Diversity x CQ = Innovation
Cultural Intelligence

is the capability to work and relate effectively across various cultural contexts.

DRIVE

KNOWLEDGE

ACTION

STRATEGY
Ecosystem

We operate in complex adaptive systems.

What does cultural intelligence do for the ecosystem of your company culture?

What is driving your need for diversity, inclusion, and cultural intelligence?
Symptoms vs. Root Causes

Symptoms
- Failed merger
- Loss of customers
- Dissatisfied customers
- Teams in conflict
- Failure to attract top talent
- Disengaged employees

Root Causes
- Failed merger
- Loss of customers
- Dissatisfied customers
- Cultural clashes
- Distrust
- Failure to attract top talent
- Not heard
- Teams in conflict
- Tarnished reputation
- Disengaged employees
- No sense of belonging
- Diversity w/ low CQ
Symptoms

- Failed merger
- Loss of customers
- Dissatisfied customers
- Failure to attract top talent
- Disengaged employees
- Teams in conflict
Root Causes

- Failed merger
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- Cultural clashes
- Distrust
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- Not heard
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- Diversity w/ low CQ
- No sense of belonging
Journey

Healthy Organizations

We help people change perspectives, beliefs and behaviors. This model has been used for years in psychology to create lasting change in an individual's behavior. We use it to create measurable engagement strategies for cultural intelligence. This human-centered model facilitates a reliable process to engage people, build trust and connect them to valuable ideas.
Getting started
One step at a time

Diversity + Inclusion Maturity Model

Compliance  |  Awareness  |  Talent Systems  |  Operations  |  Market & Sales

GOAL: Building a Culturally Intelligent Organization
What Now?
Building a Culturally Intelligent Organization

Kristin Ekkens, MA, Certified Diversity Executive
Director, Corporate Partnerships
Cultural Intelligence Center

Start  See  Learn  Empower  Believe  Impact
See

How do we create awareness?
Phase 1 - Key Elements
Get buy-in from the most senior levels of leadership

- Disrupt diversity fatigue
- Create a business case
- Integrate with vision, values, and strategic plan
- Gain leadership commitment
- Conduct a CQ audit
- Create a CQ strategic roadmap
- Benchmark against competitors
Learn + Understand

How do we create contemplation?
How do we get people to decide?
Phase 2 - Key Elements

Cast vision and build awareness of why cultural intelligence matters

- Create a shared language
- Events (diversity fair, keynote presentations, lunch & learns, etc.)
- Pilot workshops/ eLearning (HR, key line managers)
- Review HR Policies (recruitment, promotion, performance reviews, rewards, etc.)
- Assess individuals and teams
## Assessments

Decide - What do you want to measure?

<table>
<thead>
<tr>
<th>What Do You Want to Measure?</th>
<th>Sample Assessments</th>
<th>Ideally Suited for</th>
</tr>
</thead>
</table>
| Individual preferences (traits, personality, cultural values, beliefs, etc.) | Cultural Values Profile  
CultureWise  
GlobeSmart  
Multicultural Personality Questionnaire (MPQ) | Individual contributors  
Self-awareness  
Hiring (to understand “fit”) |
| Cultural awareness and readiness (attitudes and worldview) | Implicit Association Tests  
Intercultural Developmental Inventory (IDI) | Diversity programs  
Overseas assignments |
| Intercultural skills | Cultural Intelligence Scale (COS)  
Intercultural Adjustment Potential Scale (ICAPS) | Inclusion initiatives  
Multicultural teams  
Global leadership roles |
Unconscious Bias
# CQ + Performance Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Cultural Adaptation</th>
<th>Cultural Decision-Making</th>
<th>Cultural Negotiation</th>
<th>Leading Multicultural Team</th>
<th>Expand into New Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CQ DRIVE</strong></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>CQ KNOW</strong></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>CQ STRATEGY</strong></td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>CQ ACTION</strong></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Pilot Sessions

- Unconscious Bias & Decision-Making in Talent Acquisition
- Unconscious Bias & Decision-Making for Hiring Managers
- Developing Cultural Intelligence (CQ) for Marketing Teams
- Developing CQ for HR Business Partners
- Developing CQ for Project Teams
- MyCQ eLearning for New Hires
- Leading with CQ for Senior Leaders
Who is your key audience?

