

Academic Libraries: How Cultural Intelligence Makes a Difference

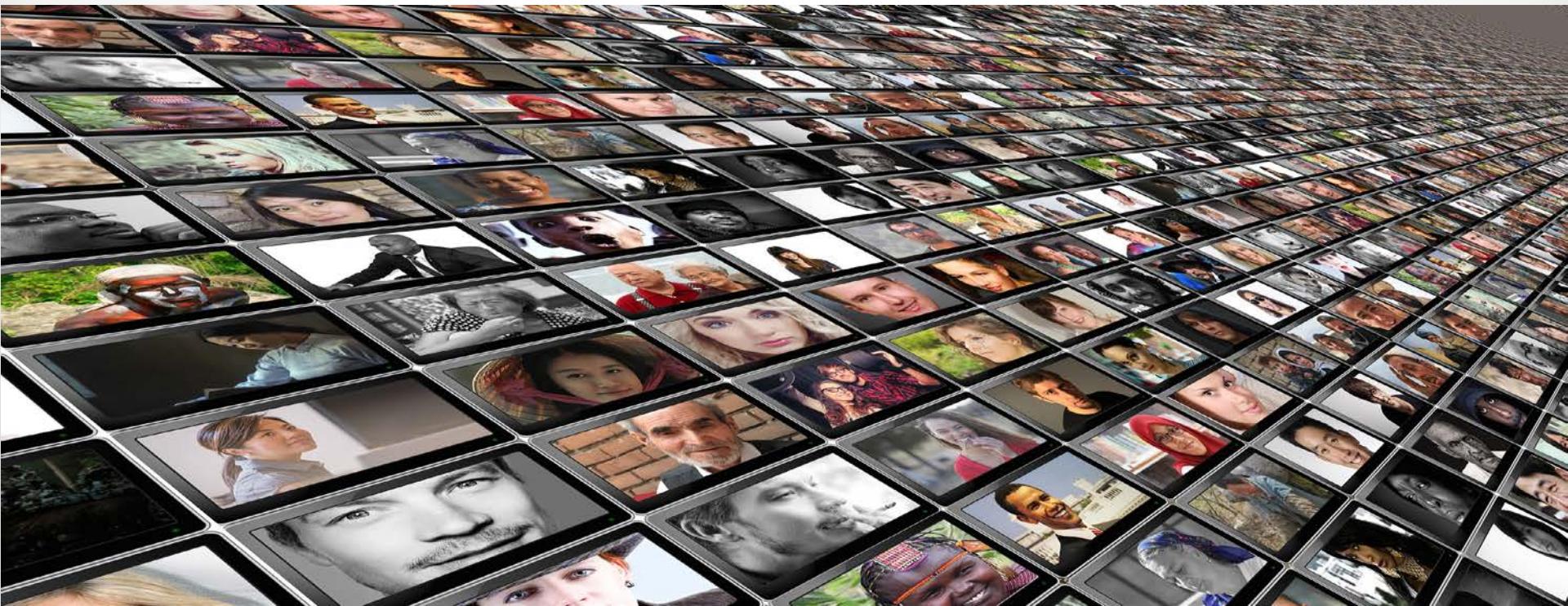
Dr. Michele A. L. Villagran

@dr_malvillagran

CQ Certified Facilitator

CEO, CulturalCo, LLC

Assistant Professor, San Jose State University



From working across borders...



A group of diverse business people are gathered around a desk, laughing and working together. A woman in a grey blazer is laughing heartily, while a woman in a striped shirt and glasses is smiling and looking at a document. They are all dressed in professional attire, including shirts and blazers. The scene conveys a sense of teamwork and enjoyment in a professional environment.

...to bridging cultures at home

From crossing organizational cultures...

