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## How Cultural Intelligence Makes a Difference in the Information Profession: Are You Culturally Competent?

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# How Cultural Intelligence Makes a Difference in the Information Profession: Are You Culturally Competent?

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# Agenda

- Culture Matters
- Mapping Cultural Differences
  - Cultural value orientations
- What is Cultural Intelligence (CQ)?
  - Four capabilities
- Applying and Improving CQ
- Now what?

# Genesis of Cultural Intelligence



Mutual Distrust

Different views on how to  
confront conflict

Contradictions mean “nothing”

Language and Communication  
Barriers

**Cultural Intelligence Needed!**

# Cultural Intelligence

The capability to function effectively across various cultural contexts (national, ethnic, organizational, generational, etc.)

--Soon Ang and Linn Van Dyne, "Conceptualization of Cultural Intelligence" in Handbook of Cultural Intelligence: Theory, Measurement, and Applications (Armonk, NY: M.E. Sharpe, 2008), 3.

# Mapping Cultural Differences



# Cultural Values

- Individualism-Collectivism
- Power Distance
- Uncertainty Avoidance
- Cooperative-Competitive
- Short-Term versus Long-Term Orientation
- Context
- Being-Doing



# Standards

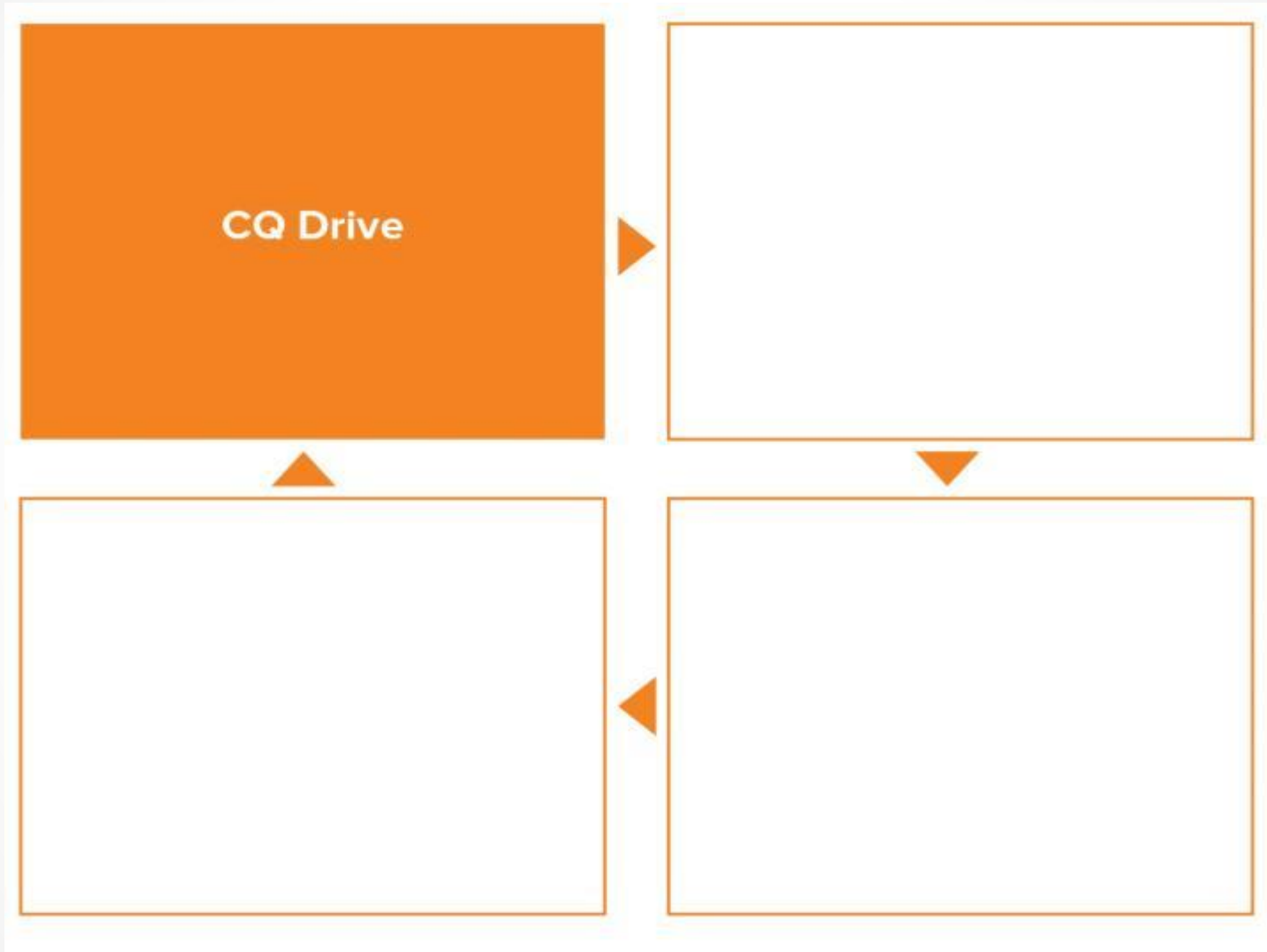
- ALA Strategic Plan (2017 Update)  
<http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/StrategicPlan/Strategic%20Directions%202017Update.pdf>
- ALSC Competencies for Librarians Serving Children in Public Libraries <http://www.ala.org/alsc/edcareers/alsccorecomps>
- YALSA Core Professional Values for the Teen Services Profession <http://www.ala.org/yalsa/core-professional-values-teen-services-profession>
- ACRL Diversity Standards: Cultural Competency for Academic Libraries (2012)  
<http://www.ala.org/acrl/standards/diversity>
- AASL National School Library Standards for Learners, School Librarians, and School Libraries <http://standards.aasl.org/>

