

Cultural Intelligence

June 2017

Introduction

Protech has started looking towards new ways to attract staff and build programs directed at minority groups, ensuring we can provide our clients with quality people every time.

The investment, purpose and commitment by all of us to expand our cultural intelligence is imperative to Protech's growth.

In a recent survey from the Economist Intelligence Unit, 90 percent of executives from 68 countries cite "cross-cultural management" as their top challenge in working across borders. Today, as business becomes increasingly global, even managers in domestic organisations are likely to work with employees from a variety of cultural backgrounds. To do this effectively, they need to develop cultural competence.

Culture can be defined as "deeply rooted patterns of values, customs, attitudes and beliefs that distinguish one group from another." Culture subconsciously guides our behavior and thoughts, and often influences our sense of belonging, motivation and effectiveness at work. Developing an understanding and awareness of different cultures can help managers and employees from different backgrounds interact more effectively.

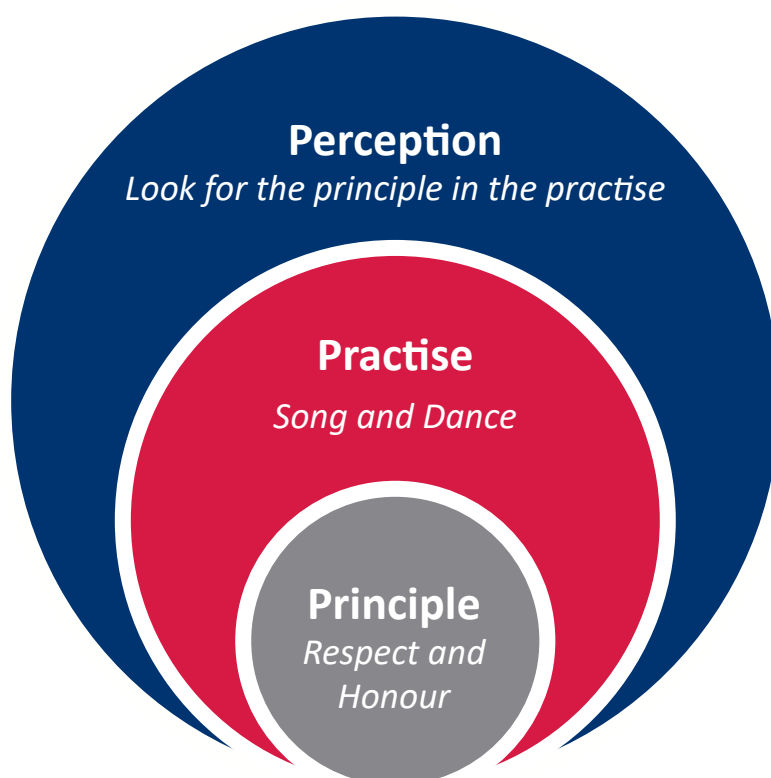
What is CQ

Cultural intelligence (CQ) is the capability to relate and work effectively in culturally diverse situations. Going beyond existing notions of cultural sensitivity and awareness, it is important to identify the recurring capabilities of individuals who can successfully and respectfully accomplish their objectives, whatever the cultural context. Awareness is the first step, but it's not enough. A culturally intelligent individual is not only aware but can also effectively work and relate with people and projects across different cultural contexts.

Research on cultural intelligence finds that the culturally intelligent have developed skills in four capabilities. These are: **Drive, Knowledge, Strategy and Skills**

The Role of Behaviour on Perception

We must always endeavour to understand the principle behind cultural practices to ensure our perception is accurate and not influenced by our own cultural values and beliefs.



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Components of Cultural Intelligence

Drive

- Your interest, drive and confidence to adapt to multicultural situations.
- Drive can come from three different areas: intrinsic, extrinsic and self-efficacy.
- **Intrinsic** – The reason we want to deal with other cultures. When you possess a high level of motivation and interest in other people, food, language and values.
- **Extrinsic** – External motivation such as career progression or to gain experience.
- **Self-Efficacy** – Desire to have confidence to deal with intercultural situations when they arise.

Knowledge

- Your understanding about how cultures are similar and different.
- Understanding leadership traits that are valued and key features of business, values and cultural systems.
- Example questions:
 - How much time should be spent building relationships?
 - How much time should be spent understanding the family background?
 - How does the culture deal with hierarchy, is this formal or informal?



Skills/Action

- Your ability to adapt when relating and working interculturally.
- Behavioural dimension of CQ, required to understand which actions will or will not enhance effectiveness.
- Skills cover three areas: Verbal, Non verbal and Speech-Acts.
- **Verbal** – Volume, tone and speed at which we speak.
- **Non Verbal** – Body language. Adapting gestures, proximity and facial expressions as needed.
- **Speech-Acts** – Pauses, silences and specific words used during a conversation to communicate.

Strategy

- Your awareness and ability to plan for multicultural interactions.
- An effective CQ Strategy has three steps: Planning, Awareness and Checking.
- **Planning** - What do I need to be thinking about going forward? How do I execute the things that I want to be doing?
- **Awareness** – What you do while you are in the conversation. Being present and mindful. Are my points getting across and am I understanding what is being said to me.
- **Checking** – Check to determine if assumptions are correct.



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Cultural Intelligence at Protech

Drive

Protech's Brand Purpose is central to our intrinsic drive:

To be a positive influence in peoples' lives.

Knowledge

The development of our Indigenous Service offering and investment in the National Indigenous & Diversity Manager has the primary focus of gaining the necessary knowledge to minimise barriers and ensure successful outcomes for the Aboriginal community and Protech.

Engaging with external subject matter experts, such as Banaam, has also provided key insights into the business, values and culture of the indigenous community.

Understanding the Gogaun and Banaam Relationship

- Aboriginal culture is based on respect, for both the land and for their elders.
- Gogaun - defined as the older brother and knowledge holder. The same person may not be gogaun in all areas at all times and may be a gogaun of one particular area only. Identifying the appropriate gogaun and establishing beneficial relationships to achieve mutually desired outcomes takes time.
- Banaam - defined as the younger brother and support person for the gogaun.
- Hierarchy is circular. Collaboration between a gogaun and banaam is expected to achieve an outcome.
- Indigenous communities operate an economy of knowledge not material possessions.
- Not showing respect is one of the biggest mistakes non-Aboriginal people do when interacting with Aboriginal culture.
- Understanding an Aboriginals family dynamic can provide valuable insight into the potential mentoring and support that may be required during the early stages of employment.

Role of Land

- Land sustains Aboriginal lives in every aspect, spiritually, physically, socially and culturally. Aboriginal law and life originates in and is governed by the land. The connection to land gives Aboriginal people their identity and a sense of belonging.
- Their purpose within an organisation must be communicated effectively to ensure they understand how their role contributes to the big picture and to maintain their identity and sense of belonging.
- Acknowledgment and respect for an Aboriginals strong connection to land and the implications this can have in the work environment is essential.

Short/Medium Term Strategies and Skills

Communication of IEP capability

Raise awareness with customers

Share learnings and successes from current indigenous programs

Acknowledged by industry and indigenous communities as valued contributors

Long Term Strategy and Skills

Cultural intelligence and its application within all areas of Protech is applied not only to our Indigenous Employee Program but forms part of what we intrinsically do every day to achieve our Brand Purpose.