

## APPENDIX: A SELF-ASSESSMENT OF YOUR CQ\*

Van Dyne, L., & Ang, S. (2006). A self-assessment of your CQ.  
In P. C. Earley, S. Ang, & J-S Tan. *CQ: Developing  
cultural intelligence at work* (pp. 217-227). Stanford, CA:  
Stanford University Press.

### OVERVIEW

The following questions are about dealing with cultural diversity. There are no right or wrong answers. Instead, the questions simply allow you to assess your preferences, desires, and habits. Thinking about these questions can help you understand your unique strengths and how you relate to people with different cultural backgrounds that you meet both in your own country and in other societies.

Read each question carefully and choose either *a* or *b*. Do not think too long about any question. If you cannot decide on a particular answer, skip the question and come back and answer it at the end.

### SECTION A

#### Instructions

Which of the following choices best describes you when you are in situations characterized by cultural diversity? Circle either *a* or *b* (not both) for each question to indicate which better describes you as you are most of the time.

1. Would you rather work with someone who is from
  - a. the same or a similar culture, or
  - b. a very different culture?
2. When you are with a person from a different culture, do you
  - a. plan what you say, or
  - b. act spontaneously?
3. Do you like to
  - a. travel in your home country, or
  - b. travel to faraway places?
4. When you know you will be meeting someone from a different culture, do you
  - a. script what you want to say before you start, or
  - b. treat them as you would any other person from your own culture?

5. Do you typically
  - a. assume many roles, or
  - b. adopt one primary role?
6. At parties with people from diverse cultural backgrounds, do you
  - a. mimic other people, or
  - b. maintain your own style?
7. In your daily work, would you prefer a job in a culture that is
  - a. similar to your own, or
  - b. different from your own?
8. When thinking about understanding people from different cultures, are you
  - a. an expert, or
  - b. a novice?
9. Do you view yourself as
  - a. beginning to learn more about culture, or
  - b. having lots of cultural expertise?
10. When speaking to people from diverse cultures, do you use a
  - a. consistent speaking style, or
  - b. variety of accents?
11. Would you say you are
  - a. not really aware when people are from other cultures, or
  - b. very aware when people are from other cultures?
12. Which best describes you?
  - a. I read more than two languages, or
  - b. I read one or two languages.
13. Are you
  - a. alert to the possibility that someone might be from a different culture, or
  - b. indifferent that someone might be from a different culture?
14. When you are in groups of people who have diverse backgrounds, do you
  - a. usually stick to your normal way of speaking, or

15. When you work on a project, do you find you prefer to work with
  - a. people from similar cultures, or
  - b. people from different cultures?
16. When you are with people who have a different cultural background, do you
  - a. think about the differences, or
  - b. forget they are different?
17. In getting a job done, which describes you better?
  - a. I am indifferent to working with people from other cultures.
  - b. I celebrate cultural differences.
18. When it comes to knowing how to cope with cultural diversity, would others say you are
  - a. very knowledgeable, or
  - b. a neophyte?
19. In your spare time, would you choose to
  - a. upgrade your technical skills, or
  - b. learn about cultural differences?
20. Given the choice, would you select working with people who are
  - a. not that competent technically, but are from similar cultures, or
  - b. technically *very* competent, but from *very* different cultures?
21. In terms of knowing how to navigate new cultures, do you see yourself as
  - a. highly experienced, or
  - b. at the entry level?
22. Do you tend to
  - a. be aware that people from another culture are different, or
  - b. pay very little attention to whether or not they are different?
23. Is it your habit
  - a. not to plan in advance when interacting with those from different cultures, or
  - b. to take charge of your interactions when with those from different cultures?
24. Do you typically
  - a. stick to our own mannerisms, or
  - b. modify your mannerisms when you talk with people from different

25. Would you rank working with people from different cultures as
- one of your many interests, or
  - a top interest?
26. Do you
- eat what is familiar to you, or
  - try what others eat when having meals with people from other cultures?
27. Are you more likely to
- set clear goals before you start working with others from different cultures, or
  - work with them as if they were your regular colleagues?
28. When you have to meet strangers from another culture, do you
- go with the flow and according to the situation, or
  - carefully plan your conversation in advance?
29. Would you say that you enjoy
- striking up conversations with culturally diverse people, or
  - having conversations with those who are more similar?
30. In your work, do you
- use a uniform style of interacting with everyone in the group, or
  - change the way you interact depending on the cultural backgrounds of those in the group?
31. In business situations that require cross-cultural negotiations, do you have
- deep knowledge, or
  - basic knowledge?
32. When visiting different cultures, do you
- modify the way you dress, or
  - dress the way you do in your home country?
33. When conflicts arise with those from other cultures, do you
- learn from failures and build on successes, or
  - pay little attention to cultural sources of failures and successes?
34. In keeping a conversation going with someone from another culture, do you
- have difficulty dealing with ambiguity and differences, or
  - deal successfully with ambiguity and differences?

## SECTION B

### Instructions

Imagine that you are in a situation where you are interacting with people from different cultural backgrounds. Circle the answer (a or b) that best describes you.

