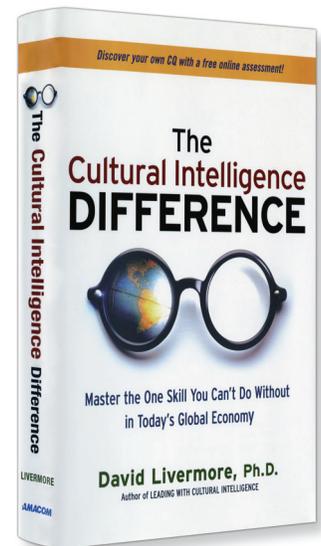




The Cultural Intelligence Difference

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



by David Livermore, Ph.D.

THE SUMMARY IN BRIEF

CQ is cultural intelligence, a compelling new measure that strongly correlates with your ability to thrive in the workplace today. CQ extends beyond simply registering cultural differences; it's proven to positively impact your ability to communicate, network and lead in our culturally diverse workplaces and globalized world. From managing multicultural teams and serving a diverse customer base to negotiating with international suppliers and opening offshore markets, enhanced cultural intelligence can spell the difference between success and failure.

The Cultural Intelligence Difference is a one-stop guide to both assessing your current CQ and boosting your scores.

IN THIS SUMMARY, YOU WILL LEARN:

- Customized strategies for improving your cross-cultural interactions, with an emphasis on problem solving and adapting behavior.
- New findings on the impressive bottom-line benefits of CQ.
- Examples of major organizations that use CQ to achieve success.
- Methods to improve your CQ Drive, CQ Strategy, CQ Knowledge and CQ Action.

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THE COMPLETE SUMMARY: THE CULTURAL INTELLIGENCE DIFFERENCE

by David Livermore, Ph.D.

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PART I: AN INTRODUCTION TO CQ

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. Underlying these strategies for improving your CQ is a willingness to undergo a transformation in how we see ourselves, the people we encounter and the world at large. ●

CQ for You

Cultural intelligence is uniquely suited for not only surviving the crazy demands of our globalized world but also thriving in them. In recent years academics have discovered a proven way, CQ, to quantify and develop the ability to adapt to a variety of cultural situations.

Intercultural success is primarily dependent on your CQ, which we can all improve.

What Is Cultural Intelligence?

The emphasis of CQ is not only on understanding different cultures but also on problem solving and effective adaptations for various cultural settings. The CQ model acknowledges that your multicultural interactions are as much personal, individualized experiences as they are simply knowing about differences between Germans and Koreans. You can use CQ to become better relating to neighbors, classmates and colleagues who come from another part of the world.

What Does High Cultural Intelligence Look Like?

Here's one way of thinking about the progression from low CQ (1.0) to high CQ (5.0):

- 1.0** — You react to external stimuli and you judge it based on what that means in your own cultural context.
- 2.0** — You begin to recognize other cultural norms. You are motivated to learn more about how cultures differ.
- 3.0** — You begin to accommodate other cultural norms into your thinking. You can explain how culture impacts the way people might respond differently to the same circumstances.
- 4.0** — You adapt and adjust your thinking and behavior to other cultural norms.
- 5.0** — You automatically adjust your thinking and behavior when you get appropriate cues, sometimes subconsciously.

People with high CQ have a repertoire of strategies and behaviors to orient themselves when they encounter unfamiliar behavior. They can think deeply about what's happening (or not happening) and make appropriate adjustments on how they should understand, relate and behave in these otherwise-disorienting situations.

What Are the Benefits of Increasing Your CQ?

The competitive edge that comes from enhancing your CQ can include the following:

Cross-cultural adjustment. Your cultural intelligence has more to do with your success in multicultural endeavors than your age, gender, location, IQ or EQ. Enhanced CQ provides the motivation, understanding and strategy for dealing with the uncertainty of multicultural situations with increased flexibility.



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Job performance. With higher CQ you'll have an edge in a crowded job market; you can dynamically meet the challenges of serving a diverse customer base at home and abroad. Some of the most important job-related results for individuals with higher CQ are in the areas of decision-making, negotiation, networking and global leadership effectiveness in influencing and developing teams of culturally diverse participants at home or dispersed around the world.

