

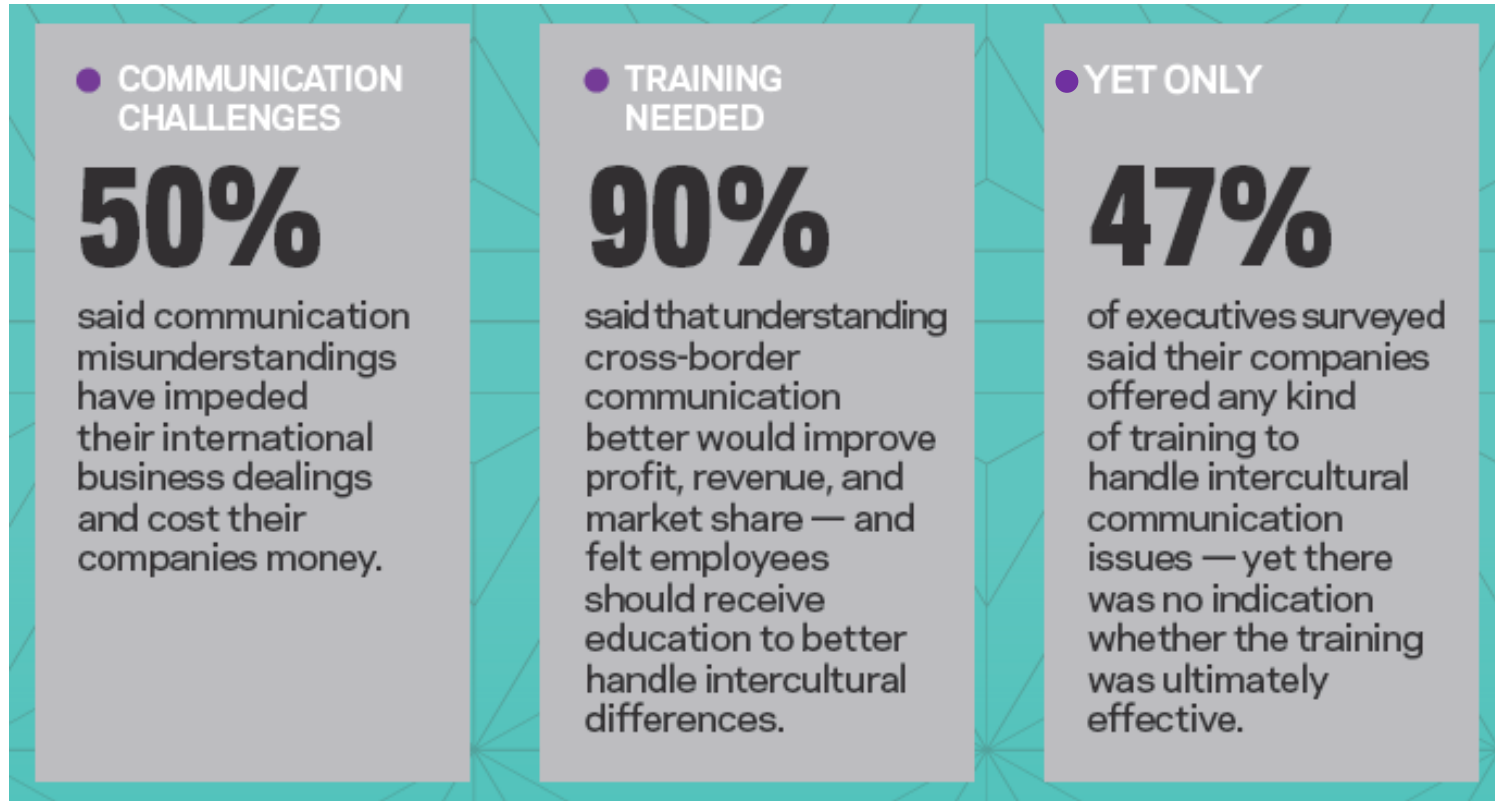


**Clear-Sighted Career Online Learning Series  
Presents:**

# **Working Together Better: Increase Your Cultural Intelligence**

**Elizabeth A. Tuleja, PhD  
Associate Teaching Professor of Management  
