



# Eight Poles Assessment

Cultural Intelligence is the ability to cross divides and thrive in multiple cultures.

To analyse your own Cultural Intelligence (**CQ**), you need to ask other leaders who are poles apart from you to help.

## How to complete the assessment

On the following page is a list of questions. Send these questions to other leaders who are different from you. If you can't identify a leader for each of the eight poles, then start with one or two. Finding the others will become part of your CQ journey.

Once you receive their answers, carefully read these (both what they say and what they don't say).

## EIGHT POLES



### **NORTH:**

A leader from a different **Generation**, at least 20 years older or younger than you.



### **NORTH EAST:**

A leader who isn't your **Gender**.



### **EAST:**

A leader with a different **Faith** from you.



### **SOUTH EAST:**

A leader who has different **Politics** from you.



### **SOUTH:**

A leader whose perspective will come from a place over **7000 km** from you.



### **SOUTH WEST:**

A leader with significantly less or more experience of **Disability** than you.



### **WEST:**

A leader who works in a different **Sector** from you (Public, Private or NGO).



### **NORTH WEST:**

A leader born with different perceived **Prospects** from you.

## QUESTIONS

1. Do you think this person is interested in other cultures?
  2. Does this person have many friends or colleagues who are like you?
  3. Have you ever seen this person stumble in a new culture?
  4. Please indicate who you think this person feels very comfortable being with (choose as many or as little as you like):
    - public/private/NGO sectors
    - own generation/people younger than them/people older than them
    - people of same faith/ people of any faith/people with no faith
    - people of same politics/people of different politics/people of no politics
    - people from own country/people from own continent/people from any continent
    - men/women/people of different sexual orientation
    - able-bodied/disabled
  5. You are going to a difficult meeting involving people with whom you have a lot in common. Would you confidently take this person along with you, knowing that they will be in a minority of one?
  6. Have you ever sensed this person pull back when meeting people?
  7. Do you think this person would say something if they came across cultural intolerance?
  8. Have you ever seen this person recover well from a situation involving someone very different which at first they misjudged?
  9. Is this person actively interested in the views and ideas of people who are very different?
  10. Have you seen this person's interest in people who are very different increase or decrease over time?
  11. Would you describe this person as someone who is open to 'courageous conversations'?
  12. Do you think that this person reveals enough of themselves to others?
  13. Would you describe this person as confident about their own beliefs, values and behaviours?
  14. Does this person take time to understand etiquette, and mostly get it right?
  15. Have you ever seen this person impose their own culture on others?
- And there's one very important final question:**
16. Has knowing this person increased your own CQ?

*Cultural Intelligence: The Competitive Edge for Leaders Crossing Borders* by Julia Middleton is available to buy. For more information, please visit [www.commonpurpose.org/cq](http://www.commonpurpose.org/cq)