SCHAEFFLER

 **gsk**
GlaxoSmithKline

 **Hilton**

 **IMC**







 **REUTERS**

 **Seagate**

 **DUPONT**





 **WESTIN**
HOTELS & RESORTS

 **J.P.Morgan**

 **booz&co.**

















 **Walton**
International Group



 **PRUDENTIAL**

 **BMO**  **Bank of Montreal**

 **ATKEARNEY**

 **Raychem**®

 **NOOKIA**

 **at&t**

 **ING** 

 **DOW CORNING**

 **bhpbilliton**

 **nt** northern telecom

 **TIO**
The Territory way.

 **MOTOROLA**

 **EASTMAN**

 **Sealand**

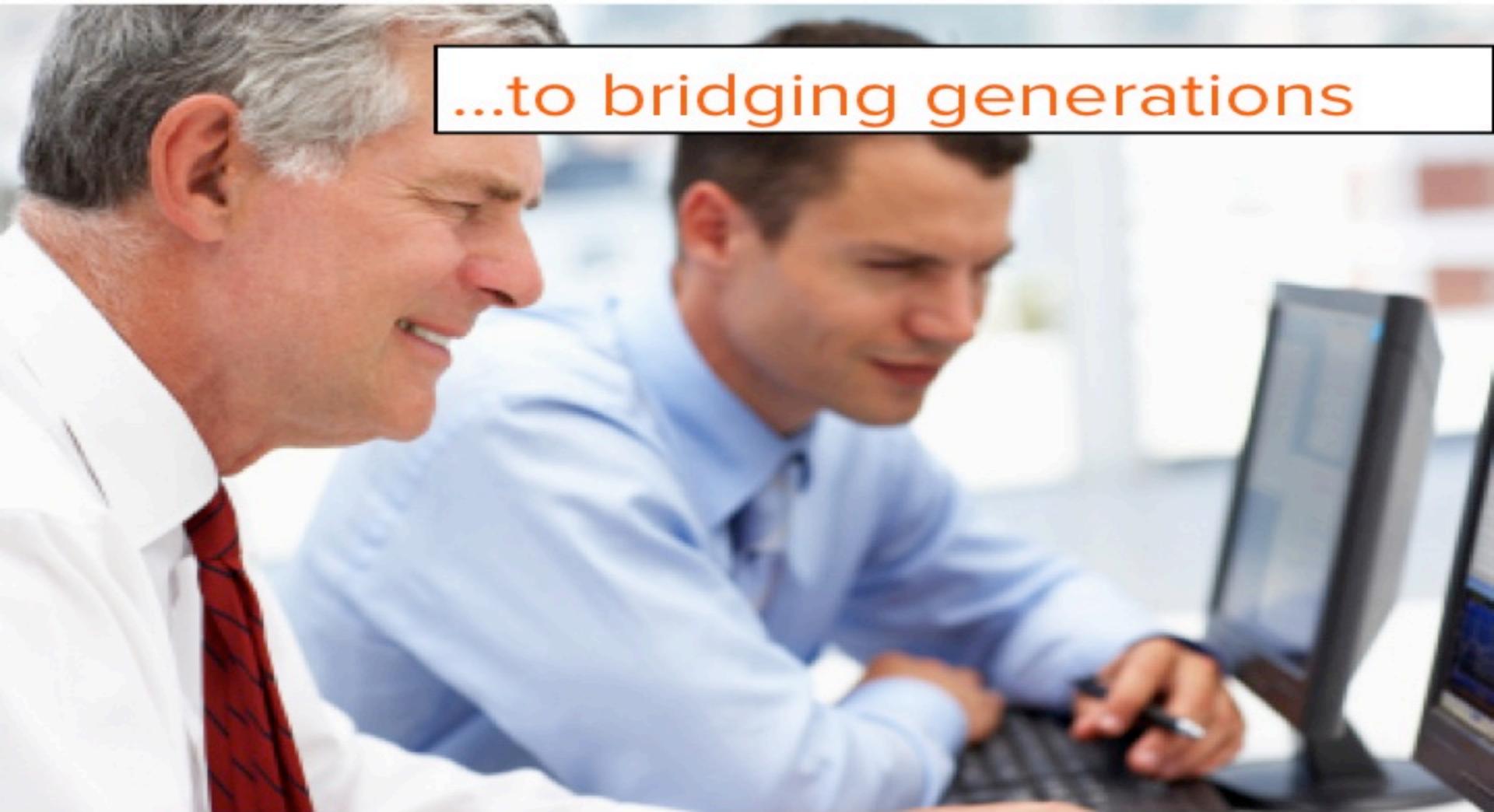
 **BOMBARDIER**
AEROSPACE



 **COPPER**
International Copper Association, Ltd.