35. In culturally diverse situations, you are
- spontaneous
  - planful.
36. In culturally diverse situations, you are
- predictable
  - flexible.
37. In culturally diverse situations, you feel
- involved
  - indifferent.
38. In culturally diverse situations, you are
- systematic
  - casual.
39. In culturally diverse situations, you are
- neutral
  - engaged.
40. In culturally diverse situations, you have
- cultural knowledge
  - technical knowledge.
41. In culturally diverse situations, you
- anticipate
  - react.
42. In culturally diverse situations, you are a
- learner
  - professional.
43. In culturally diverse situations, you feel
- highly interested
  - somewhat interested.

- 44. In culturally diverse situations, you
  - a. go with the flow
  - b. prepare in advance.
- 45. In culturally diverse situations, you are
  - a. reserved
  - b. a good actor.
- 46. In culturally diverse situations, you are
  - a. broad
  - b. narrow.
- 47. In culturally diverse situations, you are
  - a. excited
  - b. neutral.
- 48. In culturally diverse situations, you are
  - a. current
  - b. dated.
- 49. In culturally diverse situations, you are
  - a. unsure
  - b. energized.
- 50. In culturally diverse situations, you are
  - a. confident
  - b. uncertain.
- 51. In culturally diverse situations, you
  - a. speak one language
  - b. speak many languages.
- 52. In culturally diverse situations, you are
  - a. experienced
  - b. a novice.
- 53. In culturally diverse situations, you view interaction as
  - a. an activity
  - b. a priority.
- 54. In culturally diverse situations, you are
  - a. conscious
  - b. unaware.

**SCORING INSTRUCTIONS**

**Section A**

For each item, score a 3 in the box to the right of the item if your answer corresponds to the letter shown in the answer column. Add up the columns at the bottom of the page to get your cultural strategic thinking (CST), cultural motivation (MOT), and cultural behavior (BEH) scores.

Question/item	Answer	CST	MOT	BEH
1	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33	a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34	b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section A subtotals for

**Section B**

For each item, score a 3 in the box to the right of the item if your answer corresponds to the letter in the answer column. Add up the columns at the bottom of the page to get your cultural strategic thinking (CST), cultural motivation (MOT), and cultural behavior (BEH) scores.

Question/item	Answer	CST	MOT	BEH
35	b	<input type="checkbox"/>		<input type="checkbox"/>
36	b			
37	a		<input type="checkbox"/>	
38	a	<input type="checkbox"/>		
39	b		<input type="checkbox"/>	
40	a	<input type="checkbox"/>		
41	a	<input type="checkbox"/>		
42	b	<input type="checkbox"/>		
43	a		<input type="checkbox"/>	
44	b	<input type="checkbox"/>		
45	b			<input type="checkbox"/>
46	a	<input type="checkbox"/>		
47	a		<input type="checkbox"/>	
48	a	<input type="checkbox"/>		
49	b		<input type="checkbox"/>	
50	a		<input type="checkbox"/>	
51	b			<input type="checkbox"/>
52	a	<input type="checkbox"/>		
53	b		<input type="checkbox"/>	
54	a	<input type="checkbox"/>		

Section B subtotals for

CST

MOT

BEH

**Worksheet**

	Cultural Strategic Thinking (CST)	Cultural Motivation (MOT)	Cultural Behavior (BEH)
Subtotal from Section A			
Subtotal from Section B			
Total (Sections A + B)			

**OVERALL CULTURAL INTELLIGENCE**

Overall Cultural Intelligence (CQ™) = Total CST + Total MOT + Total BEH

Write your overall Cultural Intelligence (CQ™) score here: \_\_\_\_\_

## Interpretation of Your Overall CQ™ Score

Your score Interpretation

- 126 and above You have **excellent** overall CQ in your ability to work in diverse cultural settings (domestic and/or international).
- 95–125 You have **average** overall CQ in your ability to work in diverse cultural settings (domestic and/or international).
- 94 and below You **need to develop** your overall CQ to be able to work more effectively in diverse cultural settings (domestic and/or international).

## Interpretation of Your Cultural Strategic Thinking Score

Your score Interpretation

- 51 and above You are **excellent** in your cultural strategic thinking.
- 38–50 You are **moderate** in your cultural strategic thinking.
- 37 or less Your cultural strategic thinking indicates a **red alert**. This indicates that you need to work on your cultural strategic thinking — especially if your work and life activities put you in situations with people who have different cultural backgrounds.

## Interpretation of Your Cultural Motivation Score

Your score Interpretation

- 45 and above You are **excellent** in your cultural motivation.
- 38–44 You are **moderate** in your cultural motivation.
- 37 and below Your cultural motivation indicates a **red alert**. This indicates that you need to work on your cultural motivation — especially if your work and life activities put you in situations with people who have different cultural backgrounds.

## Interpretation of Your Cultural Behavior Score

Your score Interpretation

- 30 and above You are **excellent** in your cultural behavior.
- 21–29 You are **moderate** in your cultural behavior.
- 20 and below Your cultural behavior indicates a **red alert**. This indicates that you need to work on your cultural behavior — especially if your work and life activities put you in situations with people who have different cultural backgrounds.

## VARIABILITY IN YOUR SCORES

If your scores vary (“excellent”; “moderate”; “red alert”) across the three facets of cultural intelligence, you should think of ways that you can capitalize on your strong

areas (“excellent”) and ways that you can improve in areas where your scores are “moderate” or “red alert.”

For more information about the assessment of cultural intelligence, please contact Professor Linn Van Dyne at Michigan State University (vandyne@msu.edu) or Professor Soon Ang at Nanyang Business School, Nanyang Technological University, Singapore (asang@ntu.edu.sg).