Mendoza College of Business**

# The Case for CQ



Source: Economist Intelligence Unit Survey

# A Global Village

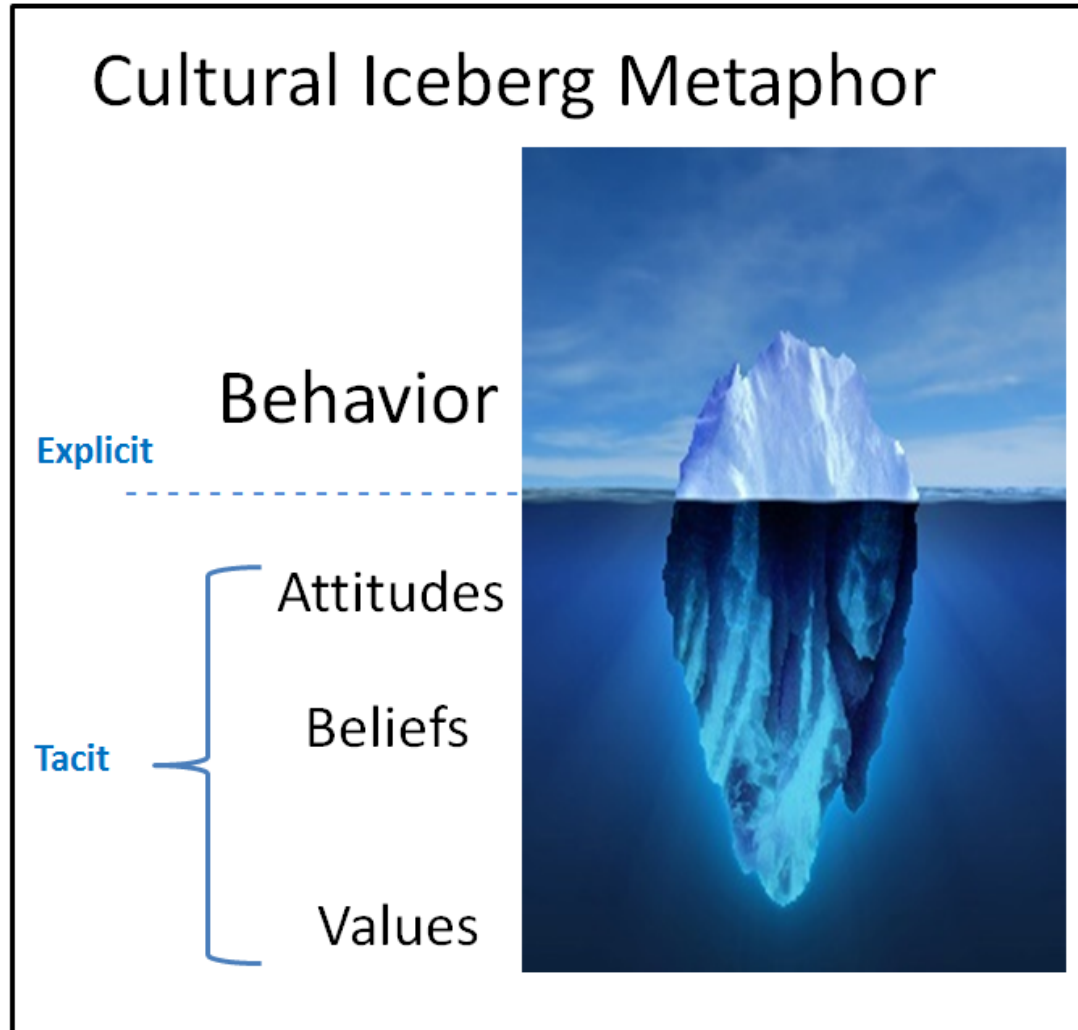
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Source: E.A.Tuleja, open source artwork