Take a moment and think of one cultural challenge in your workplace.



Keep this challenge in mind as we explore CQ

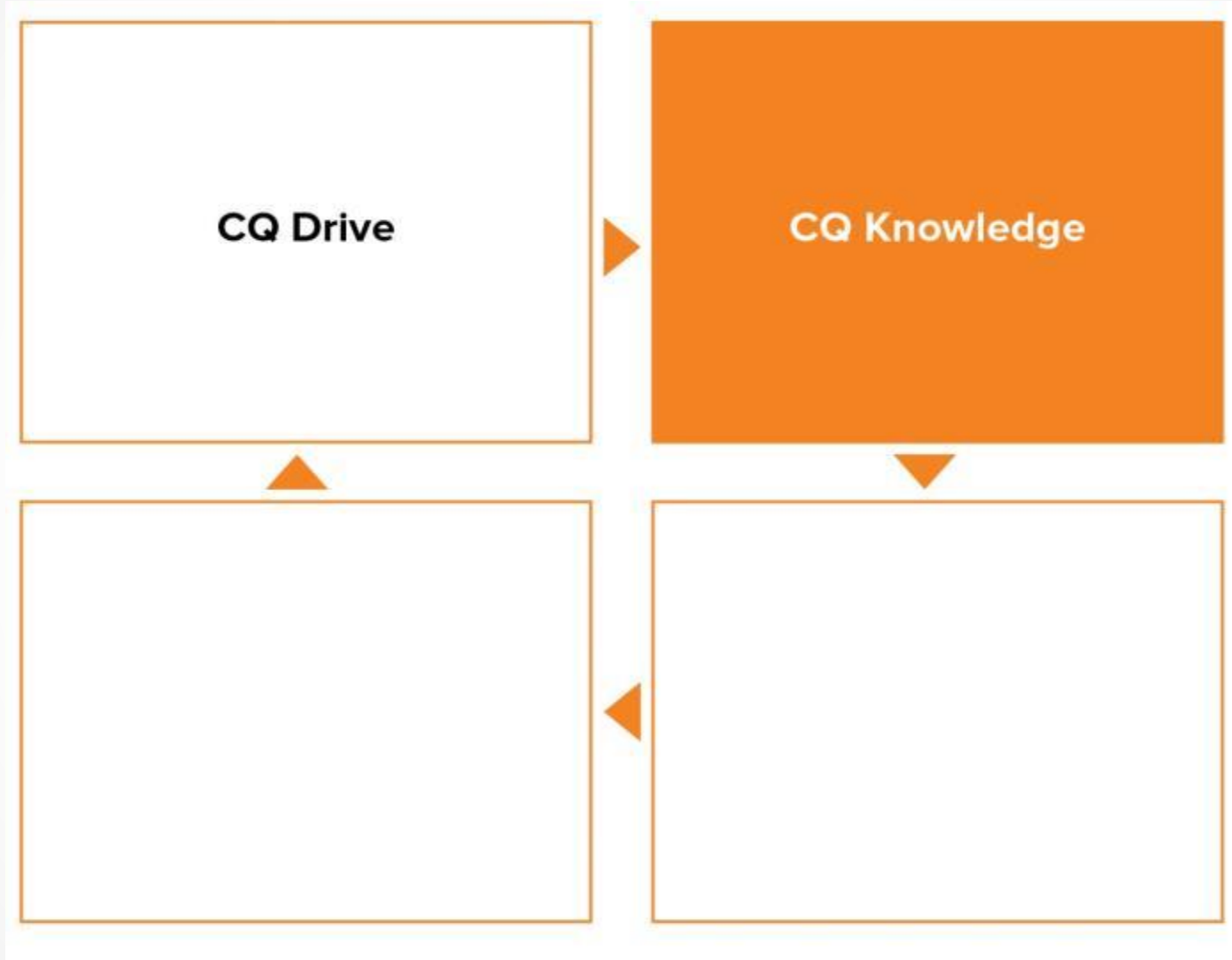




# CQ Drive: 3 Sub-Dimensions

- Intrinsic Interest
- Extrinsic Interest
- Self-Efficacy





