



**Prifysgol Cymru**  
Y Drindod Dewi Sant  
**University of Wales**  
Trinity Saint David

# **Emotional Intelligence and Cultural Intelligence in Effective Leadership**

BA (Hons) Business Management

Name: Manuel Fioranzato

Student ID: 2311107

Module code: LCBB6022

Module: Strategic Leadership and Management Theory and Practice

Component 1: Individual Presentation

Lecturer: Piyumika K. Gamage

# Introduction: Emotional Intelligence and Cultural Intelligence

- Global organisations operate within culturally diverse and collaborative environments (Bratton, 2023).
- Traditional hierarchical leadership is shifting towards participative and empathetic approaches.
- Edith Heard emphasises listening, empathy and horizontal leadership relationships (Cookson, 2022).
- Modern leadership success depends on interpersonal and cross-cultural competence.

**Aim:** To examine the importance of emotional intelligence and cultural intelligence in effective leadership, and to evaluate how both are essential for leadership effectiveness in modern organisations.

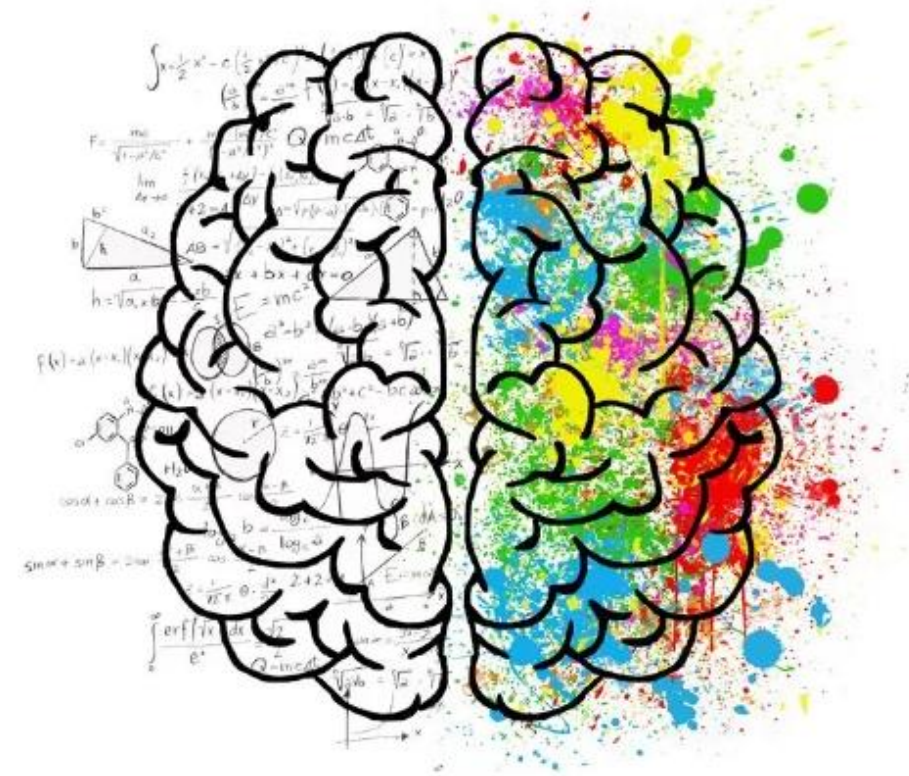


Figure 1: Comrie (2022)

# Why EI and CQ matter for Effective Leadership

## Leadership challenges in modern diverse organisations

- Managing emotions and maintaining trust
- Addressing cultural misunderstandings
- Resolving conflict and unequal power dynamics
- Enabling collaboration across diverse teams
- Applying inclusive leadership effectively

## Leadership application

- EI** supports emotional regulation, empathy, and relationship management
- CQ** supports culturally appropriate understanding and responses

