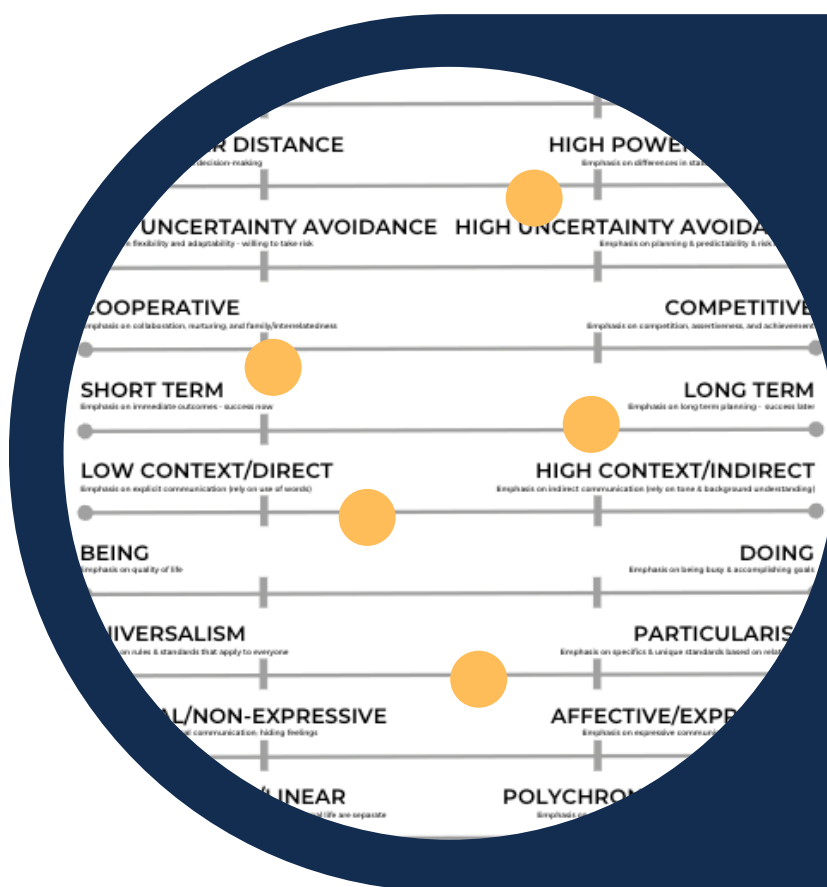


cultural intelligence

Toolkit #1: Team CV Map



How could knowing the cultural values of each team member foster a more effective team?

creating a new CV map

This activity is an excellent one to do each time a new team member joins your team/department.

supervisor instructions

STEP ONE:

Have your new team member complete the Cultural Intelligence training Moodle. Be sure to instruct them to complete the CQ Assessment as part of the training.

STEP TWO:

Reach out to OPC for a copy of the Cultural Values Map or use the online tool

STEP THREE:

Prep your team/department

- Schedule a team meeting (perhaps offsite) for 2 hours & invite your team
- Ask all team members to find their CQ Assessment results
- Prepare for facilitating the mapping activity. If you want to process options of how to facilitate this, reach out to OPC.

STEP FOUR:

Host a Cultural Values map activity & team debrief

- Have all team members identify their preferences on the map
- Discuss similarities and differences
- Debrief potential/current team challenges as well as opportunities in light of these preferences

Making this exercise useful:

- Allow for enough process time identifying similarities and differences on the team
- Have the team discuss as many challenges **and** opportunities as possible for your group
- Keep the map posted in your area so that people can reference it in the future
- Come back to these values when you find your team facing a challenge that seems difficult to overcome. Ask yourselves, which of these cultural values (behavioral preferences) might be influencing this situation? How could we leverage our values to address this situation well?





CQ

Quickview

4

capabilities

CQ DRIVE



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

CQ KNOWLEDGE



Your understanding about how cultures are similar and different.

CQ STRATEGY



Your awareness and ability to plan for multicultural interactions.

