

Cultural Intelligence: Is there anything new here?

IACCM Annual Conference
Vienna
June, 25 2009



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Globalization – The world has come to us



Managing Cultural Diversity

- ▶ In the past five years, we've definitely seen a much broader awareness of the importance of diversity in the workplace. It's about diversity of thought and how that adds to the bottom line to benefit a business.
 - Michael Bach, Director of Diversity, KPMG

What's new?

- ▶ Does cultural intelligence explain variance in effectiveness in intercultural interactions not accounted for by existing constructs?
- ▶ Intelligence as a single construct – IQ
- ▶ Multiple facets of intelligence
 - Social Intelligence
 - Emotional Intelligence
- ▶ Cultural intelligence???

Is cultural intelligence a new construct?

- ▶ Some definitions only extend old constructs to a new domain. (e.g. Earley, 2002; Earley & Ang, 2003; Ang & Van Dyne, 2008)
- ▶ Others treat cultural intelligence as an omnibus construct encompassing a variety of elements at many levels of analysis. (e.g. Peterson, 2004; Plum, 2008; Livermore, 2009)

Issues with Cultural Intelligence

- ▶ What is and is not to be included in this construct?
- ▶ What is its relationship to effective intercultural interactions?
- ▶ Nomological net
 - Dimensionality
 - Stability
 - Level of analysis

