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The Cultural Intelligence **DIFFERENCE**



Master the One Skill You Can't Do Without
in Today's Global Economy

David Livermore, Ph.D.

Author of LEADING WITH CULTURAL INTELLIGENCE

THE CULTURAL INTELLIGENCE DIFFERENCE

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in Today's Global Economy*

DAVID LIVERMORE, Ph.D.



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More advance praise for *The Cultural Intelligence Difference*

“Being ‘international’ is not defined by the stamp in your passport; it is what happens after you ‘get there’ that defines your ability to understand and adapt to different cultures and different approaches to common concerns. Living and breathing international 24/7, I would describe Livermore’s concept as not just applicable in today’s world, but brilliant, and not a minute too soon. *The Cultural Intelligence Difference* is a must-read for adults and should be a mandatory read as a part of a secondary or undergraduate education.”

—Mary Jean Eisenhower, President and CEO, People to People International, and granddaughter of President Eisenhower

“As companies globalize more and more, working across cultures is becoming a critical competency for executives everywhere. This is one of the best books to attack the question of how to measure and improve this key competency.”

—David Rock, cofounder, NeuroLeadership Institute, and author, *Your Brain at Work*

“The case for Cultural Intelligence in all interactions with people who are different is paramount today and in the future. David has made a critical competence for effectiveness in global engagements more easily understood.”

—Geri P. Thomas, Senior Vice President, Global Diversity and Inclusion Executive, Bank of America

“Written so the common man can understand and digest, this brilliantly crafted book on Cultural Intelligence explains how to engage with the ‘other’ rather than just observing from afar. Using brilliant everyday examples, Dr. Livermore explains how you can take practical steps to become a first-class global citizen!”

—Wilbur Sargunraj, Performing Artist, Humanitarian, and Global Ambassador for CQ

THE CULTURAL INTELLIGENCE DIFFERENCE

To Linda, Emily, and Grace, my cherished ones.

PREFACE

The number one predictor of your success in today's borderless world is not your IQ, not your resume, and not even your expertise. It's your CQ, a powerful capability that is proven to enhance your effectiveness working in culturally diverse situations. And CQ is something anyone can develop and learn. Research conducted in more than thirty countries over the last decade has shown that people with high CQ are better able to adjust and adapt to the unpredictable, complex situations of life and work in today's globalized world.¹

CQ or cultural intelligence is the capability to function effectively in a variety of cultural contexts—including national, ethnic, organizational, and generational. It's a whole new way of approaching the age-old topics of cultural sensitivity, racism, and cross-border effectiveness. And it will open up a whole new world of possibilities for you. The purpose of this book is to improve your cultural intelligence. Welcome to *The CQ Difference!*

I never actually left the continent until I was in college, but I've been intrigued by cultural differences for as long as I can remember. My parents moved from Canada to the United States shortly before I was born. Multiple times a year we made treks across the Canadian border to visit my grandparents and cousins. I was intrigued by the different money, the varied ways of saying things, and the different foods that existed on just the other side of Niagara Falls. Once I started kindergarten, my American classmates laughed when I said "mum" or "eh." And my Canadian cousins accused me of becoming an arrogant, flag-waving American. With youthful patriotism I rebutted, "Well at least we don't still bow to the queen!"

Many years later, I've had the privilege of traveling all over the world. The excitement of getting on a plane has long dissipated, but landing in a new place hasn't. Few things get my adrenaline flowing like scouting out a new place, roaming the streets, eating the local food, and soaking in everything I can. Like anyone who has traveled internationally, I've made more than my fair share of cultural gaffes and blunders. But those are some of the best ways I've gotten better at working and relating cross-culturally.²

Cultural intelligence, however, runs so much deeper than discovering new foods, languages, and currencies. It strikes right at the core of our beliefs and convictions. My journey from my Canadian-American home to a life of worldwide travel has been fun and fulfilling. The journey of rethinking my faith, ideals, and opinions has been much more disorienting and painful, albeit deeply rewarding in its own way.

Like many people, I grew up with an insulated view of the world. Our family's social network revolved around people like us. We associated with people who looked like us, shared our religious beliefs, affirmed our political perspectives, and defined success and failure like we did. We were convinced our way was the one right way to view the world.

But the more I encountered people who saw the world differently from us, the more suspect I became of our way being the only right way to interpret reality. I began to wonder, *Can't we still live out our values and convictions without automatically presuming our way is what's right and best for everyone?*

I'm forty-three now. The simplistic categories of "us" versus "them" don't work for me anymore. To be sure, this is an ongoing journey for me. I don't know how to think about the world without some set of universal morals, whether it's the preservation of life, caring for our young, or apprehending evil oppressors. But the more I encounter the diversity of the world, the more challenged I become with how I arrive at my own points of view. I'm not interested in some vanilla tolerance that just nods in agreement with everything I hear. Instead, let's have a rigorous debate with a true openness to hearing one another's ideas and perspectives. CQ is more than just a technique for cross-cultural work. It transforms the way I teach, parent, watch the news, discuss issues, work with colleagues, and grow in my friendships.

I've tried to write a book that provides simple strategies for improving your CQ. The strategies themselves are things any of us can apply and use. But I'd be remiss if I didn't acknowledge that underlying these strategies is a willingness to undergo a transformation in how we see ourselves, the people we encounter, and the world at large. This kind of change takes many years and can be disorientating, frustrating, and painful. However, the benefits far outweigh the cost.

* * *

We begin in Chapter 1 with a brief introduction of how cultural intelligence is proven to help you succeed in the midst of the cultural challenges and demands of our rapidly globalizing world. Chapter 2 will give you an overview of the cultural intelligence research and its origins.

