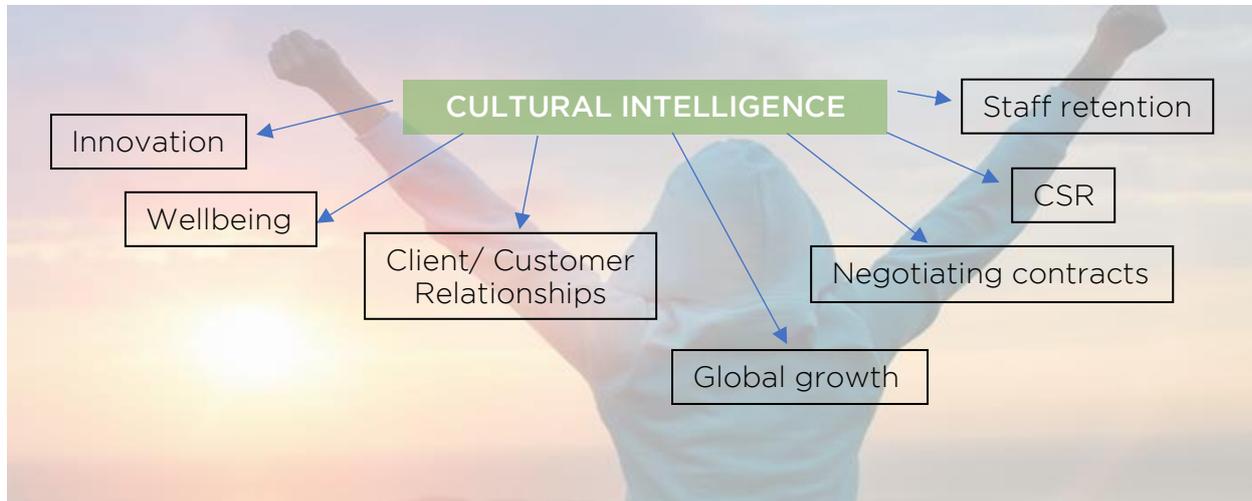


Cultural Intelligence: a foundation for your organisation

Working out the values of your organisation and imposing your vision on it, is crucial to its growth and development. Introducing the concept of Cultural Intelligence (CQ) to this will add value to your principles and positively impact across all areas of the business.



“In a world where crossing boundaries is routine, CQ becomes a vitally important aptitude and skill.” -- Harvard Business Review

“Cultural intelligence has resulted in one of our most profitable leadership development initiatives. Over 200 of IATA’s top leaders have been assessed and trained in CQ. The program has helped IATA build bridges across different cultures and has played a direct role in the growth of our business in emerging markets.” -- Guido Gianasso, Vice President of Human Capital, IATA

“David Livermore’s work on cultural intelligence is an essential tool for working, living and leading in a world without borders.” -- Dick DeVos, former Chairman and CEO of Amway

“David Livermore explains why modern multinational organisations need to be global and must understand that “There’s really no such thing as a uniform global culture.” This message applies not just to marketing but to recruiting and managing teams of workers in different parts of the world.” -- The Economist

Why should **you** be interested?

Cultural Intelligence (CQ) is the clearest most measurable way to move individuals and departments from awareness to action when it comes to inclusive behaviours, actions and policies to inform staff interactions, client relationships, innovation, new ways of working, positive experiences and the values your company embodies.

You are building your reputation as a leader and innovator in your sector, and you’d like to further develop your collaborative



Giving the Unheard Voice a Place to Speak www.unheardvoice.co.uk

approach to policy making, implementation and strategic thinking, however there will be times when you ask the questions:

- Why are we facing this challenge in this team?
- What is stopping us communicating well with our colleagues in other countries?
- How do we help our clients bring in people who will diversify our thinking and outcomes?
- To what degree are managers and team members equipped to effectively handle the diversity on our team in a way that's appropriate, effective and productive?
- How do we help our clients deal with the kinds of interpersonal situations that create the most conflict?
- In what way are managers equipped to get accurate feedback from individuals who use different communication styles?
- How do we maximise this opportunity when the people we're dealing with seem so different from us?
- Whose are the voices we don't have represented at our organisation? How do we hear from them?

Cultural Intelligence not only answers these questions, but predicts whether your teams and individual staff members will be successful at moving forward.

What is Cultural Intelligence?

Cultural intelligence (CQ) is the capability to relate and work effectively in culturally diverse situations.

