Cultural Intelligence:
Change Your Mind, Change The World

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Quid Pro Quo

Karen: Good Afternoon = *Nee luh a’ghay*
Thank you = *Taw blu’t*

Arabic: Peace be upon you = *A’salamu alay’kum*
Thank you = *Shukran*

Learn basic phrases in the language/s of your students and their families.

Be aware *gender* and/or *age* may affect greetings.
Cultural Intelligence (CQ)

“The ability to function effectively in different cultural contexts”

A person with high cultural intelligence grasps what makes us all human, and at the same time, what makes each of us different from one another.

A person with high CQ can tease out behavioral patterns that are true of:

- All people and all groups
- Those peculiar to this person or this group
- Those that are neither universal nor idiosyncratic.
Motivated and mindful people can increase their CQ.

- People with high CQ are not experts in every culture. Rather, they use observation, empathy, and intelligence to read people and situations, and to make informed decisions about why others act as they do.

- They use CQ to monitor their own actions. Instead of making quick judgments or relying on stereotypes, they observe what is happening and adapt their own behavior accordingly.
Becoming Aware of Your Cultural Lens

- We tend to think of our own culture as *human nature*
- Your own culture is often invisible to you
- No culture is the standard-bearer of human experience
- Culture should not be considered “exotic” or about “others”
The Cultural Iceberg

- Food
- Music
- Arts
- Languages
- Symbolism
- Fashion
- Holidays
- Sports
- Communication Style
- Authority
- Interpretation of Time
- Personal Space
- Eye Contact
- Concepts of Self, Fairness, Age, Sex, Social Class...
- Body Language, Facial Expressions, Gestures, Tone of Voice
- Relationship to Animals
- Attitudes Toward Elders, Family Roles, Child-rearing Practices
- Notions of Courtesy, Manners, Beauty, Friendship
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‘Under the Surface’ U.S. Culture

- Clock time vs. event time
- Individualistic vs. collectivist
- Identity chosen vs. fatalistic
- Self-advocating
- Informal social hierarchy
- “Newer is better”
Components of CQ

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

**CQ Knowledge**
Your understanding about how cultures are similar and different.

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

**CQ Strategy**
Your awareness and ability to plan for multicultural interactions.

https://www.mindtools.com/pages/article/cultural-intelligence.htm
The Advantages

**Putting CQ to work:**
- Can be the difference between solving problems and creating them
- Can be the difference between success and failure
- Helps you work effectively with people who are different from you
- Helps you build rapport with a new team
- Helps you adjust to a new department
- Helps you work well with a cross-functional team
Culturally Intelligent Strategies

- Make your mind a clean slate; remove expectations
- See behavior not as it relates to your culture, but rather how it relates to their culture
- Get comfortable with being uncomfortable
- Ask questions
- Mirror behaviors
- Connect with community leaders and cultural experts for advice
Questions to Test for CQ

1. Tell me something you have learned about another culture that you found interesting or exciting. How did you learn about it?

2. Tell me about a situation where you had to adjust your behavior in order to make others feel comfortable. What did you do?

3. Have you ever had a perception of a different culture that was ultimately proven wrong? How did you adapt to this information?

4. Think about your own culture. Do you think being a part of that culture has made it harder or easier for you to succeed?
“Lost Boys” of South Sudan resettled in the U.S.
https://www.youtube.com/watch?v=Giwujxh2No
Hofstede, Cross-Cultural Pioneer

- Professor Geert Hofstede conducted one of the most comprehensive studies of how values in the workplace are influenced by culture.

- Hofstede analyzed a large database of employee value scores collected within IBM between 1967 and 1973. The data covered more than 70 countries.

* Bearing in mind: culture is a spectrum
Can Culture Be Measured?

Geert Hofstede
**Collectivist**
- Identifies self within a more important group/s
- Group decision making
- Individual praise is uncomfortable, even shameful
- ‘If the group is healthy and happy, then I too benefit’

**Individualist**
- Privacy valued
- Competition valued
- Individuals praised
- Loyalty to self and pursuit of own goals
- ‘If I am healthy and happy, then the group benefits’
Masculine vs. Feminine

To avoid modern day controversy, in the business context, Masculinity versus Femininity is also referred to as ‘Tough versus Tender’ cultures.

**Masculine:**
- Represents a preference in society for achievement, heroism, assertiveness, and material rewards for success
- Traits such as strength, dominance, and egotism
- Society at large is more competitive

**Feminine:**
- Represents a preference for cooperation, modesty, caring for the weak and quality of life
- Traits such as being supportive, caring, and relationship oriented
- Society at large is more consensus-oriented
Power Distance

Low Power Distance:
- People are more or less equal or deserve to be treated equally
- Any “status” is largely based on perceived merit of accomplishments and character (earned respect)

High Power Distance:
- Rigid hierarchies
- “Status” matters
  - Age, gender, income, family, position of authority, etc.
Uncertainty Avoidance

Low Uncertainty Avoidance:
- Comfortable with risk
- Differences among individuals and groups more easily tolerated
- Less regulation/control over life’s situations

High Uncertainty Avoidance:
- Conformity is comfortable
- Use formality in interactions with others
- Orderly; keep meticulous records
- Rely on formalized policies and procedures
- Only take moderate, carefully calculated risks
- Strong resistance to change
Long Term vs. Short Term

**Long-term orientation:**
- Focused on the future
- Delay short-term material, social success, or emotional gratification in order to prepare for the future
- Values persistence, perseverance, saving, and being able to adapt

**Short-term orientation:**
- Focused on the present or past and consider them more important than the future
- Values tradition, the current social hierarchy, and fulfilling your social obligations
- Care more about immediate gratification than long-term fulfillment
Indulgent vs. Restrained

**Restrained:**
- Belief gratification needs to be curbed and regulated by strict norms
- Positive emotions are less freely expressed
- Happiness, freedom and leisure are not given high importance

**Indulgent:**
- Allow relatively free gratification of natural human desires related to enjoying life and having fun
- Focus more on individual happiness and well being
- Leisure time is important
- Greater freedom and personal control
Hofstede - U.S.A

https://www.hofstede-insights.com/product/compare-countries/
Hofstede – U.S.A. Comparison
Think about yourself and the values instilled by your family. Are there any behavioral patterns that relate to the Hofstede dimensions?

Think about a client or colleague from another culture that you are currently working with or have worked with in the past. Can you identify some of the cultural dimension based on their behaviors?

Would you do anything differently when working with them now?
Step out of your comfort zone!

Place yourself in situations that cause a sense of cultural disequilibrium.

Take note of how you are feeling.

What do you wish others would do to make you feel more welcome?

Then be that person when you’re in your comfort zone.
Questions and Comments?

CQ Golden Rule:

Do unto others as they would do unto themselves