What is the key challenge and desired outcome?
Empower

How do we help people act?
Engagement + Connection

Everyone wants to belong. Everyone owns this journey. Inspire and equip people to act.
Phase 3/4 - Key Elements

Inspire and equip those who have the most direct intercultural engagement; then continue throughout the organization

- CQ assessments and **targeted workshops**
- **Train-the-Trainer** (for scalability)
- **Business Inclusion Networks**/ Employee Resource Groups
- CQ **Ambassadors/ Coaches** - key influencers
- **Embedded** Workshop offerings
  - New hire orientation
  - High potential programs
  - New manager training
  - Leadership programs
- Share **stories**
<table>
<thead>
<tr>
<th><strong>Stakeholder Map</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What group does the stakeholder represent?</strong></td>
</tr>
<tr>
<td>Executives, division leads, frontline supervisors, employees, customers, constituents, board members, volunteers</td>
</tr>
<tr>
<td><strong>What can they provide?</strong></td>
</tr>
<tr>
<td>Power, influence, interest</td>
</tr>
<tr>
<td><strong>What is important to them?</strong></td>
</tr>
<tr>
<td>WIIFM</td>
</tr>
</tbody>
</table>
Believe

How do we help people to change?
Phase 5 - Key Elements

Fully integrate CQ into your organization's culture

- Ongoing assessment, learning, and development
- **Celebrate** and reward successes
- **Accountability** for each division/area
- Measured progress
- **Integrated** into DNA - does not change with the leader
- Organization-wide **engagement**
- Ecosystem of **champions**
Impact

How do we show leadership, employees, stakeholders, and customers that we are making a positive impact?
# Building a CQ Organization

## Building a Culturally Intelligent Organization

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Commitment</td>
<td>Awareness Building</td>
<td>Targeted Groups</td>
<td>Everyone</td>
<td>CQ leadership (Leading with CQ)</td>
</tr>
</tbody>
</table>

### Goal
- Get buy-in from the most senior levels of leadership
- Cast vision and build awareness of why cultural intelligence matters
- Equip those who have the most direct intercultural engagements
- Equip the entire workforce with basic skills in working effectively across cultures
- Fully integrate CQ with the organizational culture

### Target
- Sr. Leadership
- Line Managers
- Targeted Groups
- Sr. Leadership
- Line Managers
- Workforce
- Everyone

### Possible Elements
- Integrate with vision, values and strategic plan
- CQ Audit
- Create a CQ strategic roadmap including:
  - Practices
  - Policies
  - Climate
  - Identity cultural groups
  - Marketing messages
  - Branding, etc.
- Executive CQ sessions
- Benchmark against competitors etc.
- Events (e.g., diversity fairs, keynote presentations...)
- Assessments (e.g., unconscious bias, IDI, CQ, Cultural Wizard...)
- Create shared language
- Pilot trainings (HR, key line managers...)
- HR policies (recruitment and promotion, policies, performance reviews, rewards etc.)
- CQ Assessments and Workshops (for areas most engaged with diversity and/or global engagements)
- High Potential Programs
- Train-the-Trainer (to create in house training)
- Affinity Groups
- CQ Ambassadors
- Employee Resource Groups (Affinity)
- In-House Training
- Virtual trainings; Webcasts
- On-site Coaches
- Lunch n’ Learns
- Integrated with onboarding process
- Ongoing assessment, learning and development options
- Celebrate and reward successes
- Accountability for each division/area

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43.
# Activity vs. Impact

<table>
<thead>
<tr>
<th>Activity</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizing cultural events throughout the year</td>
<td>Creating a formal diversity plan with regular interventions and evaluation criteria</td>
</tr>
<tr>
<td>Revising policies, such as Paid Time Off (PTO)</td>
<td>Training supervisors in how the new policies affect operations and management practices</td>
</tr>
<tr>
<td>Mandatory Diversity Training for all employees</td>
<td>Providing Cultural Intelligence training by Business Unit to demonstrate the link to day-to-day tasks &amp; responsibilities</td>
</tr>
<tr>
<td>Hiring a Diversity, Equity, &amp; Inclusion (DE&amp;I) Coordinator</td>
<td>Creating a succession plan for the Office of DE&amp;I</td>
</tr>
<tr>
<td>Participating in a Supplier Diversity Fair</td>
<td>Following-up to ensure that small businesses are added to your list of vendors AND that they get contracts</td>
</tr>
<tr>
<td>Recruiting diverse candidates</td>
<td>Training hiring managers &quot;how to&quot; interview diverse candidates and lead diverse teams</td>
</tr>
</tbody>
</table>
What now?
Drive change one step at a time

Diversity & Inclusion Maturity Model

Compliance  Awareness  Talent Systems  Operations  Market & Sales
Take Action

Connect People

Change Behaviors

Solve Problems
What Now?
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