'Culturally diverse situations' doesn't only refer to working with people across different nationalistic or ethnic boundaries, but organisationally - you with a key client, or you with HMRC, or you with an umbrella group; generationally - baby-boomers to Generation Z; mindful of disability; sexuality; neurodivergence etc.

So, I like to say, CQ is a measurement and skill to be effectively Inclusive.

CQ works as a measurement when an individual takes an online assessment. The Assessment provides scores in the Four CQ Capabilities:

CQ Drive - how motivated are you to be inclusive?

CQ Knowledge - What do you need to know to be better at inclusion?

CQ Strategy - How do you plan without being stereotypical or falling back on Unconscious Bias?

CQ Action - how do you then behave in a way that's inclusive and adaptable.

Each of these four capabilities are broken down further giving people areas they can pinpoint to improve.





The Assessment can be taken as an individual self-assessment, or 360; in a group, with self-assessed team results, or team 360.

What form would training take?

Unheard Voice can provide organisational and departmental needs analysis after conversations with department heads, focus groups and meetings with staff, and tailor a product that can help your team achieve specific goals, or with general underpinning of inclusive practices.

A training programme can look something like this:

Level One: Fostering an Inclusive Workplace

An Introduction to CQ, Diversity & Inclusion

A three-hour/half day session, introducing terms around Diversity, Inclusion and Culture; a look at the 10 Cultural Value Dimensions; an overview of the Four CQ Capabilities that move people from awareness to action: CQ Drive (motivation), CQ Knowledge (cognition), CQ Strategy (meta-cognition) & CQ Action (behaviour). Optional extra: Can include a personal Cultural Values Assessment.

Level Two: Developing Cultural Intelligence, for all team members

An in-depth look and practice of CQ

A day long training, with all the above, but in much greater depth and detail. A compulsory part of the course is a self-assessment Cultural Intelligence Assessment, with ratings (a basis for improvement) given for each of the Four CQ Capabilities. This includes a Cultural Values Assessment too.

OR



Level Three: Leading with Cultural Intelligence, specifically for team leaders at all levels

An in-depth look and practice of CQ with a specific Leadership perspective

A day long training, with all the above, and with Leadership specific focus. A compulsory part of the course is a 360 Cultural Intelligence Assessment, which asks for feedback from up to five individuals as to a person’s ratings (a basis for improvement) given for each of the Four CQ Capabilities. This includes a Cultural Values Assessment too.

Level Four: Developing a Culturally Intelligent Team

Following on from Level Three. A three-hour/ half day review and practice of how team interactions can be improved. Looking at Leadership commitment; Assessment; Learning & Development; Functional Training; Hiring & Promotion; Branding.

Following on from training there should be an ongoing plan for review and support, tailored for organisations.

A Day workshop would be divided as follows	
Session 1 Introduction – Diversity, Inclusion & Culture Impact where you work	
Session 2 Mapping Cultural Differences Who are you Dealing with?	
Session 3 Cultural Intelligence – What it is and why it matters: Your reports	
Session 4 Improving CQ Drive – working with teams who can make you uncomfortable	
Session 5 Improving CQ Knowledge – what do you need to find out about your colleagues and clients	
Session 6 Improving CQ Strategy – how aware are you of biases you’re bringing into the workplace?	
Session 7 Improving CQ Action – how adaptable are you?	
Session 8 WORKSHOPPING SPECIFIC RELATIONSHIPS	
Session 9 Evaluation, final Q&A	

How much would this cost?

One-off, 2 days research to pull together a Needs Analysis to directly inform the training, coming into your organisation to carry out interviews with leaders, understand your working environment, culture and ethos – your values in action -, focus groups with staff and to be an observer, as appropriate, in some meetings: charged at a daily rate.

Workshops costed at daily rate or per candidate; maximum of 12 per workshop.

Additionally, per candidate there is a fixed cost associated with accessing the report, the printing of the report and learning other materials, and an accompanying book: £80-£150 per person, per workshop, depending on the type of report needed for the workshop.



Who am I? Marsha Ramroop, Founder, Unheard Voice

I believe in enabling positive change through providing clear processes and reasoning for actions.

Trained by Dr David Livermore – the man who, literally, wrote the book on CQ – I am just one of 3 independently certified Level 2 CQ trainers and facilitators in the UK, and one of the first 300 in the world trained to this level.

Inclusion has underpinned my life and work for my whole career. Initially working as a journalist and manager in communities, I have moved into training and consultancy in order to better address inequality in our society.