 **KREAB & GAVIN ANDERSON**
WORLDWIDE

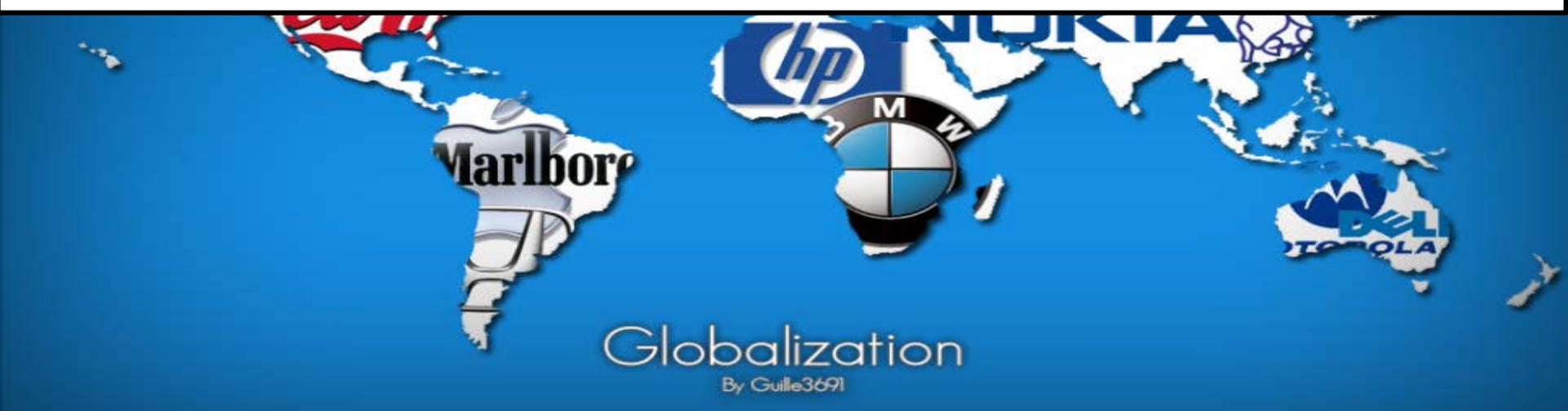
 **ARCO Chemical** 

A photograph showing two men in a professional setting, likely an office. The man on the left is older, with grey hair, wearing a white shirt and a red striped tie. The man on the right is younger, with dark hair, wearing a light blue shirt. They are both looking at a computer screen, with the younger man's hands visible on the keyboard. The background is slightly blurred, showing an office environment.

...to bridging generations



Culture Matters!



Why Does It Matter?