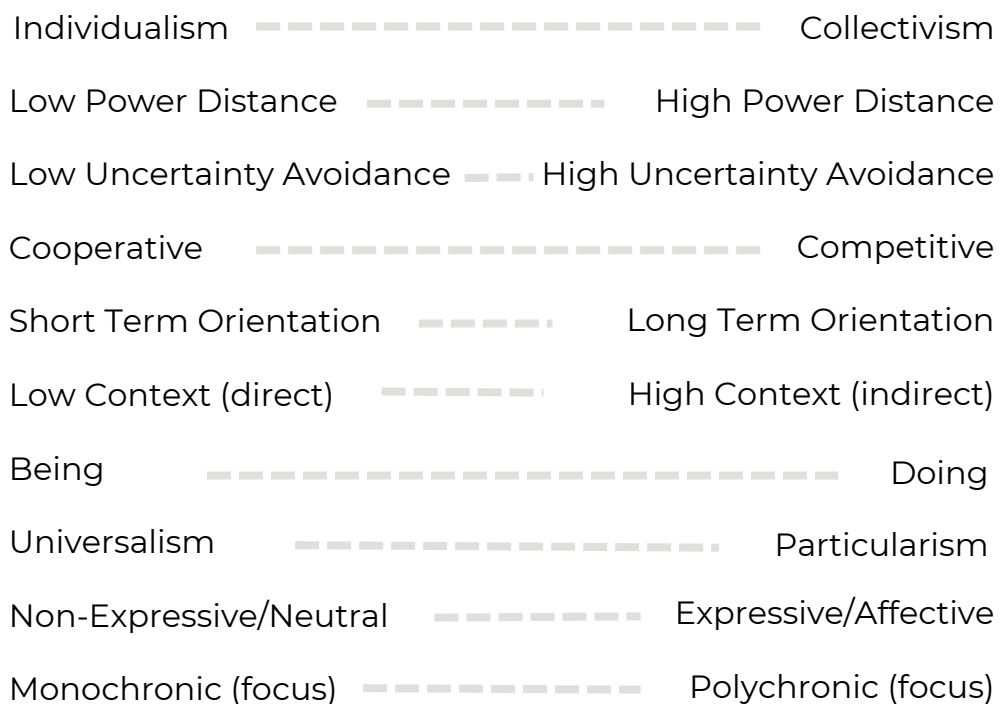
CQ ACTION



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

10

cultural values





cultural values

REFRESHER

As of summer 2024, Cultural Values are now called Behavioral Preferences by the CQ Center



INDIVIDUALISM

Emphasis on individual goals and individual rights

Possible Indicators:

- Desire personal accountability
- Say things like, "I'll take care of this."

With Individualists:

- Allow for autonomy
- Recognize the importance of rapid decision-making

COLLECTIVISM

Emphasis on group goals and personal relationships



Possible Indicators:

- First consideration is impact on in-group
- Say things like, "Let me check with our team."

With Collectivists:

- Give time to consult with others and work on building consensus
- Recognize the importance of long-term relationships



LOW POWER DISTANCE

Emphasis on equality; shared decision-making

Possible Indicators:

- Freely voice dissenting viewpoints to authority
- Say things like, "Hey there" to someone more senior

With Low Power Distance People:

- Forgo formalities
- Create ways to question or challenge authority

HIGH POWER DISTANCE

Emphasis on differences in status; superiors to make decisions



Possible Indicators:

- Want to know the chain of command
- Say things like, "Professor, Madam, or Dr."

With High Power Distance People:

- Follow chain of command carefully
- Do not question or challenge authority publicly



LOW UNCERTAINTY AVOIDANCE

Emphasis on flexibility and adaptability

Possible Indicators:

- Comfortable with frequent change
- Say things like, "I love a new challenge."

With Low Uncertainty Avoidance People:

- Avoid dogmatic statements
- Invite them to explore the unknown



HIGH UNCERTAINTY AVOIDANCE

Emphasis on planning and predictability

Possible Indicators:

- Rely on tradition or plans to eliminate uncertainty
- Say things like, "Are we sure this will work?"

With High Uncertainty Avoidance People:

- Give explicit instructions
- Rely on formalized procedures and policies



COOPERATIVE

Emphasis on collaboration, nurturing, and family

Possible Indicators:

- Want recognition for working well with others
- Say things like, "I feel like our teams have really good chemistry."