**References:** (Sternberg et al., 2022; Miao, Humphrey, and Qian, 2020)

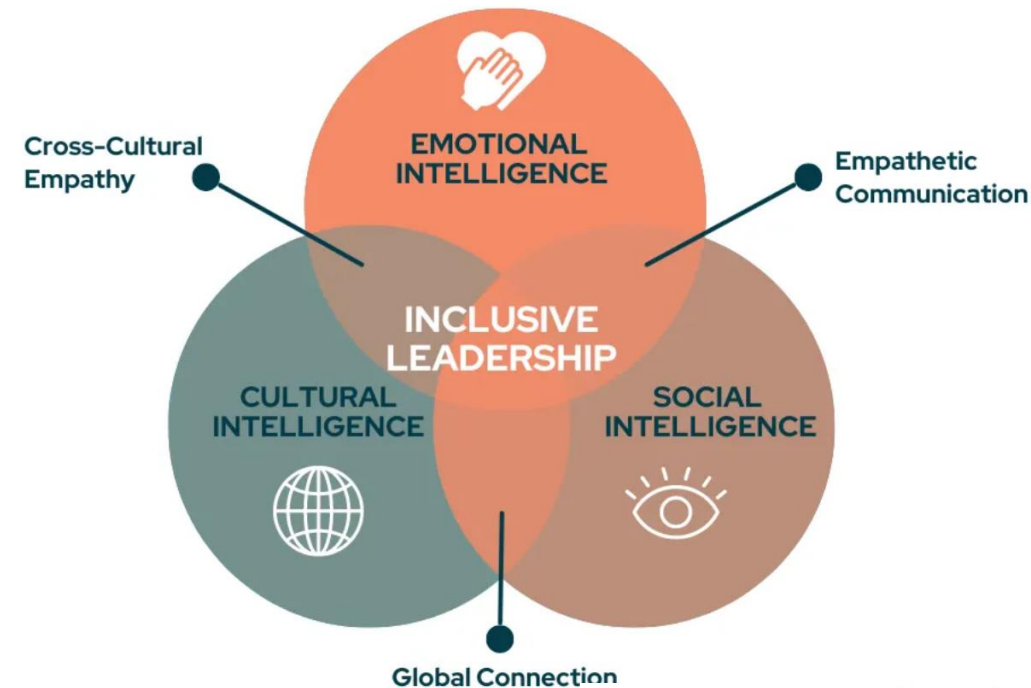


Figure 2: da Cunha (2024)

# Emotional Intelligence (EI) and Leadership Effectiveness

EI is the ability to recognise and manage emotions effectively  
(Barnes, 2016)

Helps leaders build trust, communicate well, and manage conflict

Supports motivation, teamwork, and positive organisational climate

Improves leaders' ability to respond to employee needs

**Critical point:** EI is sometimes criticised for overlapping with personality and being measured inconsistently  
(Bulkan and Higgs, 2025)