Personal well-being. When you enhance your cultural intelligence, you're less likely to experience burnout from the constant demands faced by multicultural interactions. You will feel a greater enjoyment from traveling and working internationally and collaboratively accomplishing something important.

Profitability. Individuals who more successfully adjust cross-culturally and perform better in decision making and networking help their organizations save and earn more money. Leading companies such as Barclays, Lloyds TSB and Levi Strauss have all adopted cultural intelligence into their business model and have seen increased income streams, better cost management and higher profit margins. ●

Research Brief

Successful business requires a good dose of common sense and an ability to relate well with a lot of different people. Leaders in all kinds of organizations have argued that cultural intelligence is the single greatest difference between professionals who thrive in today's rapidly changing world and those who become obsolete. Cultural intelligence picks up where emotional intelligence leaves off. It is rooted in research across dozens of countries.

In the Beginning

The driving question behind cultural intelligence research is this: Why can some individuals and organizations move in and out of varied cultures easily and effectively while others can't? Cultural knowledge and global consciousness by themselves don't translate into intercultural adaptability and successful results. A more holistic approach is required.

Surveying intercultural research. Just because a person understands the differences between Japanese and German cultures doesn't mean he or she will actually be able to work effectively with individuals from these backgrounds.

Surveying intelligence research. The most traditional way of understanding the technical idea of intelligence is IQ, but there has also been extensive scholarship on

varied forms of intelligence that go beyond the traditional, academic notions of IQ.

After IQ, emotional intelligence is the ability to detect and regulate the emotions of one's self and others. Significant work has also been done on social intelligence, knowing how to act appropriately in social interactions, and practical intelligence, the ability to solve practical problems as opposed to academic, theoretical ones. All three of these intelligences — emotional, social and practical — predict the likelihood of our effectiveness when relating in cultures like our own. However, something additional was still needed to address the increasing cultural complexities facing most individuals and their organizations.

Cultural Intelligence Is Born!

Cultural intelligence focuses on the skills needed to be effective in our interconnected world. It complements the other forms of intelligence and explains why some individuals are more effective than others in culturally diverse situations.

It has been cited in more than 70 academic journals.

One of the consistent threads across the varied forms of intelligence is a set of four complementary factors that are consistent whether we are talking about emotional, social, practical or cultural intelligence. The four factors are motivation, cognition, meta-cognition and behavior.

In parallel fashion cultural intelligence consists of these same four intelligence factors. The four CQ capabilities stem from theoretically grounded scholarship on intelligence.

1. **CQ Drive** (motivation) is your interest and confidence in functioning effectively in culturally diverse settings.
2. **CQ Knowledge** (cognition) is your knowledge about how cultures are similar and different. To what extent do you understand some core cultural differences and their impact on you and others?
3. **CQ Strategy** (meta-cognition) is how you make sense of culturally diverse experiences.
4. **CQ Action** (behavior) is your capability to adapt your behavior appropriately for different cultures.

How Is CQ Measured?

Once the four-factor framework for CQ was developed, the next step was to develop a valid way of assessing CQ. The question at hand was, Can you actually quantify an individual's capabilities for multicultural effectiveness? The Cultural Intelligence Scale (CQS) measures an individual's competency in each of these four capabilities. It has an amazing consistency across varied times, samples, cultures and professions. You can roughly gauge your own CQ by

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simply making observations with these four capabilities in mind. As you look at your interactions cross-culturally, ask yourself about your motivation (CQ Drive), understanding (CQ Knowledge), level of awareness/ability to plan (CQ Strategy) and behavior (CQ Action). You can also use the four CQ capabilities to roughly assess the CQ of others. Which of the four capabilities are their greatest strengths? In which areas do they need the most growth?

Moving Forward

The majority of CQ research has focused on assessing and developing CQ in individuals. However, recent research is examining how to assess and develop CQ in teams and social networks.