With Cooperative People:

- Establish relationship before task
- Communicate to build rapport



COMPETITIVE

Emphasis on competition, assertiveness, and achievement

Possible Indicators:

- Want recognition for achieving results
- Say things like, "I am sure we can win this. We're the best!"

With Competitive People:

- Focus on task first
- Communicate to report information



SHORT-TERM TIME ORIENTATION

Emphasis on immediate outcomes (success now)

Possible Indicators:

- Emphasize what's coming up in the next few months
- Say things like, "We need to demonstrate results quickly."

With Short-Term Time Oriented People:

- Prioritize quick wins
- Focus on the present implications



LONG-TERM TIME ORIENTATION

Emphasis on long-term planning (success later)

Possible Indicators:

- Emphasize the 5-10 year implications
- Say things like, "I'm interested in the long-term potential."

With Long-Term Time Oriented People:

- Invest now for the future
- Emphasize long-term implications

LOW CONTEXT / DIRECT

Emphasis on explicit communication (words)

Possible Indicators:

- Depend on what is actually said or written
- Say things like, "Can you be more specific?"

With Low Context/Direct People:

- Be direct and explicit
- Focus on getting your message across clearly

HIGH CONTEXT / INDIRECT

Emphasis on indirect communication (tone, context)

**Possible Indicators:**

- Depend on tone, silence, and context to reveal meaning
- Say things like, "Let me think about that..."

With High Context/Indirect People:

- Recognize the importance of silence and reflection
- Pay careful attention to what is not said

**BEING**

Emphasis on quality of life

Possible Indicators:

- Emphasize relationship over task
- Say things like, "I love a holiday with nothing scheduled."

With Being Oriented People:

- Affirm who the person is, not just performance
- Manage the relationship

DOING

Emphasis on being busy and meeting goals

**Possible Indicators:**

- Emphasize getting things done
- Say things like, "We have so much planned for our holiday. I can't wait!"

With Doing Oriented People:

- Affirm accomplishments and new opportunities
- Manage the process

**UNIVERSALISM**

Emphasis on rules; standards that apply to everyone

Possible Indicators:

- Prefer standardized systems
- Say things like, "That wouldn't be fair because we've never let anyone else do that."

With Universalists:

- Provide commitments in writing and make every effort to abide by them
- When changes are needed, provide as much rationale and advanced warning as possible

PARTICULARISM

Emphasis on specifics; unique standards based on relationships

**Possible Indicators:**

- Prefer taking things case-by-case
- Say things like, "In light of the circumstances, we need to make an exception."

With Particularists:

- Demonstrate flexibility whenever possible
- Invest in relationships and show the role of context in how you make a decision



NON-EXPRESSIVE / NEUTRAL

Emphasis on non-emotional communication; hiding feelings

Possible Indicators:

- Prefer a calm, cool reaction
- Say things like, "There's no need to get all worked up about this."

With Non-Expressive/Neutral People:

- Manage your emotional expressiveness and body language
- Stick to the point in meetings and interactions



EXPRESSIVE / AFFECTIVE

Emphasis on expressive communication; sharing feelings

Possible Indicators:

- Prefer an enthusiastic response
- Say things like, "They looked very uninterested in anything I had to say."

With Expressive/Affective People:

- Open up to people and demonstrate warmth and trust
- Be more expressive than you typically prefer



MONOCHRONIC / LINEAR

Emphasis on one thing at a time; punctuality; work and personal life separate

Possible Indicators:

- Prefer orderliness, structure, and punctuality
- Say things like, "I need to work from home tomorrow so I can concentrate."

With Monochronic/Linear People:

- Provide follow-through and expediency when possible to build trust
- When a deadline can't be met, propose an alternative and stick to it



POLYCHRONIC / NON-LINEAR

Emphasis on multitasking; interruptions ok; work and personal life combined

Possible Indicators:

- Prefer finishing a conversation over getting to the next appointment "on time."
- Say things like, "Call me anytime. Even if it's the weekend."

With Polychronic/Non-Linear People:

- Find ways to be flexible on deadlines that are less important
- Explain the relational impact for you if a deadline isn't met

WHY it is helpful to review these Cultural Values (Behavioral Preferences):

Knowing the values of others is a form of CQ Knowledge.

The more robust your team member's CQ Knowledge, the easier it will be to leverage that knowledge to foster team cohesion and effectiveness.