

Academic Libraries: How Cultural Intelligence Makes a Difference

Dr. Michele A. L. Villagran
@dr_malvillagran

CQ Certified Facilitator
CEO, CulturalCo, LLC
Assistant Professor, San Jose State University



From working across borders...





...to bridging cultures at home

From crossing organizational cultures...



...to bridging generations





Culture Matters!



Why Does It Matter?



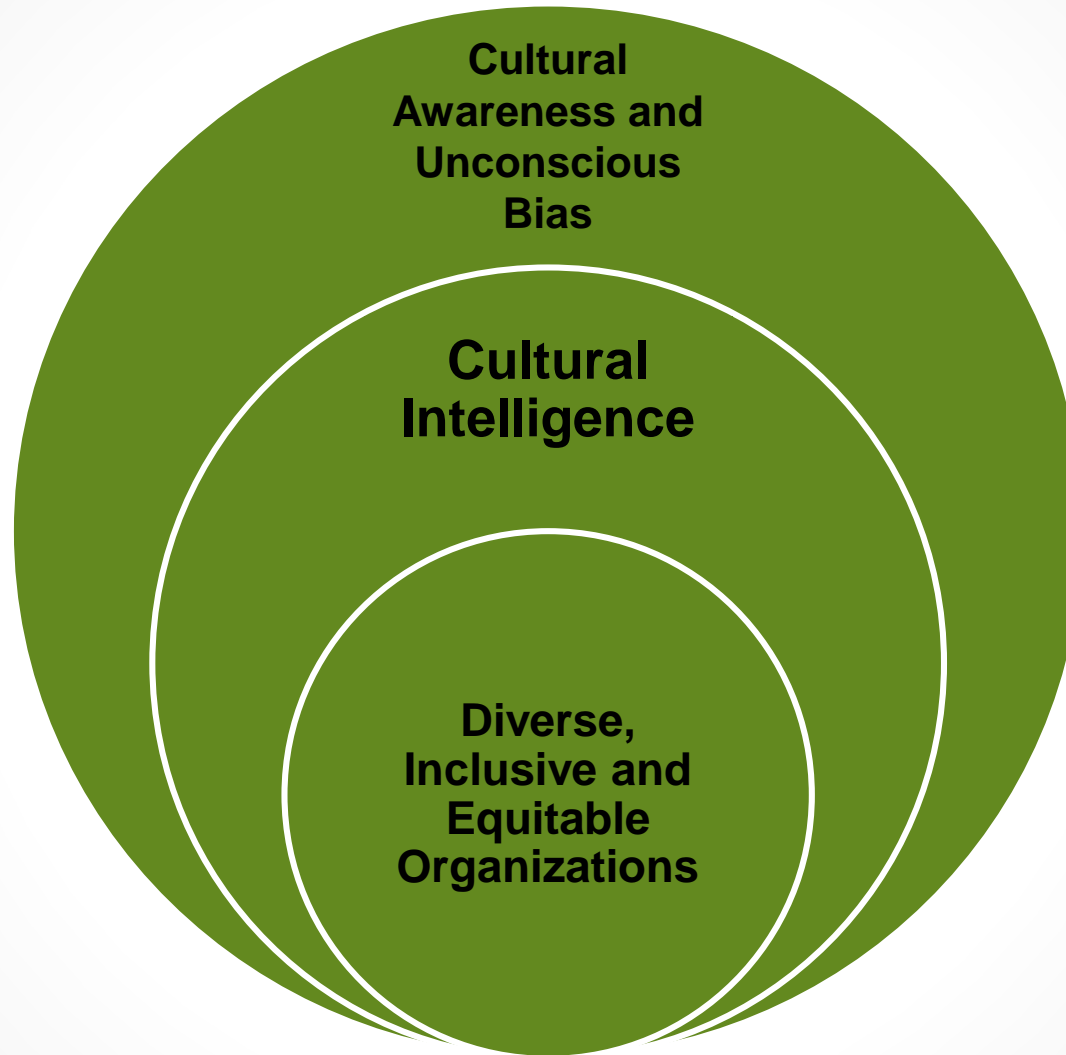
What would you do?