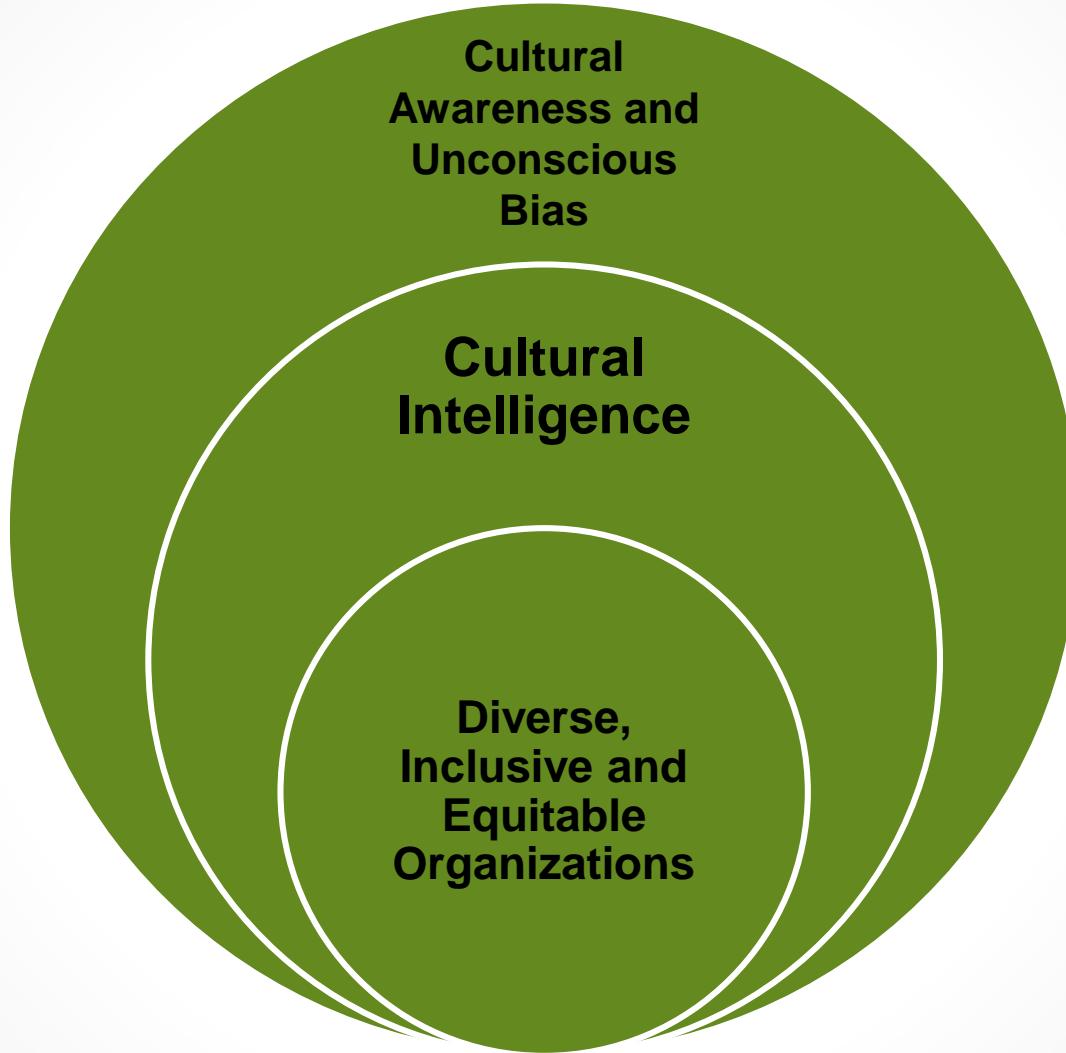
What would you do?

<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

What Should We Remember?

We favor simple-looking options and complete information over complex, ambiguous options

To avoid mistakes, we aim to preserve autonomy and group status, and avoid irreversible decisions

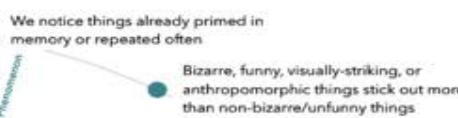
To get things done, we tend to complete things we've invested time & energy in

To stay focused, we favor the immediate, relatable thing in front of us

Need To Act Fast

To act, we must be confident we can make an impact and feel what we do is important

We project our current mindset and assumptions onto the past and future



Too Much Information

We are drawn to details that confirm our own existing beliefs

We notice flaws in others more easily than we notice flaws in ourselves

We tend to find stories and patterns even when looking at sparse data

We fill in characteristics from stereotypes, generalities, and prior histories

Not Enough Meaning

We simplify probabilities and numbers to make them easier to think about

We think we know what other people are thinking

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

Controversy means “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

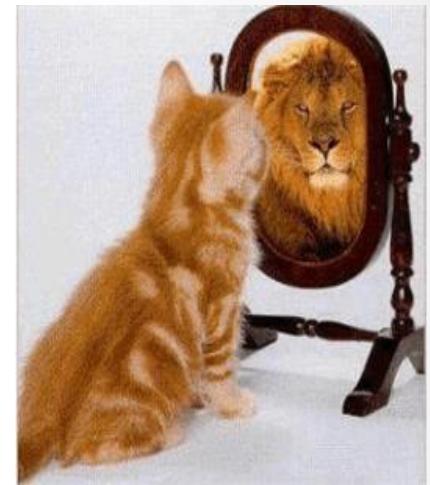
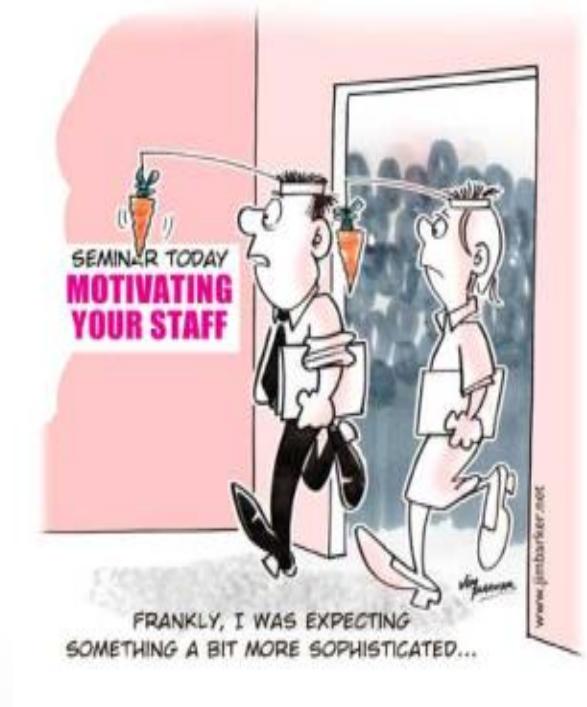
Importance

