

The Importance of Emotional & Cultural Intelligence in Leadership

Student Name: Istvan Tarjani

Student ID: 2317622

Introduction

- ▶ **Topic:** How EI and CQ make great leaders.
- ▶ **Why it matters:** Companies are global, teams are diverse, and being a bossy leader doesn't work anymore. Leaders need to care.
- ▶ **Emotional Intelligence (EI)**
 - ▶ Cultural Intelligence (CQ)
 - ▶ Comparing EI and CQ
- ▶ *Case Study:* Apple and its former CEO, Steve Jobs

Emotional Intelligence (EI) in Leadership

- ▶ **Definition:** The ability to understand and manage your own feelings, and the feelings of others (Salovey & Mayer, 1990; Extremera & Fernández-Berrocal, 2005).
- ▶ **Why it matters:** It is the base for empathy, knowing yourself, and getting along with people.
- ▶ **Model: Daniel Goleman's EI Model** (Goleman, 1998)
 - ▶ *Self-Awareness:* Knowing how you feel.
 - ▶ *Self-Regulation:* Controlling your temper and bad habits.
 - ▶ *Motivation:* Wanting to do great work, not just for money.
 - ▶ *Empathy:* Understanding how other people feel.
 - ▶ *Social Skill:* Building good relationships and teamwork.

Evaluating EI & Business Examples (Steve Jobs)

► Evaluating EI:

- *Good things:* Great for team happiness, communication, and big goals (Goleman, 1998).
- *Bad things:* Hard to measure with a test. Also, do you really need it to make money? (Extremera & Fernández-Berrocal, 2005).

► Business Examples (Steve Jobs at Apple):

- **Example 1: Early Career (Low EI):** Very smart, but mean. He yelled at people and couldn't control his anger. This got him fired in 1985 (Edward Elgar Publishing, n.d.).
- **Example 2: The Return (Better EI):** He came back in 1997. He learned how to get along with people better. He inspired his team to "Think Different" and saved Apple (Edward Elgar Publishing, n.d.).



Evaluating EI & Business Examples (Steve Jobs)