Cultural Intelligence vs. Other Intercultural Approaches

CQ differs from other leading approaches to cultural competence and intercultural interaction in five primary ways:

1. CQ is a research-based, overarching framework that synthesizes volumes of material on cross-cultural leadership.
2. CQ is explicitly rooted in contemporary theories of intelligence. The four capabilities of CQ are directly connected to the four dimensions of intelligence.
3. CQ also explores the social-psychological dynamics involved as one person interacts with another.
4. CQ emphasizes learned capabilities more than personality traits. CQ incorporates both individual and cultural factors of how you work and relate across cultures.

PART II: STRATEGIES TO IMPROVE YOUR CQ

5. CQ focuses on developing an overall repertoire of skills and behaviors for making sense of the cultures we encounter daily. ●

CQ Drive

CQ Drive asks the question: Do you have the confidence and motivation to work through the challenge and conflict that inevitably accompany cross-cultural situations? CQ includes not only your abilities but also your sense of the rewards — both tangible and intangible — that you will gain from functioning effectively in situations characterized by cultural diversity.

What's CQ Drive Got to Do With It?

CQ Drive often gets overlooked when dealing with cultural diversity and international travel. The tendency is to immediately jump in with training (CQ Knowledge) to help people deal with cultural differences.

High CQ Drive stems from an intrinsic interest in a different culture and confidence to relate naturally in that culture.

Your motivation for multicultural situations can be examined in three specific areas of CQ Drive:

- **Intrinsic.** This is the extent to which you demonstrate a natural interest and enjoyment in multicultural experiences.
- **Extrinsic.** This is the extent to which you see tangible benefits from multicultural interactions and experiences.
- **Self-efficacy.** This is your level of confidence in doing cross-cultural work effectively.

These sub-dimensions of CQ Drive are the scientific bases for the strategies that follow.

Improving Your CQ Drive

The following strategies will help you improve your CQ Drive. Anchored in science and research on motivation for multi-cultural situations, they stem from the three sub-dimensions of CQ Drive described above.

Intrinsic

1. Face your biases.
2. Connect with existing interests.
3. Scare yourself.

Extrinsic

4. Visualize success.
5. Reward yourself.
6. Recharge your batteries.

Self-Efficacy

7. Maintain control.
8. Travel.

1. **Face your biases.** An important strategy for enhancing CQ Drive is admitting the implicit prejudices and biases we have and working to overcome them. One way to explore your biases is through some tests developed at Harvard called implicit association tests. These tests expose the implicit biases we have toward skin color, weight, age and religion.
2. **Connect with existing interests.** Think of something that energizes you; think of a way to connect that interest to a cross-cultural context.
3. **Scare yourself.** Fear causes a deep and immediate alertness. One way you can use fear to develop your

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CQ Drive is by visualizing the cost of not becoming more culturally intelligent. Low CQ will make you look ignorant, clueless and self-absorbed and can rob you of great opportunities or put your life at risk.

4. **Visualize success.** Imagine your cross-cultural success, and the corresponding benefits can powerfully influence your CQ Drive. Make a list of these tangible benefits such as
 - Landing your dream job;
 - Gaining a competitive edge as an innovator;
 - Developing friendships with diverse people;
 - Becoming a leading activist for a cause important to you;
 - Broadening and deepening your faith;
 - Earning more money to support what matters to you most.
5. **Reward yourself.** First, set some realistic goals for increasing your cultural intelligence. Now create some rewards for reaching your goals; reward small steps as well. As we fit into things larger than us, join them and serve them, rewarding ourselves along the way can be a helpful way to persevere.
6. **Recharge your batteries.** When you're in the midst of cross-cultural situations, access resources available to recharge your batteries. Your physical and mental well-being are directly connected to your CQ Drive. One way is to deliberately disconnect from your tech gadgets. Choose specific times to connect technologically and then shut it off so your brain can focus more deeply.
7. **Maintain control.** CQ Drive is enhanced when we have a sense of autonomy which is directly connected to the level of control we feel over our circumstances. We can feel a greater sense of control, agency and therefore CQ Drive by taking time to take control of our priorities while traveling. This involves planning ahead.
8. **Travel.** Multiple experiences traveling and interacting cross-culturally create an enhanced sense of familiarity, comfort and confidence for you in future intercultural interactions. ●

CQ Knowledge

One of the best ways to deal with the ambiguity faced in multicultural situations is by learning more about cultural differences. CQ Knowledge asks the question, Do you have the cultural understanding needed to be

more effective cross-culturally? The most important part of CQ Knowledge is developing a richer understanding of culture, its influence on thinking and behavior, and the primary ways cultures differ.