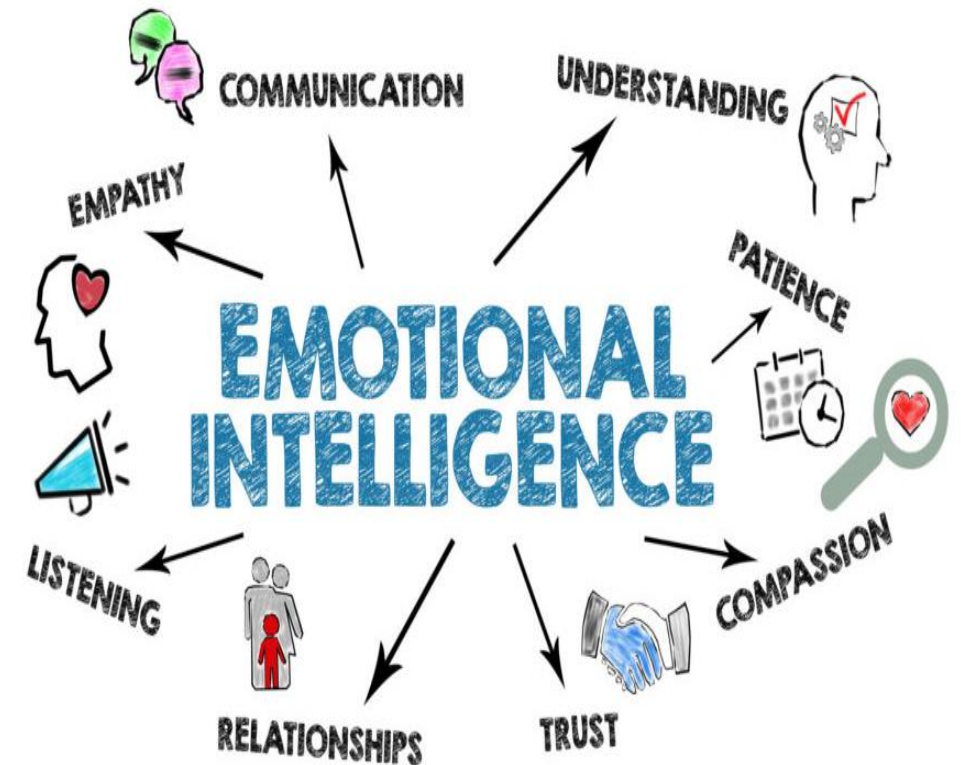


Figure 3: Jodie W (2026)

# Goleman's Emotional Intelligence Model: Leadership Value and Limitations

## Goleman's EI Dimensions (Mendenhall et al., 2025)

- **Self-awareness** - improves judgement under pressure.
- **Self-regulation** – supports calm conflict management
- **Motivation** - drives persistence and leadership focus
- **Empathy** – strengthens trust, inclusion, and understanding
- **Social skills** – improve collaboration and influence

## Critical Evaluation

- Practical and leadership-focused
- Easy to apply in teams
- Hard to measure objectively
- May overlap with personality (Miao, Humphrey, and Qian, 2020; Walter, Humphrey, and Cole, 2012)

## The Four Domains of Emotional Intelligence



Figure 4: PMC Training (n.d.)

# EI in Leadership Practice: Nadella and Pichai

## Microsoft – Satya Nadella

- Used empathy and listening to reshape Microsoft's culture
- Encouraged collaboration, learning, and openness across teams
- Shows how EI can support trust and organisational culture change (Bulkan and Higgs, 2025)

## Google – Sundar Pichai

- Promoted calm, inclusive leadership in a global organisation
- Supported psychological safety and teamwork in knowledge-based teams
- Shows how EI can improve communication, inclusion, and collaboration (Walter, Humphrey, and Cole, 2012)

## Insight

- These examples suggest EI strengthens trust, engagement, and team performance
- However, EI alone does not guarantee success, as outcomes also depend on strategy, structure, and market conditions



Figure 5: Darley (2025)



# Four-Factor Model of Cultural Intelligence in Leadership

## Four CQ Dimensions (Northouse, 2021)

- **Metacognitive CQ** – questioning assumptions in cross-cultural situations
- **Cognitive CQ** – understanding cultural norms and systems
- **Motivational CQ** – willingness to engage across differences
- **Behavioural CQ** – adapting communication and actions appropriately

## Critical Evaluation

- Enables adaptive leadership in multicultural organisations
- Improves cross-cultural communication and decision-making
- Treats CQ as a developable leadership capability
- However, culture is dynamic and cannot be fully predicted by one model
- Requires continuous learning and organisational support (Walter, Humphrey, and Cole, 2012)

