

Developing CQ (Cultural Intelligence) Through Short-Term Study Tours

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Impact of Globalization

- Changes constitution of stakeholders
- Exposes greater portion of the workforce to cross-cultural interactions
- Assigns more employees to global and multicultural domestic teams
- Utilizes short- and long-term expatriation
- Exploits diversity as a competitive advantage

Cultural Intelligence

- Capability of an individual to observe and make meaning from novel cross-cultural interactions as a means to manage interactions in a cross-cultural situation
- Type of multiple intelligence (e.g., social intelligence)
 - Differs from emotional intelligence
- Malleable in nature--able to improve

Empirical Evidence for Cultural Intelligence (CQ)

Factor	Findings
Overall CQ	Positively impacts adaptation and performance in executives and other professionals on international assignments (Ang, Van dyne, Koh, & Ng, 2004); relates all four factors of CQ and openness to experience (Ang, Van Dyne, & Koh, 2006); partially mediates relationship between openness and adaptive performance (Oolders, Chernyshenko, & Starks, 2008)
Metacognitive CQ	Impacts task performance (Ang et al., 2007); enhances cultural judgment and decision making (Ang et al., 2007); alleviates burnout in expatriates (Tay, Westman, & Chia, 2008)
Cognitive CQ	Enhances cultural judgment and decision making (Ang et al., 2007)
Motivational CQ	Predicts adjustment (i.e., realistic preview of living and work conditions; Templer, Tay, Chandraesekar, 2006); predicts cultural adjustment (e.g., living conditions, interactions; Ang et al. 2007); alleviates burnout in expatriates (Tay, Westman, & Chia, 2008)
Behavioral CQ	Predicts cultural adjustment (e.g., living conditions, interactions; Ang et al., 2007); impacts task performance (Harrison & Shaffer, 2005); alleviates burnout in expatriates (Tay, Westman, & Chia, 2008)

Four Factors: Metacognitive CQ

- **Strategy** by which an individual makes sense of the world,
 - Developing categories
 - Deciphering information regarding people, tasks, and procedures
 - Facilitating the navigation of novel interactions
 - Bridging thought worlds among diverse members

Four Factors: Cognitive CQ

- **Knowledge** of cultural systems and values including behavioral norms
 - Recognizing schema associated with other cultures
 - Acknowledging similarities and differences
 - Linking familiar information with the unfamiliar
 - Transferring knowledge from one scenario to the next

Four Factors: Motivational CQ

- **Drive** to invest attention and energy in order to learn about and function within another cultural setting
 - Engaging self-efficacy
 - Demonstrating a willingness to interact with the unfamiliar
 - Avoiding withdrawal
 - Persisting within a diverse context regardless of temporary frustrations

Four Factors: Behavioral CQ

- **Action** with apposite behaviors in any given cultural context
 - Selecting from a large repertoire of behavior
 - Incorporating flexibility necessary to alter verbal and nonverbal behavior depending on context
 - Engaging in unfamiliar behaviors

Research Study

- CQ is important and it is malleable
- This pilot study set out to determine if short-term study tours enhance an individual's CQ
- Method: Pre/Post paired sample
- Experience: 12 day Hong Kong/Mainland China business study tour
 - Included reading 2 books
 - Included completion of reflective study journal

Findings

- Participants (11)
 - MBA students (10 domestic/ 1 international)
 - Average Age: 32
- **Metacognitive**: no statistically significant enhancement
- **Cognitive**: statistically significant enhancement
- **Motivational**: no statistically significant enhancement
- **Behavioral**: no statistically significant enhancement

Analysis

- Cognitive
 - Clear value, short-term trips are a viable tool
- Metacognitive, Motivational, Behavioral
 - Statistical significance not established
 - BUT, an analysis of change and personal interviews suggests scores are now more accurate (i.e. pre-test scores were inflated)
 - Believe value in short-term trips exist

Implications

- Organizations continue to seek to select and develop a culturally cognizant workforce
- Short-term trips create opportunity to develop cultural knowledge
- Training with CQ enhances a necessary capability in a global context