- **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**



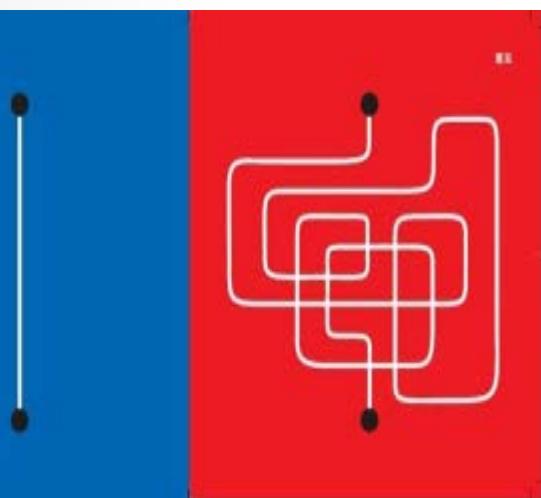
CQ Drive: 3 Sub-Dimensions

- Intrinsic Interest
- Extrinsic Interest
- Self-Efficacy



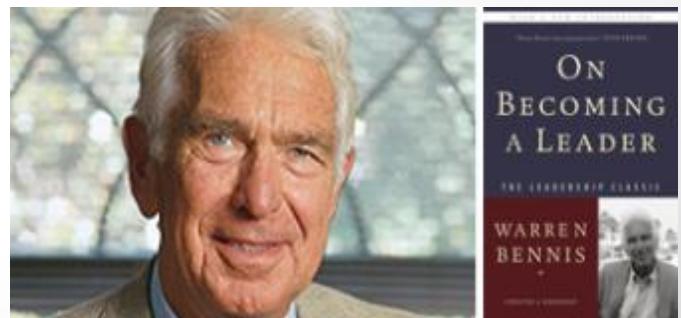
CQ Knowledge: 4 Sub-Dimensions

- 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

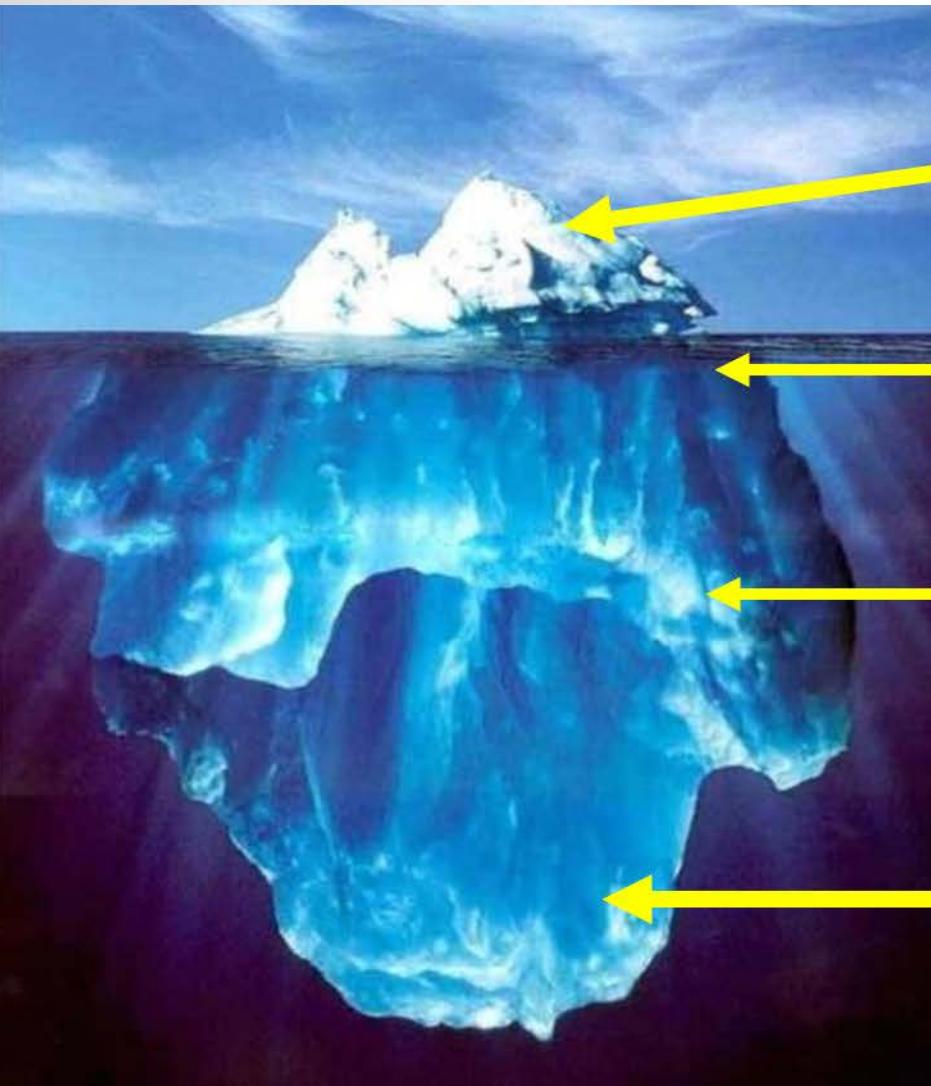