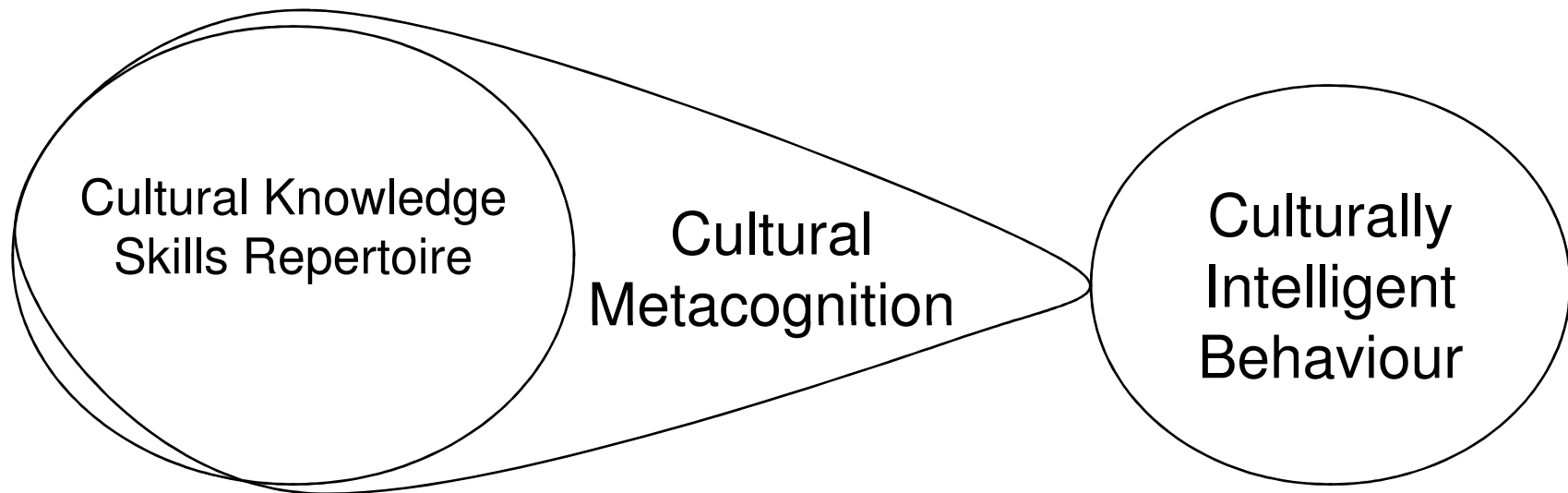
The Cultural Intelligence Project

- ▶ Kevin Au, The Chinese University of Hong Kong
 - ▶ Zeynep Aycan, Koc University, Turkey
 - ▶ Richard Brislin, University of Hawaii, USA
 - ▶ Jean-Luc Cerdin, ESSEC, France
 - ▶ Bjorn Z. Ekelund, Human Factors AS, Norway
 - ▶ Efrat Elron, The Hebrew University, Jerusalem
 - ▶ Mila Lazarova, Simon Fraser University, Canada
 - ▶ Martha Maznevski, IMD, Switzerland
 - ▶ Andre Pekerti, University of Queensland, Australia
 - ▶ Steven Poelmans, University of Navarra, Spain
 - ▶ Elizabeth C. Ravlin, University of South Carolina, USA
 - ▶ Guenter K. Stahl, INSEAD, WU Wien
 - ▶ David C. Thomas, Simon Fraser University
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- ▶ Stacey Fitzsimmons
 - ▶ Yuan Liao

Cultural Intelligence

- ▶ The purpose of this program of research is to define, operationalize, and validate a measure of cultural intelligence.
- ▶ Definition: A system of interacting knowledge and skills, linked by cultural metacognition, that allows people to adapt to, select and shape the cultural aspects of their environment.

Cultural Intelligence



Knowledge

- ▶ Domain specific (culture specific) knowledge
 - Knowledge of cultural identity, values, attitudes and practices
- ▶ Process knowledge
 - Knowledge of the effect of culture on one's own nature and the nature of others as a cognitive processor

Cross-Cultural Skills

- ▶ Perceptual Acuity
- ▶ Empathy
- ▶ Tolerance for Ambiguity
- ▶ Relational Skill
- ▶ Adaptability

Cultural Metacognition

- ▶ **Monitoring**

Conscious cognitive and affective experiences such as monitoring, planning, interpreting, checking outcomes and awareness of affective and motivational states

- ▶ **Regulation**

Processes and strategies that are used to self-regulate and control cognitive activities to ensure that a goal is met

Linking Function of Cultural Metacognition in Cultural Intelligence

- ▶ **Regulates** cognition by bringing to mind relevant knowledge, choosing not to respond automatically, editing responses to be consistent with goals
- ▶ **Transfers** knowledge from specific to broader principles based on appropriate encoding in memory
- ▶ **Overcomes** distractions of multiple tasks by focusing cognitive resources
- ▶ **Compensates** for individual lack of knowledge or skills

Examples of CQ Dimensions

Dimension

Example

▶ Content Knowledge:

▶ I know that in general, Israelis enjoy and some other cultures dislike adversarial debate

▶ Process Knowledge

▶ I know that my attitudes and those of others toward specific behaviors are influenced by cultural norms and values

▶ Skills

- Perceptual
- Relational
- Adaptive

▶ I can adapt my behavior (suppress my tendency, as an Israeli, to debate when in a culture that considers it to be negative)

▶ Metacognition

- Monitoring
- Regulation

▶ I actively reflect on available knowledge and skills regarding debate, how these relate to desired outcomes, in a cross-cultural setting to formulate alternative courses of action

Assessment Implications

- ▶ Knowledge
 - Tests – general and specific?
- ▶ Skills
 - Which of the many skills?
- ▶ Cultural Metacognition
 - Self reports?
 - Process tracing required?
 - Concurrent or retrospective verbal protocols?

Evaluation Environment



CULTURAL INTELLIGENCE ASSESSMENT



Welcome to the cultural intelligence on line assessment centre.

Your responses to the following questions will help researchers better understand individual differences in the ability to interact with people from different cultures. Your responses will be treated confidentially and the assessment does not ask for your identity. The following sections contain several different types of questions. In some cases you will answer by choosing an appropriate response on the screen. In others you will be asked to respond verbally as well, by speaking into the microphone. Please read the instructions carefully and try to respond truthfully and accurately to each question.