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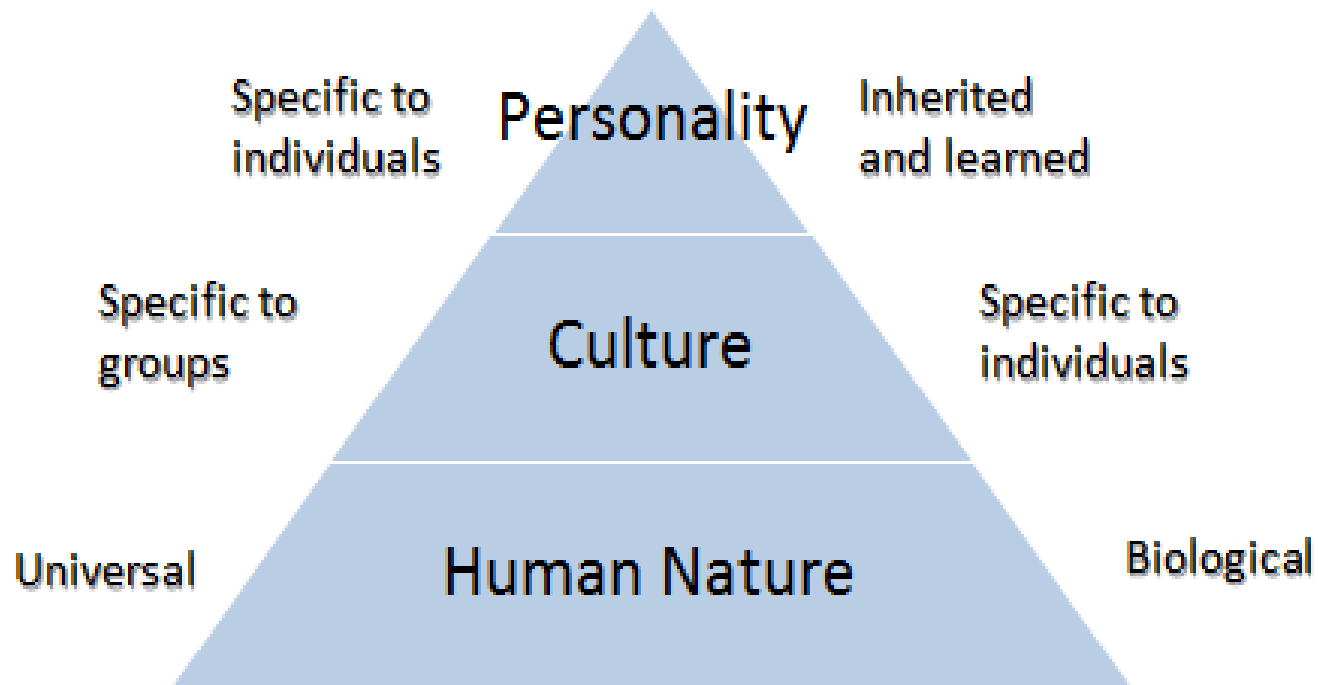
# Iceberg Metaphor of Culture