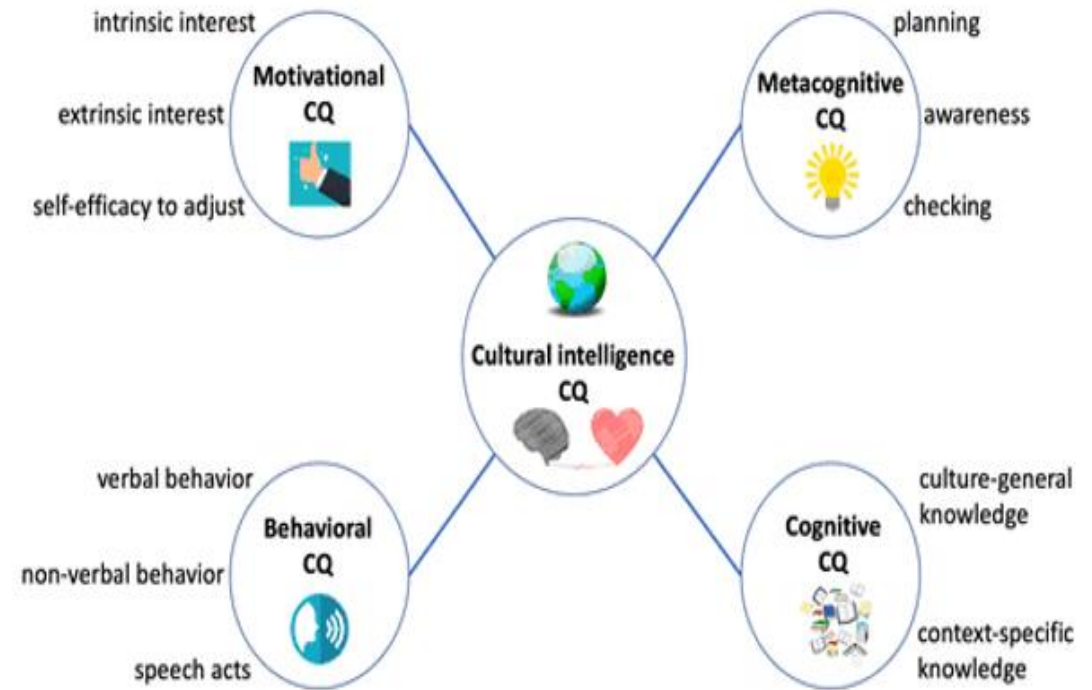


Figure 7: Pogosyan (2022)

# CQ in Leadership Practice: Paul Polman and Howard Schultz

## Unilever - Paul Polman

- Adaptive leadership across global markets (Richter et al., 2021)
- Supported inclusive workforce management
- Illustrates CQ in global strategy and stakeholder leadership

## Starbucks - Howard Schultz

- Adapted products and customer experience across cultures (Miao, Humphrey, and Qian, 2020)
- Balanced local responsiveness with global brand consistency
- Illustrates CQ in international expansion and decision-making

## Insight

- CQ supports collaboration, inclusion, and market responsiveness
- But success also depends on strategy, structure, and local conditions.



Figure 8: Codsí (2022).



Figure 9: O'Leary (n.d.).

# Integration of EI and CQ in Leadership

**Emotional Intelligence** manages emotions, relationships, and trust (Barnes, 2016)

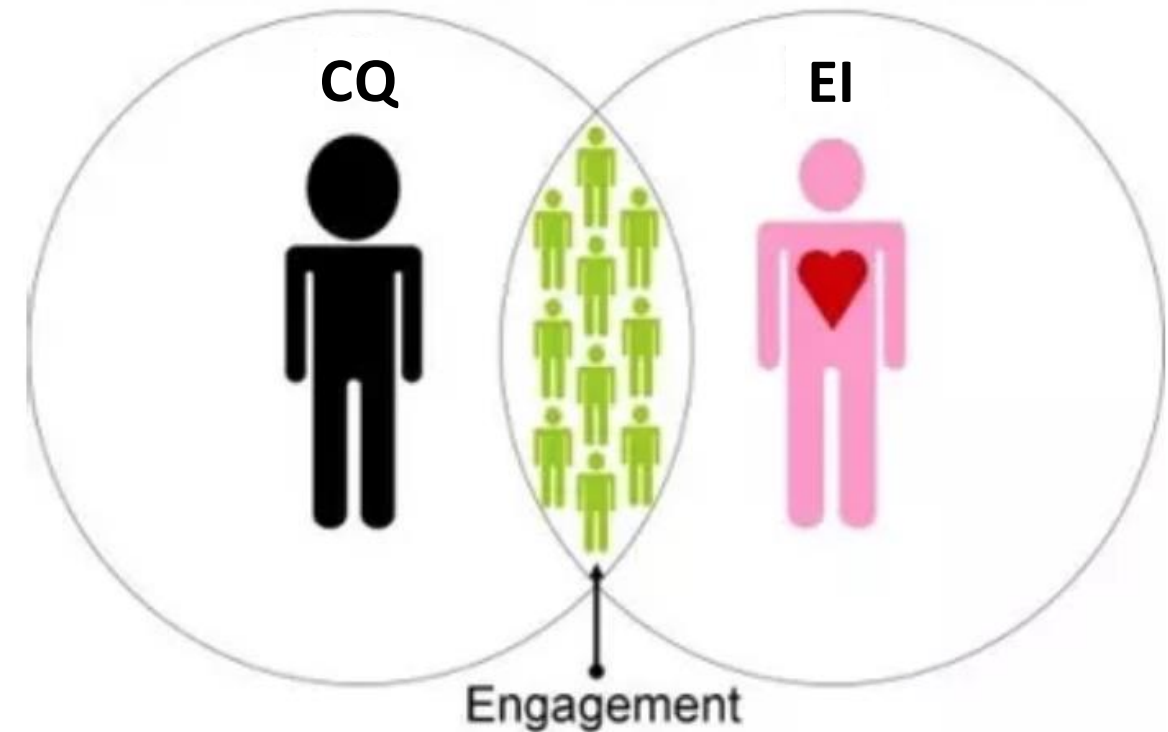
**Cultural Intelligence** supports interpretation and adaptation across cultures (Sternberg et al., 2022)