# Derek Sivers: Weird, or just different?

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# CQ Knowledge: 4 Sub-Dimensions

- Business/Cultural Systems
- Interpersonal: Cultural Values
- Socio-Linguistics
- Leadership





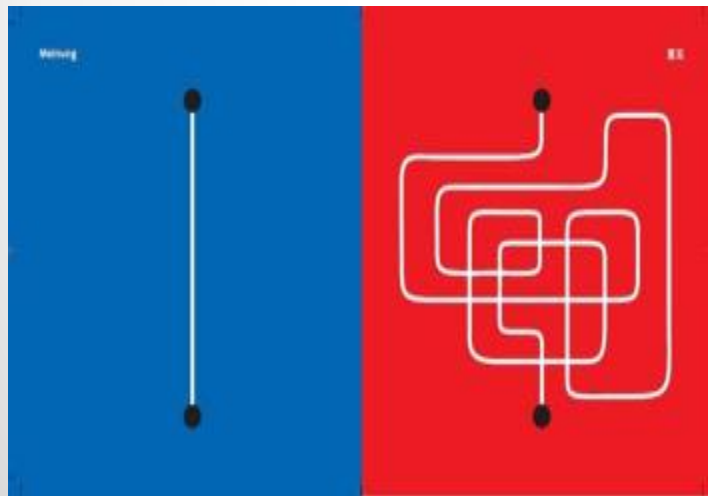
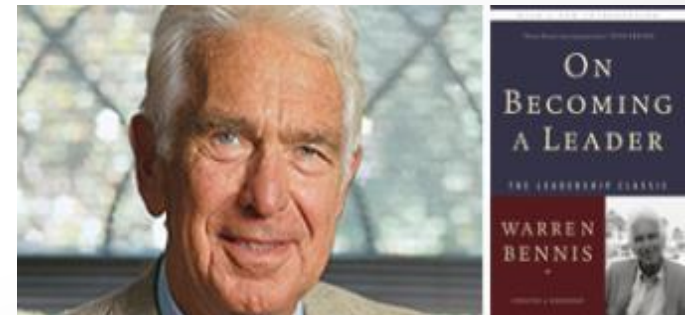
# CQ Knowledge: 4 Sub-Dimensions