# Our Core Values



## Three Levels of Mental Programming

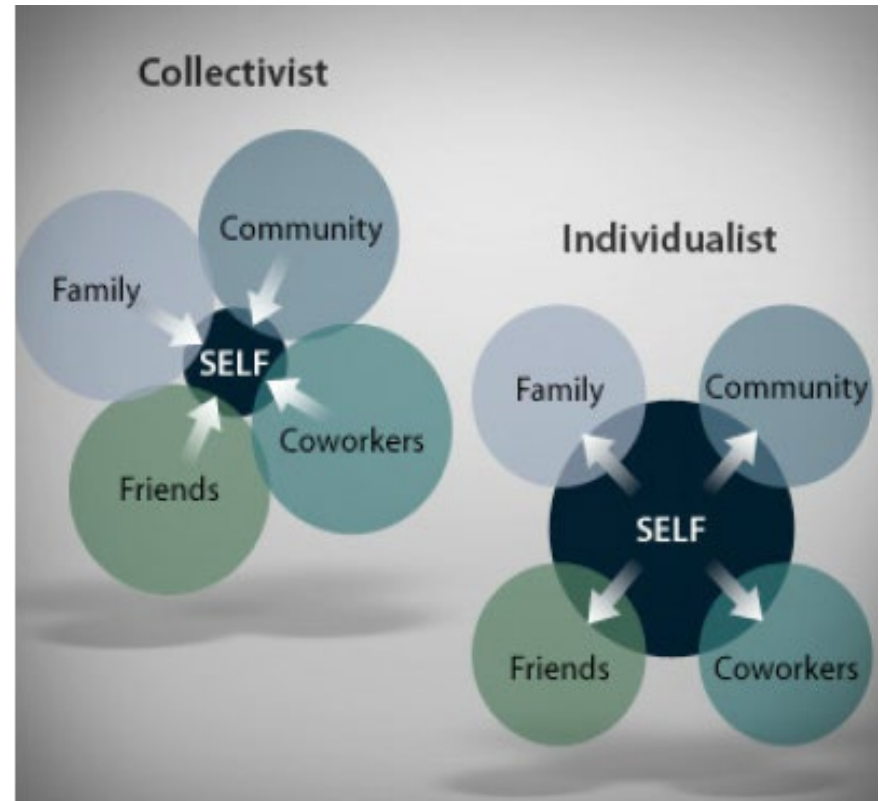


Hofstede, G. (1991). *Organizations and cultures: Software of the mind*. McGraw Hill, New York

# Culture Myth #1

- #1: Customs may differ, but we're all basically the same deep down inside.

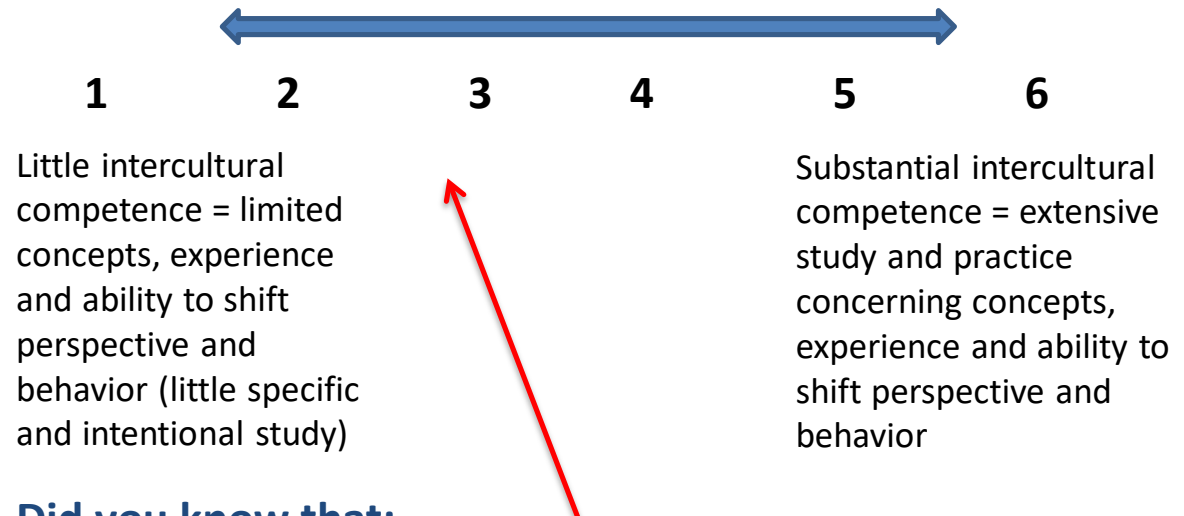
Direct	Indirect
Offers frank opinion	Refrains from stating personal opinions
Uncomfortable with silence	Silence is a time to reflect before responding too hastily
Comfortable challenging or contradicting other's ideas	It is more important to preserve harmony and save face
Uses "I" words – "In my opinion," "I think"	Uses "We" words and qualifiers– "In our humble opinion," "We might agree"
Be succinct – get to the point	Say only what is needed



# Culture Myth #2

- My technical expertise will help me to succeed – after all, that's why they hired me.

