

## CONTENTS

Foreword by Soon Ang, Ph.D., and Linn Van Dyne, Ph.D. . . . .	xi
Preface . . . . .	xiii
Why This Book . . . . .	xiii
Research Basis . . . . .	xiv
How to Read This Book . . . . .	xv
Acknowledgments . . . . .	xix

### **PART I: WHAT IS CQ AND WHY DO I NEED IT?**

<b>1. You Lead Across a Multicultural Terrain: Why CQ? . . . . .</b>	<b>3</b>
From West Michigan to West Africa . . . . .	5
Relevance to Leaders . . . . .	12
<i>Understand Diverse Customers</i> . . . . .	15
<i>Manage Diverse Teams</i> . . . . .	15
<i>Recruit and Develop Cross-Cultural Talent</i> . . . . .	16
<i>Adapt Leadership Style</i> . . . . .	17
<i>Demonstrate Respect</i> . . . . .	18
Cultural Intelligence vs. Other Intercultural Approaches . . . . .	19
Conclusion . . . . .	20
<b>2. You Need a Map for the Journey: CQ Overview . . . . .</b>	<b>23</b>
A Four-Dimensional Model . . . . .	25
<i>CQ Drive: Showing Interest, Confidence, and Drive</i> <i>to Adapt Cross-Culturally</i> . . . . .	26
<i>CQ Knowledge: Understanding Cross-Cultural Issues and</i> <i>Differences</i> . . . . .	26
<i>CQ Strategy: Strategizing and Making Sense of</i> <i>Culturally Diverse Experiences</i> . . . . .	27
<i>CQ Action: Changing Verbal and Nonverbal Actions</i> <i>Appropriately When Interacting Cross-Culturally</i> . . . . .	28
CQ Is Different from EQ . . . . .	32

## Contents

A Repertoire of Skills . . . . .	34
An Inside-Out Approach . . . . .	35
Conclusion . . . . .	37

## PART II: HOW DO I BECOME MORE CULTURALLY INTELLIGENT?

<b>3. Whet Your Appetite: CQ Drive (Step 1)</b> . . . . .	41
Be Honest with Yourself . . . . .	45
Examine Your Confidence Level . . . . .	47
Eat and Socialize . . . . .	49
Count the Perks . . . . .	53
Work for the Triple Bottom Line . . . . .	56
Conclusion . . . . .	59
<b>4. Study the Topography: CQ Knowledge (Step 2a)</b> . . . . .	63
See Culture's Role in Yourself and Others . . . . .	67
<i>Universal</i> . . . . .	70
<i>Cultural</i> . . . . .	71
<i>Personal</i> . . . . .	73
Review the Basic Cultural Systems . . . . .	74
<i>Economic Systems: Capitalist vs. Socialist</i> . . . . .	75
<i>Marriage and Family Systems: Kinship vs. Nuclear</i>	
<i>Family</i> . . . . .	76
<i>Educational Systems: Formal vs. Informal</i> . . . . .	79
<i>Legal and Political Systems: Formal Laws vs. Informal</i>	
<i>Governance</i> . . . . .	79
<i>Religious Systems: Rational vs. Mystical</i> . . . . .	81
<i>Artistic Systems: Solid vs. Fluid</i> . . . . .	85
Conclusion . . . . .	87
<b>5. Dig Beneath the Terrain: CQ Knowledge (Step 2b)</b> . . . . .	89
Learn the Core Cultural Values . . . . .	90
<i>Event Time vs. Clock Time</i> . . . . .	92
<i>High Context vs. Low Context</i> . . . . .	93
<i>Individualism vs. Collectivism</i> . . . . .	95

## Contents

<i>Low vs. High Power Distance</i> . . . . .	98
<i>Low vs. High Uncertainty Avoidance</i> . . . . .	102
Understand Different Languages . . . . .	106
Conclusion . . . . .	109
<b>6. Turn Off the Cruise Control: CQ Strategy (Step 3)</b> . . . . .	<b>113</b>
Become More Aware . . . . .	116
<i>Self-Awareness</i> . . . . .	121
<i>Other Awareness</i> . . . . .	122
Plan Your Cross-Cultural Interactions . . . . .	124
Check to See If Your Assumptions and Plans Were Appropriate . . . . .	126
Conclusion . . . . .	128
<b>7. Run, Walk, or Jog: CQ Action (Step 4)</b> . . . . .	<b>133</b>
Adapt Your Communication . . . . .	137
<i>Words</i> . . . . .	138
<i>Delivery</i> . . . . .	145
<i>Nonverbals</i> . . . . .	146
Negotiate Differently . . . . .	150
<i>Alter Your Timing</i> . . . . .	150
<i>Adapt Your Style</i> . . . . .	151
<i>Remain Flexible</i> . . . . .	152
<i>Act with Integrity</i> . . . . .	152
Know When to Flex and When Not to Flex . . . . .	153
Conclusion . . . . .	157

## PART III: HOW DO I APPLY CQ?

<b>8. See the Journey Ahead: Proof and Consequences of CQ</b> . .	<b>163</b>
Results of CQ . . . . .	164
<i>Enhanced Performance</i> . . . . .	164
<i>Better Decision Making</i> . . . . .	165
<i>Flexibility</i> . . . . .	166
<i>International Expansion</i> . . . . .	167
<i>Employer of Choice</i> . . . . .	167

## Contents

<i>Prevention of Burnout and Creation of Personal Satisfaction</i> .....	168
Predictors of CQ .....	168
<i>Personality Traits</i> .....	169
<i>Experiences</i> .....	171
Ways to Develop CQ .....	172
Conclusion .....	176
<b>9. Recruit Travel Companions: Developing CQ in Your Team</b> .....	179
Integrate CQ with Your Overall Mission .....	179
Build Commitment with Senior Leaders .....	180
Fill the Organization with CQ Team Members .....	181
<i>Human Resource Personnel</i> .....	182
<i>International Travelers</i> .....	183
<i>Screen Candidates for CQ</i> .....	184
<i>Reward Good CQ Performance</i> .....	185
Develop CQ Strategies .....	186
Form CQ Structures .....	188
Create CQ Decision-Making Systems .....	190
Facilitate a CQ Learning Plan .....	191
<i>Show-and-Tell</i> .....	191
<i>Divisional Training</i> .....	192
<i>Personal CQ Development Plan</i> .....	192
Conclusion .....	194
Appendix: Research Context .....	199
Notes .....	201
Index .....	213
About the Author .....	220