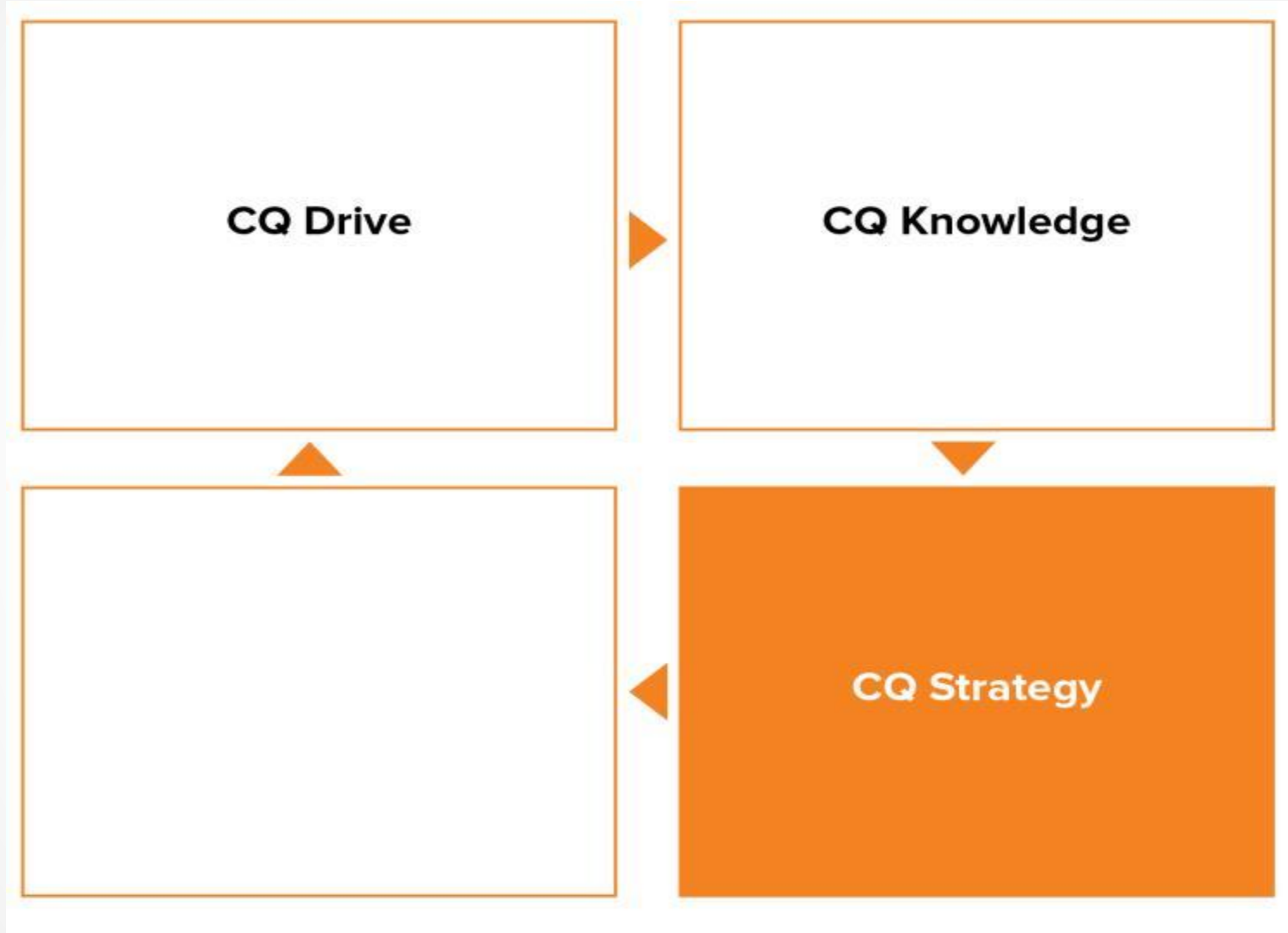
- Business/Cultural Systems
- Interpersonal: Cultural Values
- Socio-Linguistics
- Leadership



“Leadership is like beauty; it’s hard to define, but you know it when you see it.”