Derek Sivers: Weird, or just different?

FILMED NOV 2009 • POSTED JAN 2010 • TEDIndia 2009

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



HUMAN NATURE

CULTURE

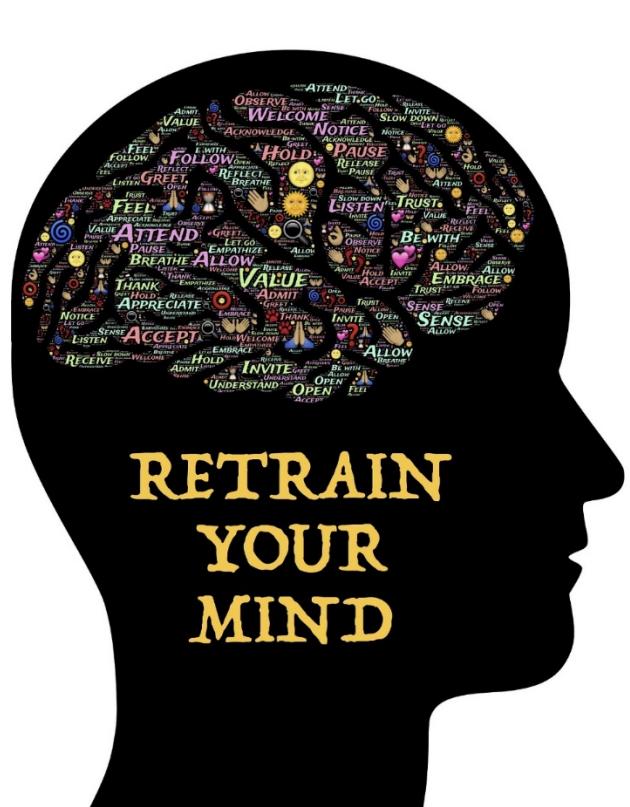
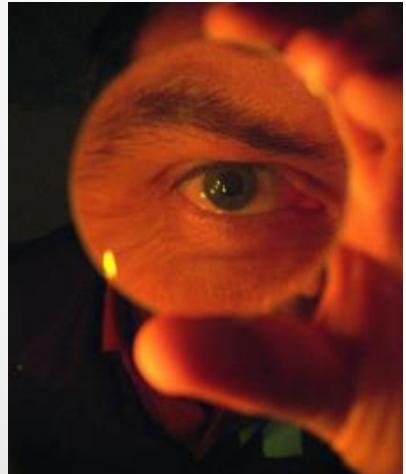
Cultural Artifacts/Systems

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