<https://www.youtube.com/watch?v=cLyU-V6BbRE>



**Diverse,
Inclusive and
Equitable
Organizations**





What are my biases?

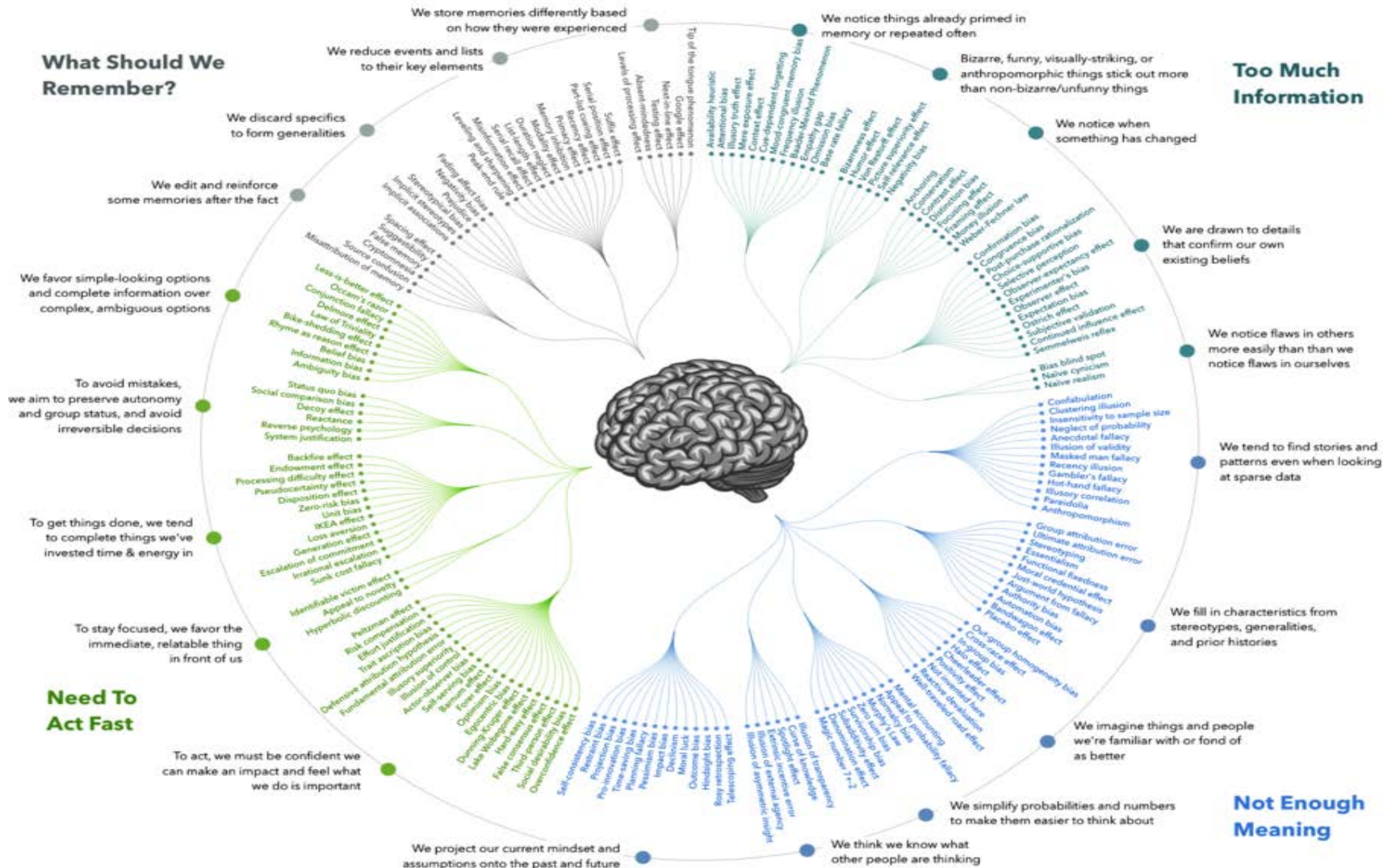


“If you have a brain, you have biases”