--Warren Bennis

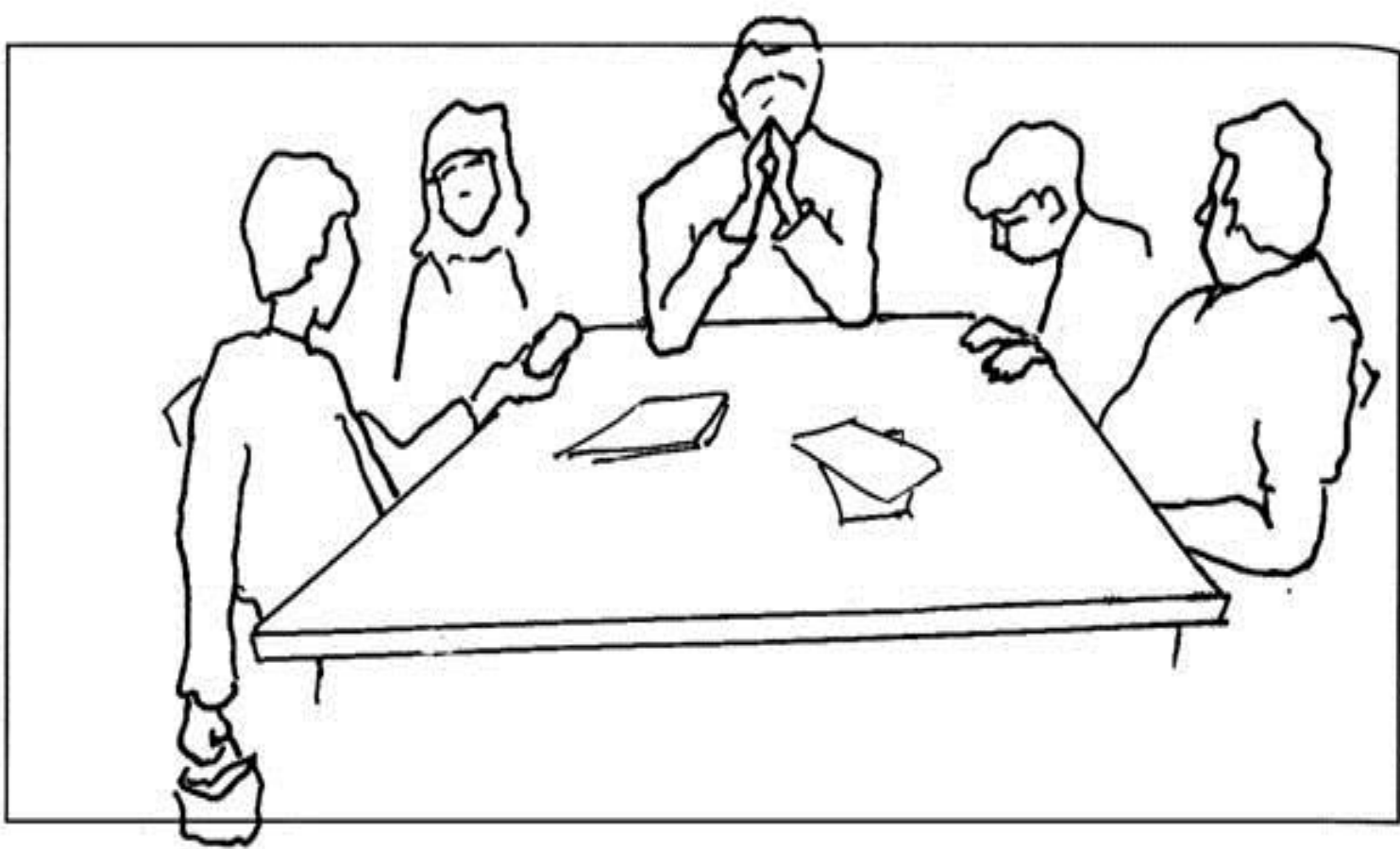




# CQ Strategy: 3 Sub-Dimensions

- Planning
- Awareness
- Checking





Picture 3



# CQ Action: 3 Sub-Dimensions

- Speech Acts
- Verbal Communication
- Non-Verbal Communication



Revisit your cultural challenge in your workplace.



Utilizing CQ, what is one thing you will do or do differently to help with your challenge?



# Next Steps



# Next Steps

- Needs assessment
- Cultural Values Profile
- Cultural Intelligence Assessment
- Assess and develop CQ in your team
- Make CQ a priority for everyone

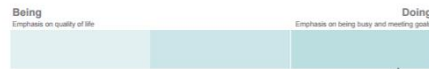


# Cultural Values Profile

## YOUR PROFILE

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national culture's but not always. The chart on the next two pages shows your individual cultural value orientations.