## How interculturally competent do you believe most people are?



### Did you know that:

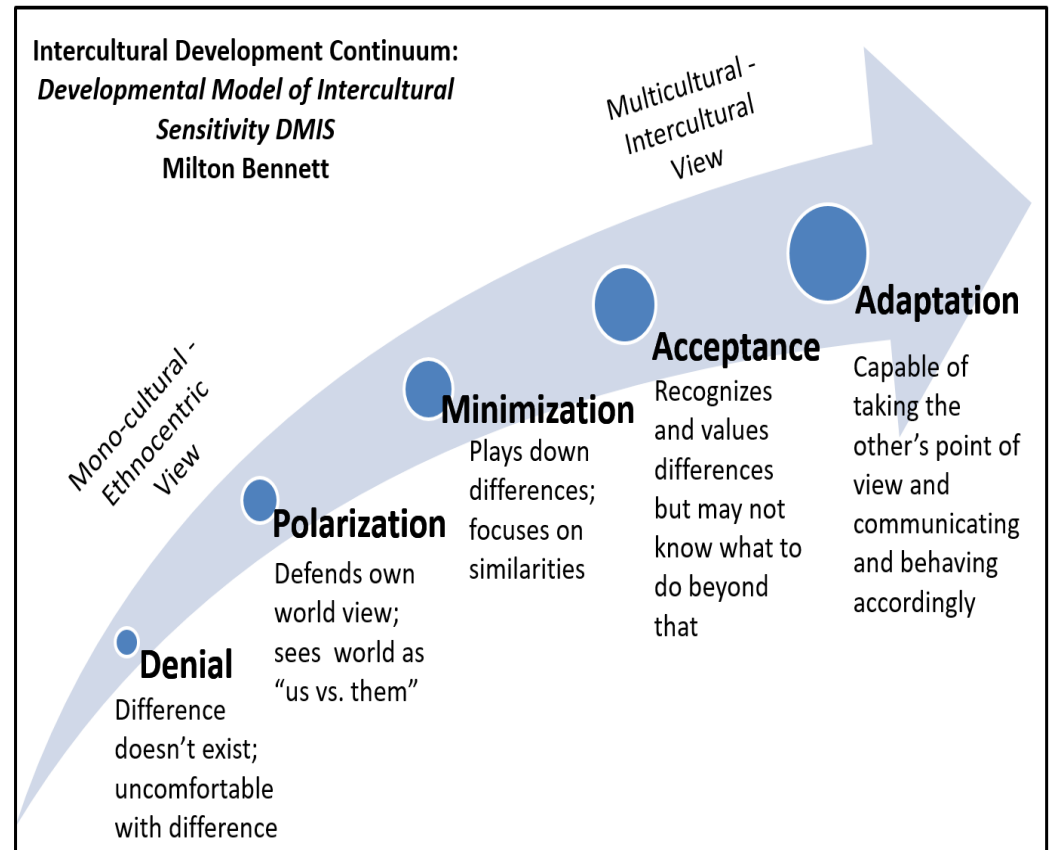
- Most people receive no formal education or training to be more interculturally competent?
- Most people tend to **over-estimate** their intercultural capability?
- IDI results indicate that only **15%** of people have deep cultural self & other understanding and at times, are able to adapt behavior to cultural difference—that is, are interculturally competent.