With the purchase of this book, you also have access to the CQ Self-Assessment. To date, this is the only academically tested CQ assessment in the world. You can take the assessment at any time, but I recommend you do so after reading Chapters 1 and 2.

Chapters 3 to 6 provide dozens of proven strategies for improving your CQ. Previous books about cultural intelligence, including my own, have mostly focused on *what* CQ is. This one is devoted to *how you can improve your CQ*. After completing the online *CQ Self-Assessment*, you can better determine where to begin work on increasing your CQ based on your highest and lowest scores. The strategies in this section are all things I've used and personally benefited from. But that's not why you should pay attention to them. They are important strategies because they have emerged from rigorous research conducted by academics around the world.

Chapter 7 describes the power of CQ by synthesizing the key strengths of the CQ approach and sharing some inspirational stories of individuals and organizations who are harnessing the power of CQ in their multicultural pursuits. Growing numbers of organizations and leaders are using these findings to increase their effectiveness in reaching their bottom-line objectives and as a way to make the world a better place. That's what compels me to give so much of my energy to the cultural intelligence work. I truly believe that if you use the strategies in this book, you'll not only survive the challenges of our twenty-first-century world, you'll thrive in the midst of them and tap into the possibilities waiting to be discovered in our changing world. That's the CQ difference!

Welcome to the emerging domain of cultural intelligence. It's a whole new way of seeing the world.

David Livermore

Grand Rapids, Michigan

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This book is devoted to helping you make the most of today's multicultural, globalized world. You'll learn how to improve your cultural intelligence, or CQ—an evidence-based way to be effective in any cross-cultural situation.

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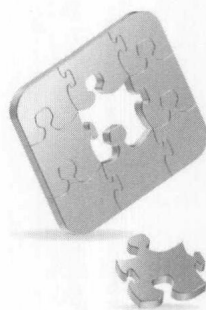
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PART I



AN INTRODUCTION TO CQ

Cultural intelligence might sound like a really academic, intellectual topic. It is rooted in years of scholarly research conducted by academics in places around the world. But it's easy to grasp, and the findings offer benefits to all of us.

In the next two chapters, you'll gain insight into how cultural intelligence connects with you and your interests. And you'll discover research findings that show how increasing your CQ will improve your effectiveness at whatever you set out to do in today's borderless world.

INTRODUCTION TO C++

The first chapter of this book introduces the C++ language. It covers the basic syntax and semantics of the language, including the declaration and definition of variables, constants, and functions. It also discusses the use of namespaces and the standard library.

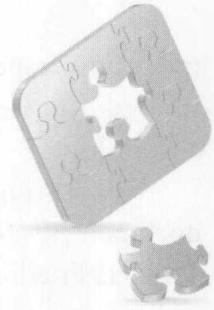
The second chapter discusses the use of pointers and arrays. It covers the declaration and definition of pointers, the use of pointers to access memory, and the use of arrays to store collections of data. It also discusses the use of pointers to functions and the use of arrays to store collections of pointers.

The third chapter discusses the use of strings and containers. It covers the declaration and definition of strings, the use of strings to store text, and the use of containers to store collections of data. It also discusses the use of strings to store collections of pointers and the use of containers to store collections of pointers.

The fourth chapter discusses the use of classes and objects. It covers the declaration and definition of classes, the use of classes to model objects, and the use of objects to store data. It also discusses the use of classes to model collections of objects and the use of objects to store collections of objects.

The fifth chapter discusses the use of templates and generic programming. It covers the declaration and definition of templates, the use of templates to create generic functions and classes, and the use of templates to create generic data structures. It also discusses the use of templates to create generic algorithms and the use of templates to create generic data structures.

CHAPTER 1



CQ FOR YOU

Your success in today's globalized world requires an ability to adapt to a variety of cultural situations. Conventional wisdom has been telling us this for decades. But only in recent years have academics discovered a proven way to quantify and develop this ability. It's called *cultural intelligence*, or *CQ*, and it's defined as the capability to function effectively in a variety of cultural contexts. All kinds of people are discovering the possibilities that CQ opens up for them. But improving your cultural intelligence does require some commitment and intentionality on your part. Rest easy. The rewards are well worth the effort.

The world is shrinking. Today, we're connected to people from around the globe more than ever before. Fifty years ago, you could have lived most of your life surrounded by people who looked like you, believed like you, and saw the world pretty much the same way you do. A few individuals still manage to pull that off. But most of us encounter and work with people who look, believe, and think in radically different ways from us. We've learned that we don't need to become like whomever we're with. But our effectiveness and success is largely dependent on our ability to adapt to various cultural contexts. When we learn to effec-

tively and respectfully interact with people from diverse cultures, we strike a gold mine of opportunity for personal and professional fulfillment.

The shifting realities of our rapidly globalized world are well documented in best-selling books like *The World Is Flat* by Thomas Friedman and *One World* by Peter Singer. Most of us are well aware that globalization and worldwide connectivity are lunging forward with racing speed. Here are a few examples:

- 1 billion tourist visas are issued annually, and the number keeps rising.¹
- General Electric calculates that 60 percent of its growth over the coming decade will come from the developing world, compared with 20 percent over the past decade.²
- 49 percent of U.S. kids five and younger are children of color.³
- China will soon be the number-one English-speaking country in the world.
- 67 percent of international air travel revenue is generated by Asian and Middle Eastern airlines, and the percentage is growing annually.⁴
- More than 1 million university students study abroad annually.
- 4.5 million North Americans participate in religious international mission trips each year.⁵