Unconscious Bias

- Attitudes or stereotypes that affect our understanding, actions, and decisions in an **unconscious** manner
- Are **pervasive** and **permeate** the workplace at all levels because we all have prejudices
- **Hinder diversity, recruiting and retention efforts, and unknowingly shape an organization's culture**
- **Do not necessarily align with our declared beliefs**
- **Are malleable**

COGNITIVE BIAS CODEX



DESIGNHACKS.CO · CATEGORIZATION BY BUSTER BENSON · ALGORITHMIC DESIGN BY JOHN MANOOGIAN III (JM3) · DATA BY WIKIPEDIA

creative commons attribution · share-alike

This file is licensed under the [Creative Commons Attribution-Share Alike 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/) license.

Wikipedia's complete (as of 2016) list of cognitive biases, arranged and designed by John Manoogian III (jm3). Categories and descriptions originally by Buster Benson.

Author: <https://commons.wikimedia.org/wiki/User:Jm3>. No changes made.

Retrieved from [https://commons.wikimedia.org/wiki/File:The_Cognitive_Bias_Codex_-_180%2B_biases_designed_by_John_Manoogian_III_\(jm3\).png](https://commons.wikimedia.org/wiki/File:The_Cognitive_Bias_Codex_-_180%2B_biases_designed_by_John_Manoogian_III_(jm3).png)

Unconscious Bias

Increased awareness helps prevent unfair judgments and actions



Cultural Intelligence

Changes behaviors and improves intercultural effectiveness

What is Cultural Intelligence?



Genesis of Cultural Intelligence



Mutual Distrust

Different views on how to
confront conflict

Contradictions mean “nothing”

Language and Communication
Barriers

Cultural Intelligence Needed!

Cultural Intelligence

The capability to function effectively across various cultural contexts (national, ethnic, organizational, generational, etc.)

Soon Ang and Linn Van Dyne, “Conceptualization of Cultural Intelligence” in Handbook of Cultural Intelligence: Theory, Measurement, and Applications (Armonk, NY: M.E. Sharpe, 2008), 3.

Take a moment and think of one cultural challenge in your library workplace.



Keep this challenge in mind as we explore CQ

Current Research

- What is the overall level of CQ of participating library individuals?
- What variations exist among the four factors of cultural intelligence within the participants?
- What are the viewpoints of these participants about the importance and value of cultural intelligence within their organizations?

Quantitative

- 20-item four factor self-report CQS
- Measures elements of motivation (5 items), cognition (6 items), metacognition (4 items) and behavioral (5 items)
- 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree)
- Descriptive statistics and frequency distributions were used to analyze CQS data; item analysis conducted within each of the four factors for level of agreement
- Variations existed amongst the items within each of the four factors

