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Topic: Emotional and Cultural Intelligence in Leadership

Student Name: Oana Podaru

Student ID: 2226754

Lecturer Name: Piyumika K. Gamage

Table of Contents

Introduction.....	3
Defining Emotional Intelligence, its importance for leadership and link to other relevant aspects	4
EI Model or Theory	5
Define Cultural Intelligence.....	7
CQ Model/Theory	8
Critical Evaluation	10
Conclusion	11
References.....	12

Introduction



Introduction



- Emotional and cultural intelligence enhance leadership in today's organisations and in various work settings (Akande *et al.*, 2026).

- • Good leaders create trust and better communication and enhance organisational performance.



(Akande *et al.*, 2026)

Notes

Leadership in modern organisations is considered to embrace Emotional Intelligence (EI) and Cultural Intelligence (CQ) along with technical knowledge and decision-making skills. It is primarily due to leaders engaging with people from diverse backgrounds, cultures and experiences regularly and emphasising its importance in the contemporary environment (Akande *et al.*, 2026). Such skills are also used to communicate effectively, manage relationships, and address workplace issues. This presentation will consist of two parts in which the first part will focus on emotional intelligence, its theory, definition and business examples. Part Two will be dedicated to the theory, and the significance of Cultural Intelligence with regards to effective leadership in diverse organisations.

Defining Emotional Intelligence, its importance for leadership and link to other relevant aspects



Defining Emotional Intelligence





(Antonopoulou, 2024)

- Emotional Intelligence is the ability to perceive, understand, manage and utilise emotions in a proper way in leadership.
- Self-awareness and empathy contribute to better decision-making, communication, and management of employees' relationships (Antonopoulou, 2024).
- Leaders with emotional intelligence establish supportive work environments by fostering trust, teamwork and resolution.

Notes

Emotional Intelligence (EI) is recognised as the potential to perceive, understand, manage and utilise one's own and even others' emotions in an appropriate manner (Antonopoulou, 2024). It also states that EI entails individuals to make better choices, develop better relationships and positively respond to workplace circumstances, signifying emotional awareness as a key element of successful leadership. Meanwhile, empathy and self-awareness is indicated to enable leaders to understand employees' emotions and concerns, alongside identifying their own strengths and weaknesses. It also benefits in relationship management through fostering teamwork, trust and conflict resolution. Therefore, EI is determined to help in forming better leadership, improving communication, motivation and even collaboration within organisations.

EI Model or Theory



EI Model or Theory



- According to Goleman's model, the skill sets are self-awareness, self-regulation, motivation, empathy and social skills (Goleman and Cherniss, 2024).
- These five elements help leaders to enhance their effectiveness by deepening emotional awareness and communication.
- Strength of the EI model are improvement of leadership and boosting the wellbeing for better mental health stability (Coronado-Maldonado and Benítez-Márquez, 2023).
- The limitation is EI model is hard to measure as it heavily relies on flawed self-reporting and overlaps too much through the standard personality traits.



(Goleman and Cherniss, 2024)

Notes

Goleman's Emotional Intelligence Model and its components

One of the most recognisable leadership models is Daniel Goleman's Emotional Intelligence Model. The respective model consists of five areas namely, self-awareness, self-regulation, motivation, empathy, as well as social skills (Goleman and Cherniss, 2024). Self-awareness simply enables leaders to be aware of their feelings and even actions. It allows them to adjust their emotional responses, particularly in challenging situations with self-regulation. Moreover, motivation enables leaders to stay on the course of organisational goals, while empathy increases the employees' understanding, opinions and social skills to enhance communication, teamwork, and conflict management.

Critical Evaluation showing strengths, limitation, measurement and linking to leadership

The evaluation of this model signifies practical leadership behaviours which can be learnt and developed through collective experience and practice, making it highly relevant for management training. It also illustrates the rationale behind the emotional intelligence for leaders, especially for better employee engagement and organisational performance. However, Emotional Intelligence is indicated to be difficult to accurately measure as different tests yield different scores. In addition

to this, there are also other factors such as technical expertise, experience, organisational culture and situational factors important for effective leadership instead of focusing on high EI.