**Together they:**

- Improve communication and inclusion
- Strengthen trust and conflict management
- Support cooperation and innovation
- Enable effective multicultural teamwork

**Critical insight:**

EI and CQ are complementary, but leadership also depends on ethics, judgement, strategy, and context



# Leading Multicultural and Collaborative Teams

## Leadership challenges in multicultural teams

Different communication styles and expectations

Varied approaches to conflict and decision-making

Trust building across diverse or remote teams

Collaboration across cultural boundaries

## How EI and CQ help

**EI** supports trust, engagement, and conflict management

**CQ** supports culturally appropriate communication and adaptation (Miao, Humphrey, and Qian, 2020)

Together, they strengthen inclusion, cooperation, and team effectiveness



Figure 11: Kuttihassan (2025)

# My Leadership Development Reflection

Improve self-awareness and emotional regulation  
(Northouse, 2021)

Strengthen active listening and empathy

Build cultural curiosity and adaptability

Use reflection and feedback for improvement

Adapt communication across different team settings

Develop leadership through diverse teamwork  
experiences



Figure 12: EMISA (n.d.)

# Conclusion

- EI and CQ are essential for leadership effectiveness in modern organisations
- EI strengthens trust, empathy, and relationship management
- CQ strengthens cultural understanding and adaptive communication
- Theories and business examples show their practical leadership value
- However, leadership also depends on ethics, judgement, strategy, and context
- Effective leaders apply EI and CQ critically in complex organisational environments



Figure 13: Strategic Consultancy Group (n.d.)

# References

- Barnes, A. (2016) 'Emotionally intelligent leadership: A guide for students by Marcy Levy Shankman, Scott J. Allen, and Paige Haber-Curran', *Journal of College Student Development*, 57(1), pp. 110–112. Available at: <https://doi.org/10.1353/csd.2016.0006>.
- Bratton, J. (2023) *Organizational leadership*. 2nd edn. London: SAGE Publications.
- Bulkan, S. and Higgs, M. (2025) 'Recognising, coping with, and transforming dark leadership as leaders and individuals', in Higgs, M. and Bulkan, S. (eds.) *Dark leadership: Navigating toxic organisations and transformational change*. Cham: Springer Nature Switzerland, pp. 175–214.
- Cookson, C. (2022) 'EMBL's Edith Heard: Making European science work post-Brexit', *Financial Times*, 26 February. Available at: <https://www.ft.com/content/d14f425b-35c6-4c43-a5f6-c23760212ef0> (Accessed: 3 March 2026).
- Mendenhall, M.E. *et al.* (eds.) (2025) *Global leadership: Research, practice, and development*. 4th edn. London: Routledge.
- Miao, C., Humphrey, R.H. and Qian, S. (2020) 'The cross-cultural moderators of the influence of emotional intelligence on organizational citizenship behavior and counterproductive work behavior', *Human Resource Development Quarterly*, 31(2), pp. 213–233. Available at: <https://doi.org/10.1002/hrdq.21385>.
- Northouse, P.G. (2021) *Leadership: Theory and practice*. 9th edn. Thousand Oaks, CA: SAGE Publications.
- Richter, N.F. *et al.* (2021) 'Motivational configurations of cultural intelligence, social integration, and performance in global virtual teams', *Journal of Business Research*, 129, pp. 351–367. Available at: <https://doi.org/10.1016/j.jbusres.2021.03.012>.
- Sternberg, R.J., Siriner, I., Oh, J. and Wong, C.H. (2022) 'Cultural intelligence: What is it and how can it effectively be measured?', *Journal of Intelligence*, 10(3), p. 54. Available at: <https://doi.org/10.3390/jintelligence10030054>.
- Walter, F., Humphrey, R.H. and Cole, M.S. (2012) 'Unleashing leadership potential: Toward an evidence-based management of emotional intelligence', *Organizational Dynamics*, 41(3), pp. 212–219. Available at: <https://doi.org/10.1016/j.orgdyn.2012.03.002>.

