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Thomas, David C. *Cultural Intelligence : People Skills for Global Business*. Williston, VT, USA: Berrett-Koehler Publishers, Incorporated, 2004. p 21.  
<http://site.ebrary.com/lib/portlandcc/Doc?id=10221990&ppg=36>

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## Chapter 2 Components of Cultural Intelligence

. . . Jeffrey's problem can be divided into three linked components.

First, he lacks detailed knowledge. He understands that there are such things as cross-cultural differences. His mind has retained a few ideas (from where, who knows?) about characteristics of Chinese people like the man he is dealing with. But these are crude stereotypes that leave open multiple interpretations and are of little help in enabling him to understand the situation.

Second, he lacks what we call mindfulness. Not only does he not know what Mr. Chan's remark means, but he lacks the ability to observe and interpret the remark in the context of other cues—prior conversations, his dealings with other Chinese, Mr. Chan's smile, and so on. Because of this, he is unUnderstanding able to read the situation as it develops. Whatever the outcome, he is likely to learn little from the experience that will assist him with further interactions. Mindfulness is a means of observing and understanding cultural meanings and using that understanding as a basis for immediate action and long-term learning.

Third, he lacks the skill to adapt his behavior. He would love to be able to respond confidently, in both his words and his physical actions, in a way that would be authentic but also sensitive to his host. He realizes that being able to respond in the correct way to Mr. Chan's remark would not only put both himself and his host more at ease, but also help their substantive business conversation. But the only action he is capable of— due in part to his lack of knowledge and in part to his lack of interpretive skills— is to respond, as he would do “at home.” Jeffrey needs to develop a repertoire of behaviors that will enable him to act appropriately and successfully in any cross-cultural situation. The three components combined provide a template for intercultural flexibility and competence. In brief, culturally intelligent people have:

- the knowledge to understand cross-cultural phenomena
- the mindfulness to observe and interpret particular situations
- the skill of adapting behavior to act appropriately and successfully in a range of situations

These three components are connected to and build on each other. Because culturally intelligent people have good background understanding, their interpretation is assisted— they know what to look for. But each competency is also based on wider characteristics that we all have to different degrees: those who find cultural intelligence easiest to acquire are people who are interested in

novel learning and social interaction and who already have good communication skills. For those who are unsure of themselves in these areas, acquiring cultural intelligence is also likely to increase competence and confidence in all interpersonal situations.