

The importance of the national and cultural intelligence in leadership

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Module name: leadership and management theory and practice

Module code: LCBB6022

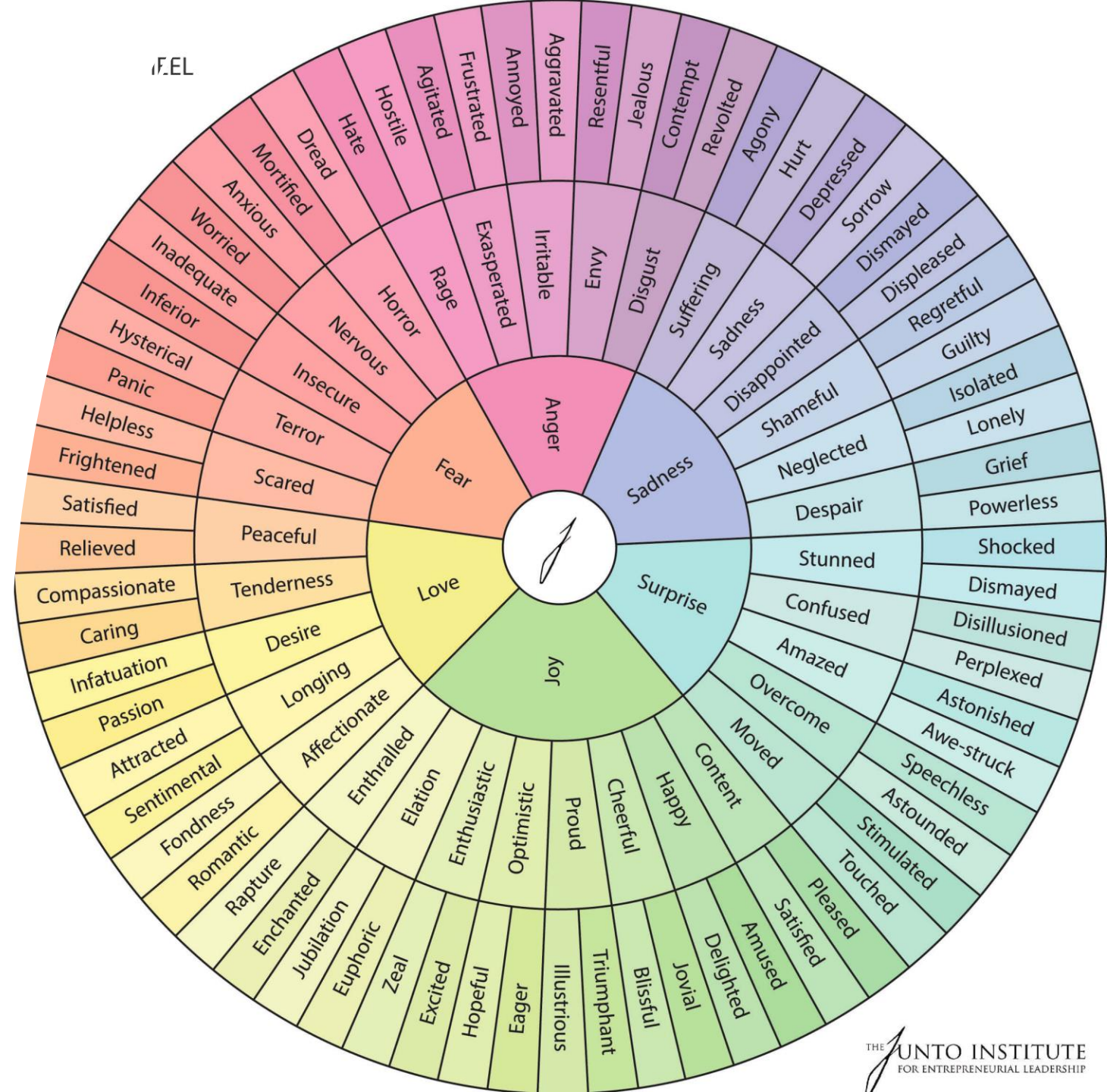
Introduction

- Leadership today requires more than technical skills
- Emotional intelligence (EI) and cultural intelligence (CQ) are critical
- This presentation will analyse their importance and impact
- EI is about understanding emotions, while CQ focuses on understanding different cultures.



What is emotional intelligence?

- Ability to recognise, understand, and manage emotions.
- Key for relationships and decision making.
- Helps leaders understand their own emotion and others.
- Introduced by Daniel Coleman (Goleman, 1995)



EI Model (Goleman)

- Self-awareness
- Self regulation
- Motivation
- Empathy
- These skills help leaders understand and manage emotions effectively
- Social skills (Goleman, 2004)



What is cultural intelligence (CQ)?

- Ability to work effectively across cultures
- Important in global organisations
- Helps avoid misunderstandings
- Helps leaders adapt their behaviour in different cultural situations (Earley and Ang, 2003)



CQ model (4 capabilities)

- Cognitive (knowledge)
- Metacognitive (awareness)
- Motivational (interest)
- These capabilities help leaders adapt to different cultural situations
- Behavioural (actions) (Ang and Van Dyne, 2008)



Why EI matters in Leadership

- Builds trust and relationships
- Improves communication
- Helps manage conflict
- Increases team performance
- Example; a manager resolving conflict using empathy
- Supports employee wellbeing and motivation (Mayer, Salovey and Caruso, 2008)



Why CQ matters in leadership

- Prevents cultural misunderstandings
- Improves global teamwork
- Helps leaders adapt
- Supports inclusion
- Helps leaders manage diverse teams more effectively
- Example: working with international teams
- Reduces misunderstandings in multicultural workplaces (Livermore, 2011)



Business examples

1. Google (emotional intelligence)

- Invests in leadership development focused on emotional intelligence
- Encourages open communication and physiological safety.
- Why it matters: builds trust, improves teamwork, and increases employee performance.

2. Microsoft (emotional intelligence)

- CEO Satya Nadella promoted empathy-driven leadership.
- Shifted company culture from competitive to collaborative.
- Why it matters: improved innovation, employee engagement, and company growth.

3. Starbucks (cultural intelligence)

- Adapts store experience and products to different cultures
- Provides cultural awareness training for employees
- Why it matters: enhances customer experience and global brand success

4. McDonald's (cultural intelligence)

- Customise menus to suit local cultures (e.g. different foods options worldwide)
- Adapts marketing strategies across countries
- Why it matters: helps the company succeed in diverse international markets
- (Rockstuhl et al., 2011)



Critical evaluation

- EI improves leadership but can be subjective
- CQ is essential but takes time to develop
- Both are difficult to measure
- EI can sometimes be used in a manipulative way if not applied ethically
- CQ may lead to stereotyping if leaders make assumptions about cultures (Northouse, 2021)



Link to Edith Heard Quote

- Leadership is collaborative
- Empathy builds trust
- Cultural awareness improves teamwork
- This shows leadership is about working with people, not controlling them
- Links to EI through empathy and CQ through understanding different backgrounds (Financial Times, 2022)



Conclusion

- EI and CQ are essential for modern leadership
- They improve teamwork and performance
- Leaders must develop both skills
- EI and CQ are increasingly important due to globalisation and diverse workplaces.
- Leaders who lack these skills may struggle with communication and team cohesion
- These intelligences support ethical leadership and better organisational culture
- They contribute to long term business successes, not just short term performances
- Future leaders must continuously develop these skills as workplace evolve.



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