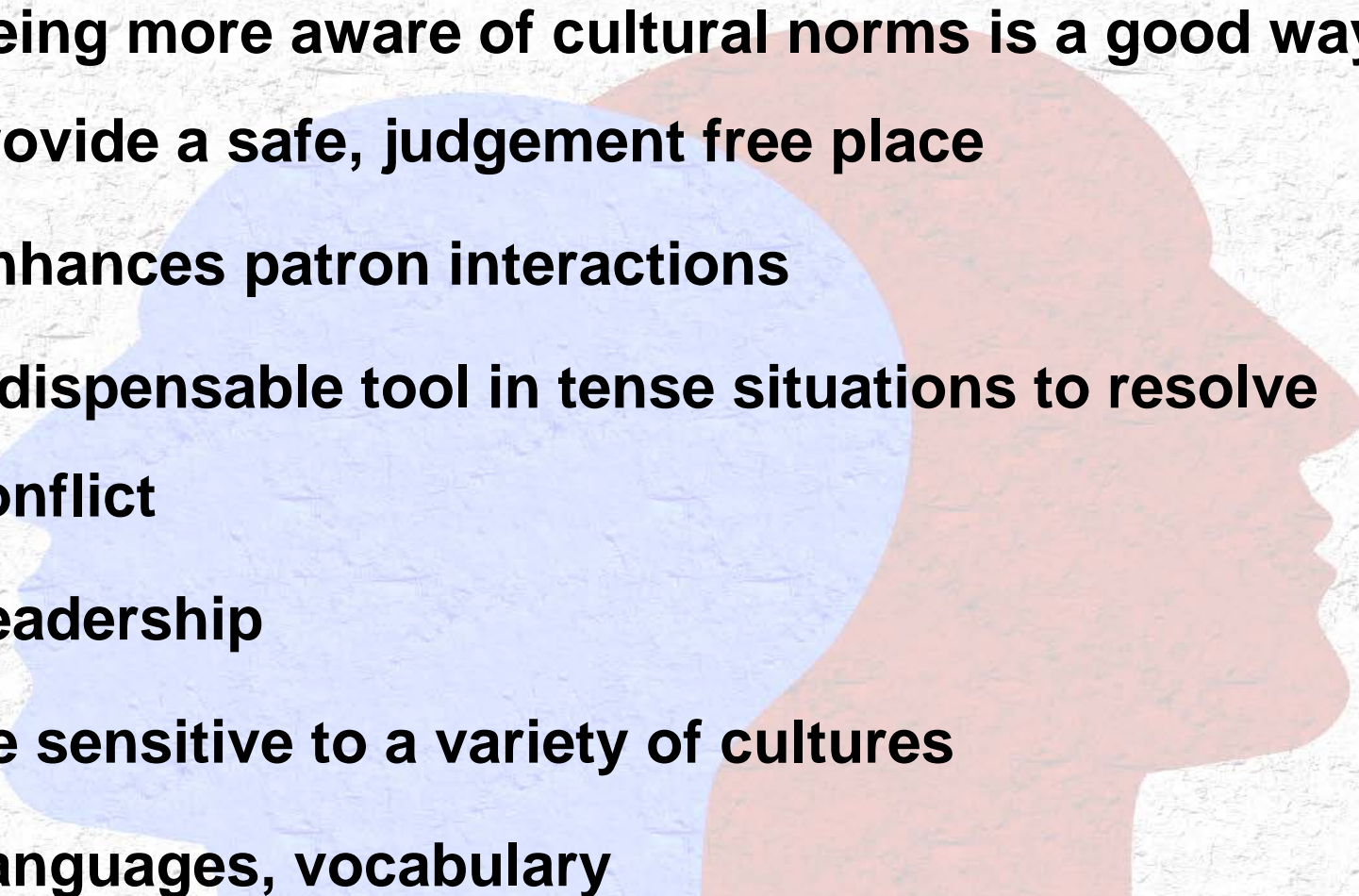
Qualitative

- Q1 What do you believe is the value of cultural intelligence to your library?
- Q2 Do you have the motivation to work through challenges that come with cross-cultural situations you encounter in your library?
- Q3 Do you have the cultural understanding needed to be effective culturally within your library?
- Q4 Share an example of a time when you were aware of a multicultural situation in your library that you managed effectively.
- Q5 Share an experience in which you modified your actions to adapt to different cultural norms within your library.
- Q6 How important is cultural intelligence in your current role?

Value

- **Provide an open, welcoming environment in which to navigate unfamiliarity**
- **Make people from many cultures feel welcomed and appreciated**
- **Show our student community that they actually understand cultural differences**
- **Feel comfortable asking for assistance**
- **Better deal with changes that take place in the library environment**
- **Opens the library to new collaborations, experiences and helps to foster a welcoming environment for all**
- **Ability to be sensitive to differences**

Importance

- **Being more aware of cultural norms is a good way to provide a safe, judgement free place**
 - **Enhances patron interactions**
 - **Indispensable tool in tense situations to resolve conflict**
 - **Leadership**
 - **Be sensitive to a variety of cultures**
 - **Languages, vocabulary**
- 