▲ The triangle indicates your self-rating based upon your responses to the survey you took. Note whether your rating is in the first third (oriented toward the left side of the continuum, the middle third (preferring neither extreme), or the last third (oriented toward the right side of the continuum).



## CULTURAL CLUSTERS

Notice your self-rating compared to the averages of the ten largest cultural clusters in the world (See the Appendix for more information about these clusters).

▲ Based on Self-Rating \* Significant variation within cluster



With Individualists	With Collectivists
<ul style="list-style-type: none"> <li>Allow for autonomy</li> <li>Recognize the importance of rapid decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Give time to consult with others and work on building consensus</li> <li>Recognize the importance of long-term relationships</li> </ul>

Ideas and Insights

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With Low Power Distance	With High Power Distance
<ul style="list-style-type: none"> <li>Forgo formalities</li> <li>Create ways to question or challenge authority</li> </ul>	<ul style="list-style-type: none"> <li>Follow chain of command carefully</li> <li>Do not question or challenge authority publicly</li> </ul>

Ideas and Insights

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# Cultural Intelligence Assessment

## CQ Profile Summary

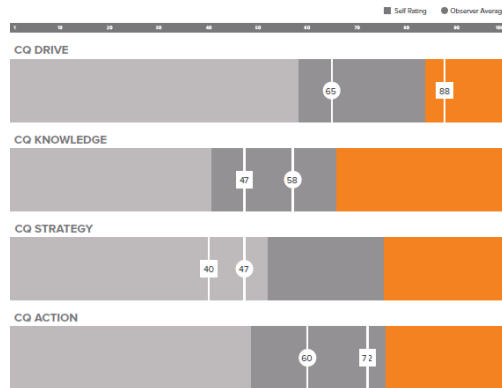
This is a one-page snapshot of your CQ scores from the four CQ capabilities. Notice your self-ratings, your observer ratings, and the worldwide norms for how other global professionals have assessed their CQ.

### CQ RATINGS AND PERCENTAGES

**LOW**  
Scores in this range are in the bottom 25% of the worldwide norms.

**MODERATE**  
Scores in this range are in the middle 50% of the worldwide norms.

**HIGH**  
Scores in this range are in the top 25% of the worldwide norms.



CQ PROFILE: CQ Summary

## CQ Knowledge

CQ Knowledge is the degree to which you understand how culture influences how people think and behave and your level of familiarity with how cultures are similar and different.

L M H

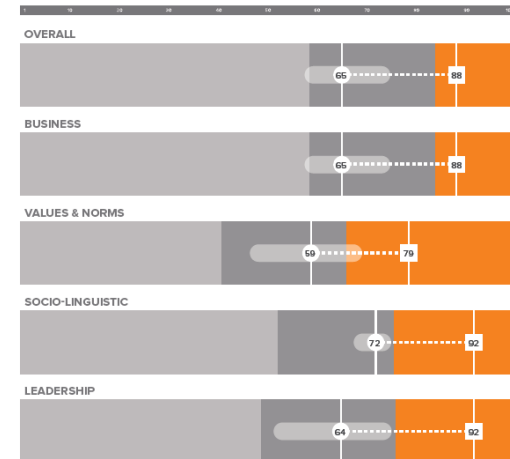
### CQ KNOWLEDGE SUB-DIMENSIONS

**Business:** Knowledge about economic and legal systems.  
**Values & Norms:** Knowledge about values, social interaction norms and religious beliefs.  
**Socio-Linguistic:** Knowledge about rates of languages and rates for expressing non-verbal behaviors.  
**Leadership (Context Specific):** Knowledge about managing people and relationships across cultures.

### WHAT DOES HIGH CQ KNOWLEDGE LOOK LIKE?

Individuals with high CQ Knowledge have a rich, well-organized understanding of culture and how it affects the way people think and behave. They possess a repertoire of knowledge of how cultures are similar and how they are different. They understand how culture shapes behavior.

■ Self Rating  
 ● Observer Average  
 ○ Observer Range  
 --- Gap is significant



CQ PROFILE: CQ Knowledge

# Closing Comments

- Construct of CQ is important to understand and incorporate as the industry and profession changes
- Going beyond awareness can help improve interactions with stakeholders and clients – use CQ!



# Thank You!

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