# Image Credits / Visual Sources

Codsi, C. (2022) “‘Make us feel uncomfortable...’ Three tips from Paul Polman on how charities should work with business’, *Views & Voices*, 15 February. Available at: <https://views-voices.oxfam.org.uk/2022/02/make-us-feel-uncomfortable-three-tips-from-paul-polman-on-how-charities-should-work-with-business/> (Accessed: 17 March 2026).

Comrie, P. (2022) ‘What are the 7 signs of emotional intelligence?’, *Shiminly Blog*, 12 May. Available at: <https://shiminly.com/what-are-the-7-signs-of-emotional-intelligence/> (Accessed: 17 March 2026).

da Cunha, C. (2024) ‘Want to future-proof leadership? Develop cultural intelligence’, *Medium*, 6 December. Available at: [https://medium.com/@conrad\\_da\\_cunha/want-to-future-proof-leadership-develop-cultural-intelligence-b11cee63344a](https://medium.com/@conrad_da_cunha/want-to-future-proof-leadership-develop-cultural-intelligence-b11cee63344a) (Accessed: 16 March 2026).

Darley, J. (2025) ‘Microsoft vs Google: The latest case of AI talent poaching’, *Technology Magazine*, 30 July. Available at: <https://technologymagazine.com/articles/microsoft-vs-google-the-latest-case-of-ai-talent-poaching> (Accessed: 17 March 2026).

EMISA (n.d.) ‘Ressources Humaines’, *EMISA*. Available at: <https://www.emisa.fr/thematique/formation-ressources-humaines/> (Accessed: 17 March 2026).

Jamie (2012) ‘你的 TA 到底是誰？’, *MR JAMIE*, 5 December. Available at: <https://mrjamie.cc/2012/12/05/target-audience/> (Accessed: 17 March 2026).

Jennings, C. (2022) ‘Getting my start as an educator’, *LinkedIn*, 4 April. Available at: <https://www.linkedin.com/pulse/getting-my-start-educator-charity-jennings> (Accessed: 17 March 2026).

Jodie W (She/Her) (2026) ‘When leaders say “If you make your bed, you lie in it”’, *LinkedIn*, 20 February. Available at: <https://www.linkedin.com/pulse/when-leaders-say-you-make-your-bed-lie-jodie-w-she-her--acwuc> (Accessed: 17 March 2026).

Kuttihassan, M. (2025) ‘Managing global teams taught me more than any certification ever did’, *LinkedIn*, 6 August. Available at: [https://www.linkedin.com/posts/murshidakuttihasan\\_managing-global-teams-taught-me-more-than-activity-7359063286006370305-NMLv](https://www.linkedin.com/posts/murshidakuttihasan_managing-global-teams-taught-me-more-than-activity-7359063286006370305-NMLv) (Accessed: 17 March 2026).

O’Leary, C. (n.d.) ‘Howard Schultz’, *Britannica Money*. Available at: <https://www.britannica.com/money/Howard-Schultz> (Accessed: 17 March 2026).

PMC Training (n.d.) *The dimensions of well-being at work*. Available at: <https://pmctraining.com/articles-and-resources/the-dimensions-of-well-being-at-work/> (Accessed: 22 March 2026).

Pogosyan, M. (2022) ‘The what, how and why of cultural intelligence’, *Psychology Today*, 28 June. Available at: <https://www.psychologytoday.com/gb/blog/between-cultures/202206/the-what-how-and-why-cultural-intelligence> (Accessed: 17 March 2026).

Strategic Consultancy Group (n.d.) ‘Employee engagement initiative’, *SCG Inspires*. Available at: <https://scginspires.com/employee-engagement-initiative.php> (Accessed: 17 March 2026).