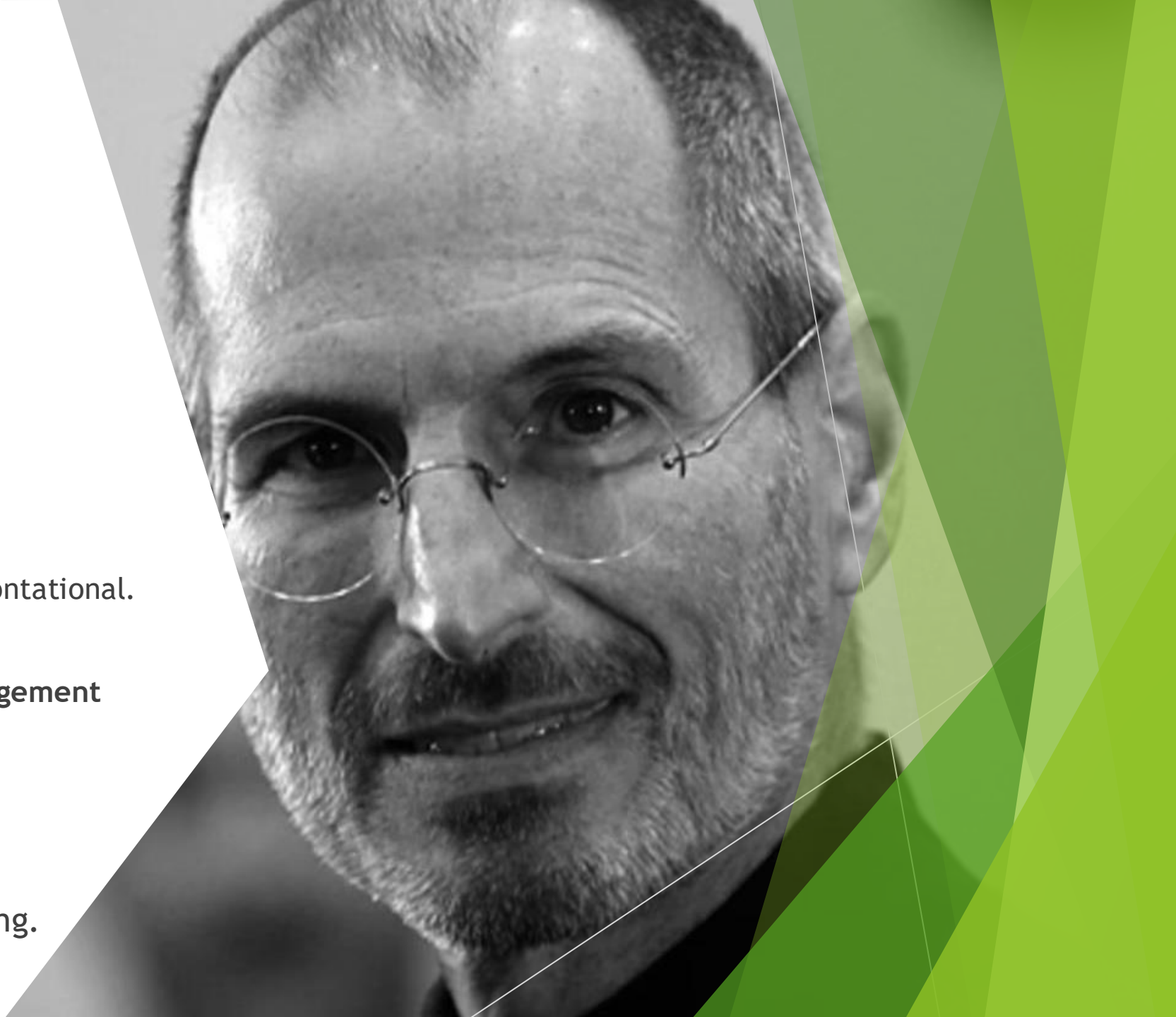
► Negative side restrictions

1. Harsh and Difficult Leadership Style

- Impact:
- Employees felt pressure and fear.
- Communication could become confrontational.

2. Autocratic (Highly Controlling) Management

- Impact / Restriction:
- Limited input from employees.
- Less collaborative decision-making.



Cultural Intelligence (CQ) in Leadership

- ▶ **Definition:** The ability to work well with people from different cultural backgrounds (Earley & Ang, 2003; Ang, 2022).
- ▶ **Why it matters:** Needed for global business and managing diverse teams.
- ▶ **Model: Earley & Ang's CQ Model (Earley & Ang, 2003)**
 - ▶ *Cognitive (Knowledge):* Knowing facts about different cultures.
 - ▶ *Metacognitive (Thinking):* Planning how to act before meeting people from other cultures.
 - ▶ *Motivational (Drive):* Wanting to learn about new cultures.
 - ▶ *Behavioral (Action):* Changing your words and body language to fit in.

Business Examples of CQ (Steve Jobs & Apple)

► Business Examples (Apple's Global Success):

- **Example 1: Learning from other cultures (Knowledge/Thinking):** Jobs studied Zen Buddhism in India. He used this simple, calm style to design Apple products. This made iPhones popular everywhere in the world (Edward Elgar Publishing, n.d.; Ang, 2022).
- **Example 2: Changing the rules (Action):** Jobs managed people from all over the world. In some cultures, you can't argue with the boss. Jobs ignored these rules and made a system where the "best idea wins," no matter where the worker was from (Edward Elgar Publishing, n.d.).

Critical Evaluation: EI vs. CQ

- ▶ **Comparing EI and CQ:** * *EI*: About feelings, self-control, and people skills (Goleman, 1998).
 - ▶ *CQ*: About adapting those people skills for *different* cultures (Ang, 2022).
- ▶ **Can a leader succeed with only one?**
 - ▶ *High EI / Low CQ*: Good boss at home, but fails in other countries because they don't understand the local rules.
 - ▶ *High CQ / Low EI*: Knows the cultural rules perfectly, but is fake or mean, so nobody trusts them.
- ▶ **Why we need both today:**
 - ▶ Leaders need **EI** to connect as human beings and **CQ** to make sure that connection works across the whole world (Goleman, 1998; Ang, 2022).

Conclusion

- ▶ Great leadership today needs two things. Goleman's EI helps teams stay happy and motivated. Earley & Ang's CQ helps leaders adapt and succeed all over the world.

References

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- ▶ **Extremera, N. and Fernández-Berrocal, P. (2005)** 'Emotional intelligence: A theoretical and empirical review of its first 15 years of history', *Psicothema*, 17(3), pp. 426-430. Available at: <https://www.psicothema.com/pdf/3270.pdf> (Accessed: 15 March 2026). (*Open-access academic review detailing Salovey & Mayer's original 1990 EI theory*).
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- ▶ **Edward Elgar Publishing (n.d.)** *Case Study: Steve Jobs and authentic leadership*. Available at: <https://www.e-elgar.com/assets/Ch12-Steve-Jobs-and-authentic-leadership.pdf> (Accessed: 15 March 2026). (*Open-access academic case study replacing the paywalled Isaacson book*).

Thank you