Assessing Your CQ Knowledge

In order to dig more deeply into your CQ Knowledge, assess your cultural understanding in the four specific areas of CQ Knowledge (business, interpersonal, socio-linguistics and leadership).

Business (Legal and Economic Systems). This is the extent to which you understand the various cultural systems around the world.

Interpersonal. This is the extent to which you know about how cultures differ in their values, norms for social etiquette and religious perspectives.

Socio-Linguistics. This is your understanding of different languages and your knowledge of various rules for how language gets expressed verbally and nonverbally in various cultures.

Leadership. This is your level of understanding about how effective management differs across cultures.

Improving Your CQ Knowledge

These strategies are anchored in science and research and stem from the four sub-dimensions of CQ Knowledge described above:

Business/Cultural Systems

1. **Study culture up close.** Discreetly observe people who come from a different cultural background, and observe what he/she does. Attend cultural celebrations, visit grocery stores, go to restaurants, visit an art museum, roam local streets, talk to taxi drivers.
2. **Google smarter.** Remember that quotes limit the search to finding the exact combination of words you enter. Wield the power of "Advanced Search" in Google.
3. **Increase your global awareness.** A few ways to increase your global consciousness are to check out www.worldpress.org for a quick overview of current stories globally, tune into public broadcasting and ask good questions when you're with people from different parts of the world.

Interpersonal/Cultural Values

4. **Go to the movies or read a novel.** Literature and film provide a visceral way to see the world through someone else's eyes. Stories provide a much more dynamic experience with culture than most principle-based business and professional books.

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And they're much more true to how we experience culture — in the context of life, relationships and a myriad of other circumstances.

- 5. Learn about cultural values.** Society's ideas about what is good, right, fair. These values give you an educated guess about how someone from a culture is likely to approach something.
- 6. Explore your cultural identity.** Taking the time to explore your own cultural identity will enhance your CQ Knowledge. Once you have identified the cultures that most powerfully influence you, then think about such questions as
 - What does success look like in this culture? What does failure look like?
 - How are decisions made?
 - What's the role of family?

Ethnocentrism — believing your own culture is the best way to go about life — is a major setback to CQ Knowledge. However, bashing and deprecating everything about your culture can be equally destructive.

Socio-Linguistics

- 7. Study a new language.** Languages are a clear connection between the ability to speak another language and your CQ Knowledge. Some say language is culture. The two are so seamlessly wrapped together that it's difficult to have one without the other.

Leadership

- 8. Seek diverse perspectives.** Look at and learn from the diverse viewpoints. You could purposely find a cultural group that represents a set of beliefs that are in conflict with your own. Or you could find a different news source than the one you typically choose.
- 9. Recruit a CQ coach.** An effective CQ coach should be an individual who is careful not to oversimplify things while also offering some helpful, neutral stereotypes. ●

CQ Strategy

The real lynchpin between CQ Drive and Knowledge with how we actually behave cross-culturally is CQ Strategy. CQ Strategy asks the question, Am I aware and can I plan appropriately in light of the personal and cultural dynamics involved?

What's CQ Strategy Got to Do With It?

Many of us are forced to function at a frenetic pace with little space for deeper thought and reflection. CQ Strategy is unlikely to be developed apart from intentional thought. The technical term for it is meta-cognition, which means “thinking about thinking,” when you transcend your immediate emotions and thoughts and try to observe them from outside yourself.

In order to dig more deeply into your CQ Strategy, you can assess your cultural understanding in three specific areas of CQ Strategy:

- Awareness of the personal and cultural dynamics occurring in a multicultural situation;
- Planning: taking the time to anticipate how to best engage in a cross-cultural situation;
- Checking: the extent to which you monitor whether you are behaving properly in a cross-cultural situation.