Business examples

Example from HSBC UK

The CEO of HSBC UK, David Lindberg has effectively demonstrated their Emotional Intelligence through encouraging change process and open dialogue and providing wellbeing support to reduce uncertainty (HSBC, 2026). These measures are indicated to be linked with Goleman's aspects of empathy, self-regulation, as well as social skills. It highlights recognising emotional needs of employees in particular to managing the change and has resulted in enhanced employee engagement, trust, and teamwork. In spite of this example indicating the effectiveness of Emotional Intelligence, it is important to note that support from clear organisational strategies and continuous leadership development is required. The leader of HSBC UK communicates with employees to support them during organisational transformation initiatives, using an empathetic approach (HSBC, 2026). Empathy, motivation, and relationship management were the key tools used by Marks and Spencer managers to improve teamwork

Example from Marks & Spencer

Accordingly, the CEO of Marks & Spencer, Stuart Machin has embraced emotionally intelligent leadership through respectful communication, employee recognition and even supportive management practices (Marks and Spencer, 2026). Prior to joining this company, he has a strong track record towards maintaining retail transformation and demonstrating deep expertise in operations, trading and marketing (Marks and Spencer, 2026). In this company, by implementing empathy and relationship management has allowed them to understand their employees' concerns and the way it can be resolved. These behaviours are implied to be strongly linked with Goleman's model, and help to encourage motivation, trust and teamwork. This means that staff are more appreciated, leading to increased engagement and customer service. However, such examples have demonstrated the way emotional intelligence solely is not sufficient for organisational success since good leadership relies on business strategy, operational performance and market situations.

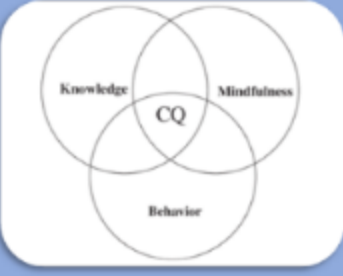
Define Cultural Intelligence



Define Cultural Intelligence



- The development of CQ is highly seen as a crucial attribute towards the global leaders as they access them to work effectively within the diverse cultural environments (Teixeira and Zanela Klein, 2024).
- Appropriate link with global and multicultural leadership is mandatory as it supports to enforce on individuals' ability.



(Teixeira and Zanela Klein, 2024)

Notes

Defining CQ academically

In order to check the cross-functional abilities of an individual and someone can to a lesser or greater extent to have work on intelligence (Jackson, 2022). The abilities to adapt with school culture or have the audacity to work in the office culture the intelligence level is being tested.

Reason CQ is critical in global/multicultural leadership

Bridging the gap of communication and navigating the ambiguity and fostering innovation is a bit hard to tackle on a global stage by leaders. The ways legal framework is applied and highly used to solve creativity options are meant to play a critical aspect in the global leadership aspects.

Linking with collaboration and diversity

Maintaining motivation and knowledge creation among individuals, the leaders achieve to reciprocate with collaboration and diversity accordingly. In order to maintain the right connectivity followed by stating the reason and output maintained CQ aspects.

CQ Model/Theory



CQ Model/Theory



- Key skills needed or required to be arranging and fostering cultural intelligence for having workplace success are done effectively (Marr, 2022).
- Introduction of a model linking with CQ is Four-Capability CQ Model which provides an approach based on evidence-based framework usage.



(Marr, 2022)

- The strengths followed by CQ model or theory is enhancing performance within the diverse international teams and can be trained as well as developed over time (Livermore *et al.*, 2022).
- CQ model or theory also has some limitations which are assessments sometimes highly rely on subjective personal grading and another one is complex execution of the model.

Notes

Introduction of the model

The Four-Capability CQ Model is one of the evidence-based frameworks which helps in approaching individuals' help. Team adaptations help in maintaining the right way of using the motivation and cognition needed for better behavioural management (thethreecs, 2026).

Reason CQ is critical in global/multicultural leadership

Enabling the leaders to drive with revenue management and avoid conflicts followed with valid navigation diversification the CQ models impact on global leadership perspectives. The ability to have understanding of ways adaptation works for cultural values by leaders are done accordingly (Gatty, 2023).

Linking with collaboration and diversity

The model fosters understanding through liberal perspectives that are maintained by leaders to engage in collaborations and diversity accordingly. An appropriate ability to ensure planning as well as be aware of cultural interactions via real time aspects are done.

Business Examples

Practical examples

Penny Dash as chair of NHS embraces CQ aspects as she believes in improving the quality of health and care services in order to enhance life expectancy and quality of life (NHS, 2026). Meanwhile, Mark Lance, the CEO of Moore Kingston Smith ensures to bring up financial solutions in the workplace through CQ. The model is highly applied in NHS and Moore Kingston Smith which enforces cultural intelligence effectively (nhs, 2026). Every leader opted to use this model as it engages with connectivity and communication accordingly.

Usage of CQ usage and leadership outcome

Application of the CQ model highlights support with fostering collaboration and connectivity within both workplaces through the leadership outcome of Mark Lance for Moore Kingstone Smith (Moore, 2024). Whereas, for Penny Dash building culture which associates patients with staff of the organisation to foster a healthy practice.