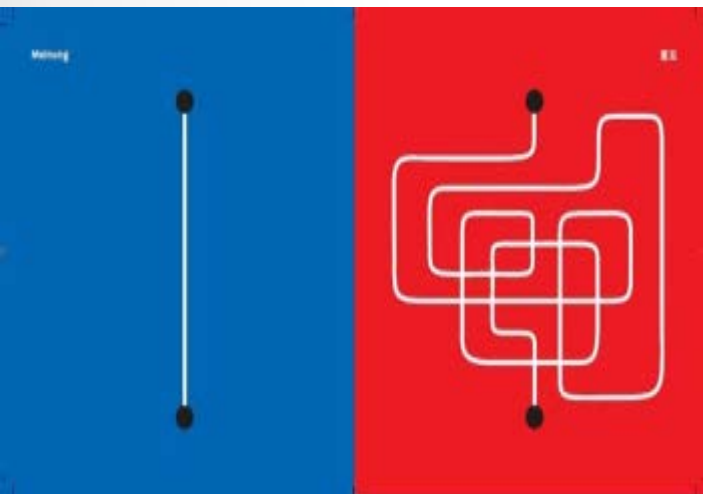
CQ Drive: 3 Sub-Dimensions

- Intrinsic Interest
- Extrinsic Interest
- Self-Efficacy



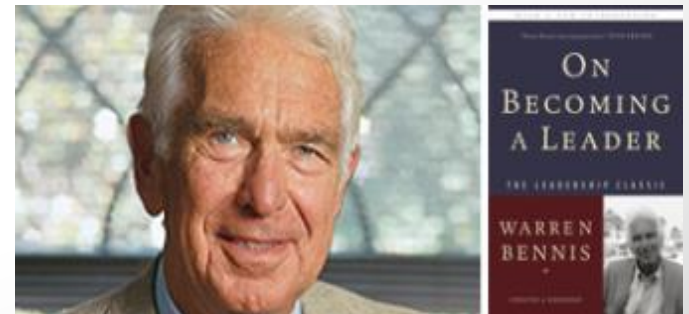
CQ Knowledge: 4 Sub-Dimensions

- Business/Cultural Systems
- Interpersonal: Cultural Values
- Socio-Linguistics
- Leadership



“Leadership is like beauty; it’s hard to define, but you know it when you see it.”

--Warren Bennis



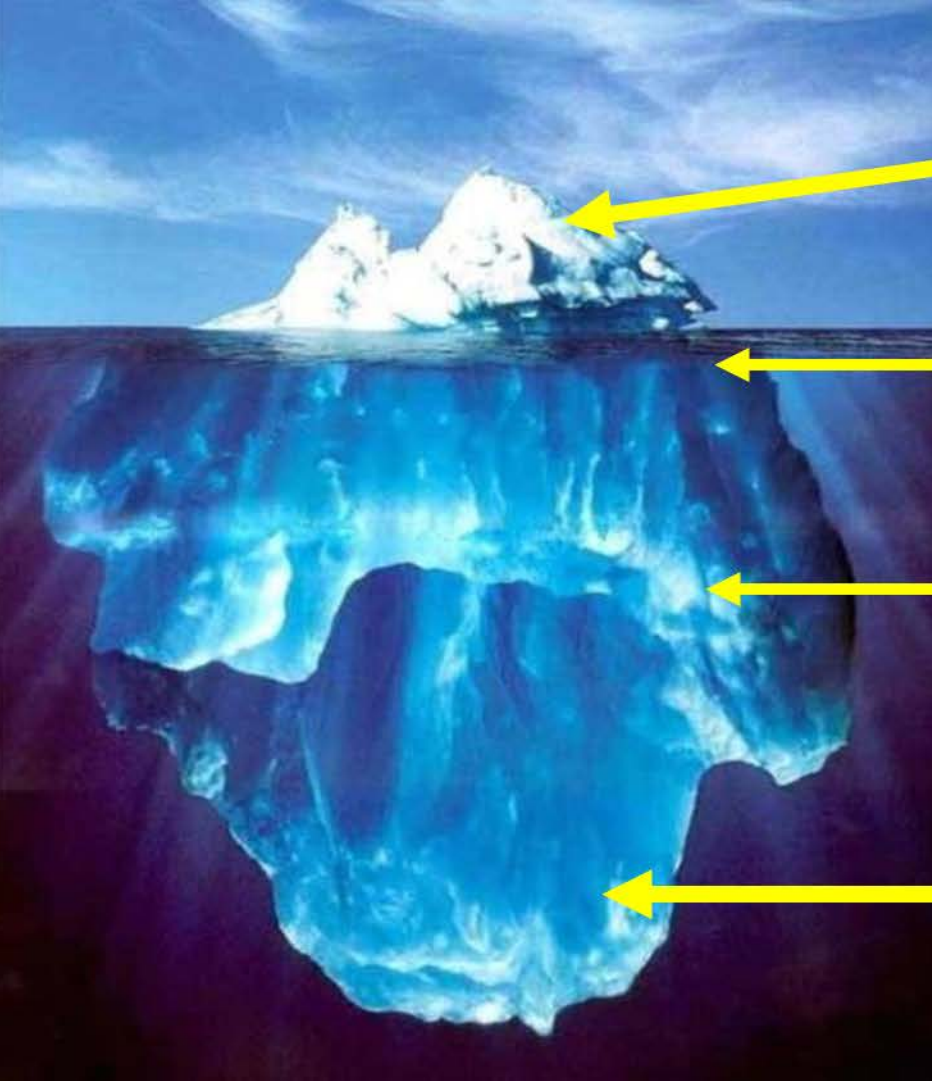
Derek Sivers: Weird, or just different?