These three sub-dimensions of CQ Strategy are the scientific bases for the strategies listed below.

The following strategies will help you improve your CQ Strategy:

- 1. Notice.** Don't respond. Don't rush to make sense out of what you've observed. Rather than jumping to conclusions, look at something that puzzles you, and think about it for a long time.
- 2. Think widely.** Every individual has what psychologists call a category width, the extent to which you're comfortable with things that don't neatly fit into one category or another. Narrow categorizers watch the behavior of people from different cultures and categorize them based on what those actions would mean in one's own cultural context. Broad categorizers demonstrate more tolerance for things that might not fit into pre-existing categories. As you learn to think more broadly, you'll become better at interpreting the differences you encounter in different cultures.
- 3. Focus deeply.** Deep, focused thinking helps us zero in on things we might otherwise miss. This strategy stems from mindfulness training which can help us move out of our automated habits of thinking and behavior.
- 4. Journal.** This is a good place to begin hypothesizing why you think things are the way they are and describing how you feel when certain things occur. It will help you shut down some of your semiautomatic behavior and become more aware of our surroundings and the meanings therein.
- 5. Plan social interactions.** Plan ahead when you're going to spend time with someone from a different culture, especially if it's a social context.

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- 6. Manage expectations.** Focus on your expectations for an upcoming cross-cultural experience: What assumptions do you have about the people? What judgments do you need to suspend? When global professionals accurately anticipate their job expectations in intercultural situations, the better they adjust to the changes required.
- 7. Create checklists.** Checking things off a list can prevent potentially fatal mistakes and corner cutting. A checklist can also prevent you from spinning off into what you've convinced yourself is just a necessary adaptation culturally, when in fact it might be detrimental to your overall success.
- 8. Reframe a situation.** Reframing or reappraisal means changing your evaluation of a situation. This is part of how you train your brain to be flexible in multicultural situations. When you learn to harness deep stress by reappraising a situation, you enhance your CQ Strategy and your overall effectiveness.
- 9. Test for accuracy.** Check back and see if your assumptions and plans were appropriate and if they are working. You can test your hypothesis by reading up on it, talking to a variety of people from the cultures involved and observing what occurs.
- 10. Ask better questions.** Question your observations and assumptions, and find appropriate ways to ask questions of others. Listen for what's said and what's not said. The point behind the questioning strategy is to keep peeling away the layers of symptoms that can lead to a root cause of a situation. ●

CQ Action

CQ Action asks the question, What behaviors should I adapt for this cross-cultural situation? It includes your flexibility in verbal and nonverbal behaviors and your adaptability to different cultural norms.

What's CQ Action Got to Do With It?

Can you behave in ways that are effective and respectful in cross-cultural situations while still remaining true to yourself? Individuals with high CQ Action can draw on the other three capabilities of CQ to translate their enhanced motivation, understanding and planning into action.

Here is a list of strategies to help you improve your CQ Action:

Nonverbal

- 1. Develop a repertoire of social skills.** Look for cues on the basic manners expected in a culture,

many of which come down to nonverbal behaviors. You can also adapt your verbal behavior for various social occasions.

- 2. Be an actor.** The more you identify with the individuals from various cultures, the better your ability to act like they do. One of the crucial parts of having enhanced CQ Action is knowing when you should flex your behavior to mirror the behavior of others and when you shouldn't.
- 3. Make taboos taboo.** You will be more effective if you learn some of the basics of customs and come up with some behavioral strategies to follow the lead of culturally different people you meet.

Verbal

- 4. Use basic vocabulary.** For the cultures we most frequently encounter where we don't speak the language, many of the day-to-day issues can be communicated with a core set of phrases and body language.
- 5. Try new vocal sounds.** Most of us use a variety of vocalizations as part of our communication, such as "hmm" or repetition of certain phrases. You might pick one that you use frequently and try eliminating it during a conversation.
- 6. Slow down.** A slower, more rhythmic pace allows us to deepen our insights and to become more effective among the many cultures that aren't nearly as concerned with efficiency and accomplishment as some of us are. You may need to practice speaking more slowly and deliberately.

