drives innovation and creativity.
- What is the current perspective of your strategies and where does the organisation place itself? Who is at the centre – do you notice deficit?
- How flexible are your strategies for incorporating Aboriginal world views? Such as relationships, ceremony, expectations
- Treat Aboriginal strategy and engagement as if you are going to launch in a non-western country – what kind of research, preparation, skills, remuneration and strategy would you expect?

Cultural ACTION



- This is your ability to flex verbal and non-verbal behaviours in situations
- CQ Action decreases the risk of miscommunication and helps you to respond to others in a manner that conveys respect and builds trust and rapport.
- When you think of the code-switching skillset prevalent in Aboriginal professionals are you confident that organisational training exist to build this skill in your staff?
- Do you have guidelines or documents around language, paralanguage, and speech acts. Paralanguage refers to non-word vocalisations that carry meaning. These include pace, volume, inflexion, accent, tone, and silence. Speech acts refer to messages with an intended social function. For example, apologies, gratitude, and requests. Different social groups use language in different ways when forming speech acts.
- To create shared meaning, you must understand the language and the unique ways of using language and non-vocal emphases. Do your teams have the same understanding of key terms and their associated behaviours?
- Your misuse of language can have greater ramifications than lack of fluency. Errors in paralanguage or speech acts are not as easily excused. They can suggest disrespect or social incompetence, and these misperceptions are often greater for fluent speakers.
- Cultural differences in non-verbal behaviour include variations in gestures, body language, and greetings, as well as in facial and emotional expression. Variations occur in touch, eye contact, and personal space and also in dress and other aspects of physical appearance.

Scales and research



Factor	Item English version
Metacognitive CQ 4 items	<ul style="list-style-type: none"> - I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds. - I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me. - I am conscious of the cultural knowledge I apply to cross-cultural interactions. - I check the accuracy of my cultural knowledge as I interact with people from different cultures.
Cognitive CQ 6 items	<ul style="list-style-type: none"> - I know the legal and economic systems of other cultures. - I know the rules (e.g., vocabulary, grammar) of other languages. - I know the cultural values and religious beliefs of other cultures. - I know the marriage systems of other cultures. - I know the arts and crafts of other cultures. - I know the rules for expressing non-verbal behaviors in other cultures.
Motivational CQ 5 items	<ul style="list-style-type: none"> - I enjoy interacting with people from different cultures. - I am confident that I can socialize with locals in a culture that is unfamiliar to me. - I am sure I can deal with the stresses of adjusting to a culture that is new to me. - I enjoy living in cultures that are unfamiliar to me. - I am confident that I can get accustomed to the shopping conditions in a different culture.
Behavioral CQ 5 items	<ul style="list-style-type: none"> - I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it. I use pause and silence differently to suit different cross-cultural situations. - I vary the rate of my speaking when a cross-cultural situation requires it. - I change my non-verbal behavior when a cross-cultural situation requires it. - I alter my facial expressions when a cross-cultural interaction requires it.

CQ Drive (Motivational CQ): the level of a person's interest, persistence, and confidence to function in culturally diverse settings.

CQ Knowledge (Cognitive CQ): the level of a person's understanding about how cultures are similar and how they are different.

CQ Strategy (Meta-cognitive CQ): the degree to which a person plans for, remains aware during, and checks after multicultural interactions.

CQ Action (Behavioral CQ): the extent of a person's flexibility and appropriate use of a broad repertoire of behaviors and skills during multicultural encounters.

<https://culturalq.com/about-cultural-intelligence/research/>