**WE HAVE A CHALLENGE BEFORE US!!**



# Culture Myth #3

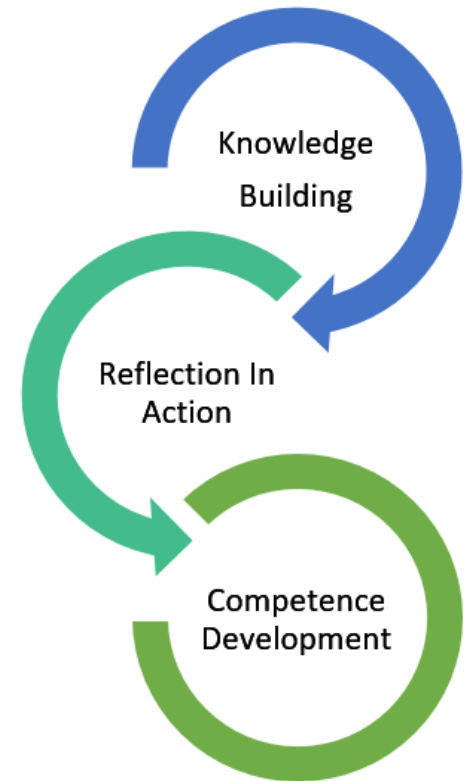
- #3: I lived abroad for a semester in college (or travel a lot...or speak another language), so it will be easy to adapt.



Bennett, M. J. (2004). Becoming interculturally competent. In J. Wurzel (Ed.). *Toward multiculturalism: A reader in multicultural education*, 2, 62-77.

# Conclusion

- Cultural Intelligence (CQ) necessary in today's multicultural environment and global world.
- No matter how much experience we have, we all need to become *consciously* aware of other people's values, beliefs, attitudes, and behaviors.
- Then, we build knowledge about cultural differences, and reflect on what this means so that we can adapt our attitudes and behaviors.
- We develop CQ through conscious observation and practice.



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## Open Attitude

- How can we be open to cross-cultural learning and maintain a productive attitude toward difference (avoiding judgments, tolerating ambiguity and being flexible in complex situations)?

## Self-Awareness

- How can I be knowledgeable about my own cultural preferences; articulate cultural values, beliefs, and attitudes; and how to translate this understanding into effective behavior?

## Other-Awareness

- How can I recognize the cultural values, attitudes, beliefs, and behaviors in others in order to develop new cross-cultural business skills?

## Cultural Knowledge

- How can I identify general knowledge needed about a specific culture/s and then acquire the necessary comprehensive knowledge about that culture/s?

## Cultural Skills

- How can I develop and then use the necessary skills to translate cultural awareness and knowledge into effective behavior?
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- Book:

E.A. Tuleja, Intercultural Communication for Global Business: How Leaders Communicate for Success (Routledge – available December 2016)

E.A. Tuleja, Intercultural Communication for Business (3e, 2015), GlobeComm Publishing (available on Amazon.com)

- Website:

<http://globalbizleader.com>

- Notre Dame Online Executive Certificate in Advanced Intercultural Management:

<http://www.notredameonline.com/resources/intercultural-management/intercultural-management-in-the-global-economy-interview-1/#.VWbhLGO-W2k>

- Notre Dame Online Interview with Dr. Tuleja

<http://www.notredameonline.com/resources/intercultural-management>

- Recent Press, CFA Institute:

<https://medium.com/@CFAasia/cultural-travelers-c396de676456>

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## Intercultural Development Inventory (IDI)

<http://idiinventory.com/products/the-intercultural-development-inventory-idi/>

The instrument generates an in-depth profile of both an individual's or groups' predominant level of intercultural competence.

## The Global Competencies Inventory (GCI)

<http://www.kozaigroup.com/global-competencies-inventory-gci/>

The Global Competencies Inventory (GCI) is designed to assess your personal qualities associated with perception management, relationship management, and self-management.

## Cultural Orientations Indicator (COI)

<http://www.culturalorientations.com/Our-Assessment-Tool/56/>

The Cultural Orientations Indicator (COI) is a web-based, self-reporting tool designed to foster self-awareness regarding interaction style, thinking style, and sense of self.

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# Thank You!

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