Theories connectivity and vertical evaluation

Theoretical application of Four-Capability CQ Model provides tracking based on evidence that has maintained a positive convenience for the individuals in the workplace. Ultimate motivation, knowledge and strategy alignment are maintained which ensures professional functions across the workplace developing through cultural intelligence.

Critical Evaluation



Critical Evaluation



- The core skills required in managing with EI is to show empathy, emotional regulation as well as have self-awareness concerns.
- On the other hand, the CQ manages to switch cultural codes and maintain a global awareness effectively (Livermore *et al.*, 2022).



(Livermore *et al.*, 2022)

Notes

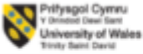
Comparing EI and CQ

The primary focus of the EI is to maintain on managing the dynamics as well as emotions through interpersonal ways. Whereas, CQ focuses on navigation and adaption of different cultural backgrounds fostering an adequate arrangement of cultural background.

Ways these capabilities support effective leadership

The capabilities of EI and CQ manage input on the ability to maintain a connectivity towards employees as well as the adaptability of diverse backgrounds using EI and CQ (Christian, 2023). Both are necessary today, as it helps in maintaining communication and having innovative perspectives by adapting changes and culture.

Conclusion



Conclusion





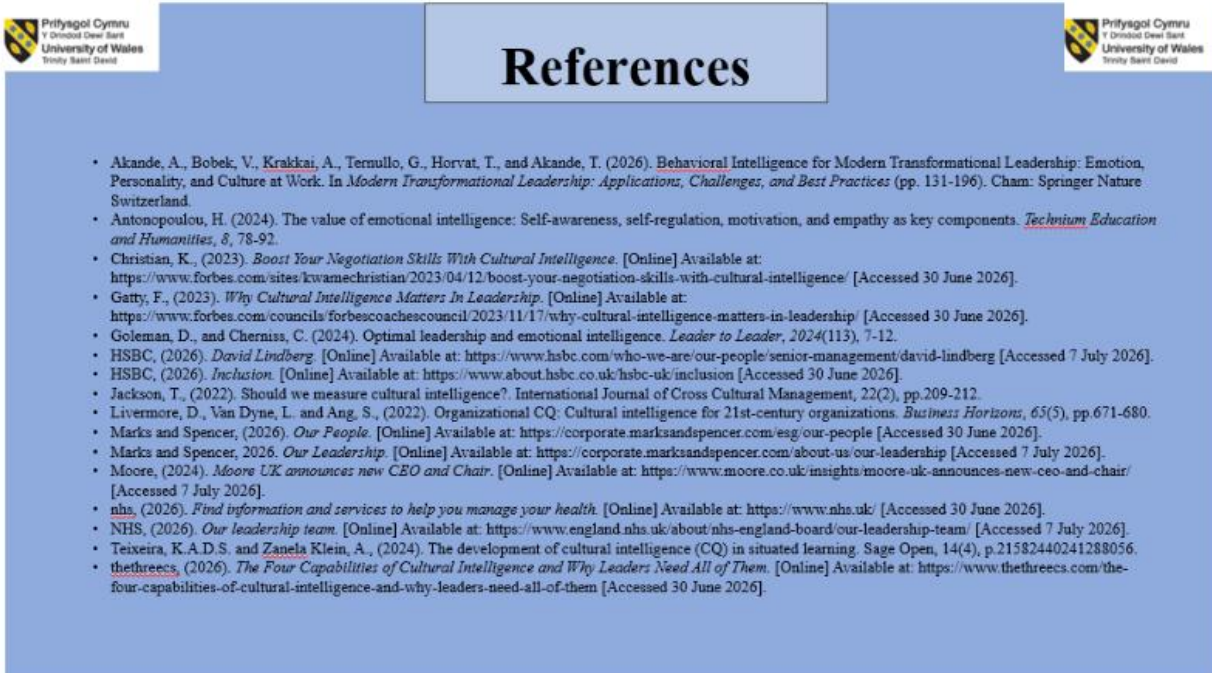
(thethreecs, 2026)

- The presentation highlights the introduction of Emotional Intelligence and Cultural Intelligence by defining academically.
- Link with theories based on critical evaluation and ways it is applied in the workplace has been stated.

Notes

The presentation has highlighted the introduction of EI and CQ within leadership perspectives and enforcement through importance in modern businesses. Defining the EI and CQ in academic perspectives and theoretical application are maintained. Every model used to link with CQ and EI has been illustrated in the presentation. Collaborations and diversity followed by the engagements of leaders using the models have been used effectively. The critical overview of CQ and EI within the global and multicultural leadership consequences have been highlighted in the above-segment.

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