Thank you for participating.

NEXT ►

CULTURAL INTELLIGENCE ASSESSMENT

PROGRESS



I often feel useless when interacting with people from different cultures.

☒ Strongly agree☐ Agree☐ Neutral☐ Disagree☐ Strongly disagree

Depending on the impression I wish to give people who are culturally different to me, I have the ability to adapt my behaviour.

☐ Strongly agree☐ Agree☒ Neutral☐ Disagree☐ Strongly disagree

In different cultural situations and with culturally different people, I can change my behaviour.

☐ Strongly agree☒ Agree☐ Neutral☐ Disagree☐ Strongly disagree

I often get discouraged when I am with people from different cultures.

☐ Strongly agree☐ Agree☐ Neutral☐ Disagree☒ Strongly disagree[How to answer](#)**NEXT** ►

CULTURAL INTELLIGENCE ASSESSMENT

PROGRESS



When interacting in other cultures or with members of other cultures, there could be differences ...

in the extent to which outsiders are accepted.

- ☒ I have very extensive knowledge of this
- ☐ I have extensive knowledge of this
- ☐ I have some knowledge of this
- ☐ I have a little knowledge of this
- ☐ I have no knowledge of this

Record 

Record a message of your own, based on your own reading, talking with others and personal experience.

How to answer

NEXT ►

CULTURAL INTELLIGENCE ASSESSMENT

PROGRESS



Section 3

How to answer

Watch a short video

Press the record button



"Think aloud" about what is happening in the video.

What does "think aloud" mean?

When thinking aloud:

- DO say whatever is on your mind, including hunches and guesses.
- DO speak as continuously as possible. Avoid long pauses.
- DO NOT pause to think first, then speak - just keep speaking.
- DO NOT worry about style. Please perform this task as if you are talking to yourself

NEXT ►

CULTURAL INTELLIGENCE ASSESSMENT

PROGRESS



Please watch this video in which Ray has gone to visit the mother of his close friend Dimitri.



After watching the video you will be asked to imagine yourself in this situation and "think aloud" about what is happening.

How to answer

NEXT ►

CULTURAL INTELLIGENCE ASSESSMENT

PROGRESS



2

In situations when I have interacted with people who are culturally different...

I am aware that I need to plan my course of action.

☒ Strongly agree☐ Agree☐ Neutral☐ Disagree☐ Strongly disagree

I ask myself how their behaviour fits with what I already know about them.

☐ Strongly agree☒ Agree☐ Neutral☐ Disagree☐ Strongly disagree

I try to understand exactly what I am trying to accomplish.

☐ Strongly agree☐ Agree☒ Neutral☐ Disagree☐ Strongly disagree

I ask myself how I am feeling.

☐ Strongly agree☒ Agree☐ Neutral☐ Disagree☐ Strongly disagree[How to answer](#)**NEXT ►**

CULTURAL INTELLIGENCE ASSESSMENT

Thank you

for completing the cultural intelligence assessment. If you have questions or would like additional information, please tell the person coordinating your assessment before you leave the centre.

Your ID number is

239

NEXT ►

What is actually measured

- ▶ Cultural Knowledge (Self report)
- ▶ Knowledge Complexity (Coded from verbal examples)
- ▶ Cross-Cultural Skills
 - Perceptual Acuity
 - Empathy
 - Tolerance for Ambiguity
 - Relational skill
 - Adaptability
- ▶ Attribution Accuracy (Response to video)
- ▶ Cognitive Process Trace (Coded from verbal protocol)
- ▶ Cultural Metacognition (Self Report)

Is cultural intelligence anything new?

- ▶ Multicultural experience leads to higher levels of knowledge, skills and cultural metacognition
- ▶ Elements of CQ discriminate on the ability to develop long term relationships with culturally different others
- ▶ Cultural metacognition explains variance in intercultural effectiveness (self-report) after controlling for common method, personality and cross-cultural skills.