Speech Arts

- 7. Put yourself in a place of need.** When framing a request you might posture yourself as someone in need rather than coming in and making demands, not only among strangers but also with colleagues and subordinates at work.
- 8. Join a multicultural team.** Collaborative efforts are most beneficial when they include culturally diverse members. Notice how differently each of you on a multicultural team approach conflict, make requests, apologize and compliment each other. ●

PART III: CONCLUDING THOUGHTS

The Power of CQ

A desire to increase your CQ, combined with a plan to use some of the strategies covered in the last several

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chapters, is proven to strengthen your CQ, which allows each of us to make the world a better place.

Here are several strengths associated with the overall nature of cultural intelligence:

Integration

Given the interrelationship of the four CQ capabilities — knowledge, strategy, drive, action — by giving attention to one, you may simultaneously enhance another.

Progression

CQ is based on the premise that our capabilities in cultural intelligence are continually progressing. It can be helpful to think about them as four steps toward enhanced overall cultural intelligence:

Step 1: CQ Drive — What's my motivation for adapting to the culture of a city, a company, a person?

Step 2: CQ Knowledge — What do I need to know about these cultures?

Step 3: CQ Strategy — What's my plan? What questions should I ask?

Step 4: CQ Action — Can I adapt accordingly?

Tension

The cultural intelligence model not only allows for holding contradictions in tension but also creates a way to lean into the insights and opportunities that can be created by tension.

Reflection

Reflection is a skill that helps us adjust our internal assumptions and behaviors and structure meaning around our experiences.

Professionals can't just problem solve. They also have to do problem setting. The goal isn't just to find answers but to form hypotheses that help explain a problem in the first place. It involves learning how to interpret observations and plan in light of them.

Inspiration: Success Stories

Canadian Armed Forces. A great deal of CQ is needed by the coalition forces working in Afghanistan. For example, many Afghan village women are seen only by their family members. They cover their faces so no man except their husband can see them. So when male coalition soldiers march into villages and barge into homes to search for explosive devices, there's little cooperation — not to mention a huge insult and offense to the locals.

Canadian Forces are changing this approach. When possible, female soldiers go into the village to form bonds with the women and children. They talk to them about

education and explain how the coalition effort will provide opportunity for Afghan children to go to school.

Nanyang Technological University, Singapore. Undergraduate students in the business school work together in multicultural teams, assess one another's CQ and create a plan for developing their CQ in areas where they need it most.

MBA students at Nanyang Business School travel abroad on short-term study missions in places like Vietnam or Ireland. The students are paired up with classmates from different cultures (an easy task given the diversity at the university), and they're tasked with setting up meetings with businesses based in the country they'll visit. They have a series of assignments to apply CQ as they encounter multinational firms, and they develop a long-term CQ development plan for themselves and their work in business. The business school draws heavily on CQ assessments to show accrediting bodies like the Association to Advance Collegiate Schools of Business (AACSB) how the university's programs enhance students' global competency.

Moving Forward

We can't navigate today's globalized world using old maps. And it won't help to simply update the names and colors of our old maps. They were made for a different world. CQ gives us a new map for navigating the terrain of today's globalized world.

Cultural intelligence is an integrative, progressive approach that prepares us for an onslaught of multicultural twists and turns. CQ calls us to be authentically true to our personal and organizational values and concerns of others.

To improve your cultural intelligence is to embark on seeing the world in a whole new way. It's amazing what happens when we're willing to move beyond our differences to see one another first and foremost as human beings. Then, from our common bond as humans, we can learn from our differences. That's the power of CQ. That's the CQ difference. ●

RECOMMENDED READING LIST

If you liked *The Cultural Intelligence Difference*, you'll also like:

1. ***The Inclusion Dividend* by Mark Kaplan and Mason Donovan.** Most leaders have the intent to be inclusive but translating that into a truly inclusive outcome with employees, customers and other stakeholders requires the focused change effort described in this summary.
2. ***Driven by Difference* by David Livermore.** Livermore identifies management practices that can be used to guide multicultural teams to innovation.
3. ***Conversational Intelligence* by Judith Glaser.** Glaser presents a framework for understanding how conversations trigger different parts of the brain.