FILMED NOV 2009 • POSTED JAN 2010 • TEDIndia 2009



<> Embed Download ★ Favorite Rate Show transcript ▼

http://www.ted.com/talks/derek_sivers_weird_or_just_different.html



HUMAN NATURE

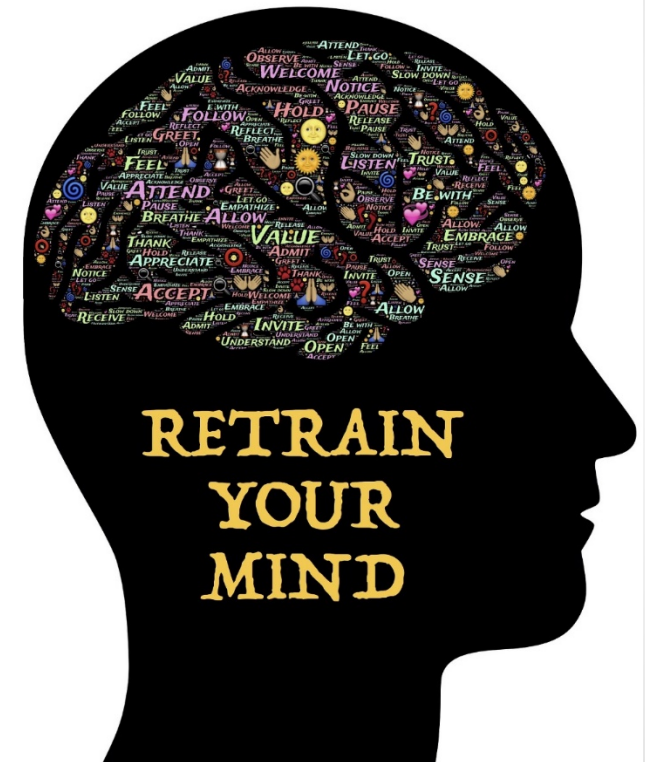
CULTURE
Cultural Artifacts/Systems

Cultural Values and Assumptions

INDIVIDUAL PERSONALITY

CQ Strategy: 3 Sub-Dimensions

- Planning
- Awareness
- Checking



CQ Action: 3 Sub-Dimensions

- Speech Acts
- Verbal Communication
- Non-Verbal Communication



Revisit your cultural challenge in your workplace.



Utilizing CQ, what is one thing you will do or do differently to help with your challenge?

Privilege

- White privilege is real
- Privilege exists on a spectrum
- Don't dismiss someone's struggle
- Dialogue and reflection work better than debate
- CQ your messaging about privilege

David Livermore, 2019, <https://culturalq.com/blog/are-all-white-people-privileged/>

**Don't say, "You're privileged!".
Instead say,
"You have access to privilege."**

Thank You!

Dr. Michele A. L. Villagran
@dr_malvillagran

<https://www.linkedin.com/in/micheleavillagran/>

President & CEO
CulturalCo, LLC

michele.villagran@culturalco.com

Assistant Professor
San Jose State University

michele.villagran@sjsu.edu