

Programme: BA (Hons) Business Management

**MODULE: LEADERSHIP AND MANAGEMENT,
THEORY AND PRACTICE**

MODULE CODE: LCBB6003

COMPONENT 2: COURSEWORK : GROUP PRESENTATION
**THE IMPORTANCE OF EMOTIONAL AND CULTURAL INTELLIGENCE
IN LEADERSHIP**

MODULE LEADER: DR FAIZU EDU

LECTURER: DR PIYUMIKA K. GAMAGE

STUDENT NAMES/ID:

BORISLAV NENKOV/2242940

MARIA GHEORGHE/2243301

KRISTIAN NASH/2130196

OLEKSANDRA CHEBOTAREVA/2247384

KATERINA MEZOVA/2246854



Table of content:

Introduction

Why matter?

Emotional Intelligence - EI

Daniel Goleman's EI model

Advantages and Disadvantages of Daniel Goleman's Model

Application of Goleman's EI Model

Definition of Cultural Intelligence

Hofstede's Cultural Dimensions Model

Advantages and Disadvantages of Hofstede's Model

Application of Hofstede's Model

Conclusion and Recommendations

**EDITH HEARD: "I TEND
TO BE VERY
HORIZONTAL IN MY
APPROACH [TO
LEADERSHIP]. I DON'T
THINK OF MY LAB
MEMBERS AS
WORKING FOR ME;
I'M WORKING WITH
THEM. I CAN'T DO IT
ANY OTHER WAY."**



INTRODUCTION

**LEADERSHIP EFFECTIVENESS INCREASINGLY
DEPENDS ON THE ABILITY TO UNDERSTAND,
EMPATHISE, AND CARE WHEN MANAGING PEOPLE.**

**DISTINGUISHING LEADERS FROM SIMPLY
CONTROLLING AND IMPLEMENTING PROCESSES.**

WHY MATTERS?

- **EMOTIONAL AND CULTURAL INTELLIGENCE IN LEADERSHIP IS OF PARAMOUNT IMPORTANCE, HELPING PEOPLE FROM DIFFERENT BACKGROUNDS TO BE MOTIVATED AND CONNECTED**
- **IN THE ERA OF A GLOBAL WORLD, MULTICULTURAL AND MULTINATIONAL TEAMS MUST BE LED IN COMPLEX AND DYNAMIC RELATIONSHIPS**
- **DEALING WITH THIS DEPENDS ON UNDERSTANDING AND CONTROLLING YOUR OWN EMOTIONS FIRST.**

(Alon and Higgins, 2005)



EMOTIONAL INTELLIGENCE EI

A NECESSARY ATTRIBUTE IN LEADERSHIP EFFECTIVENESS

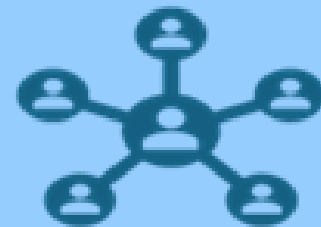


(Goleman, 2004)

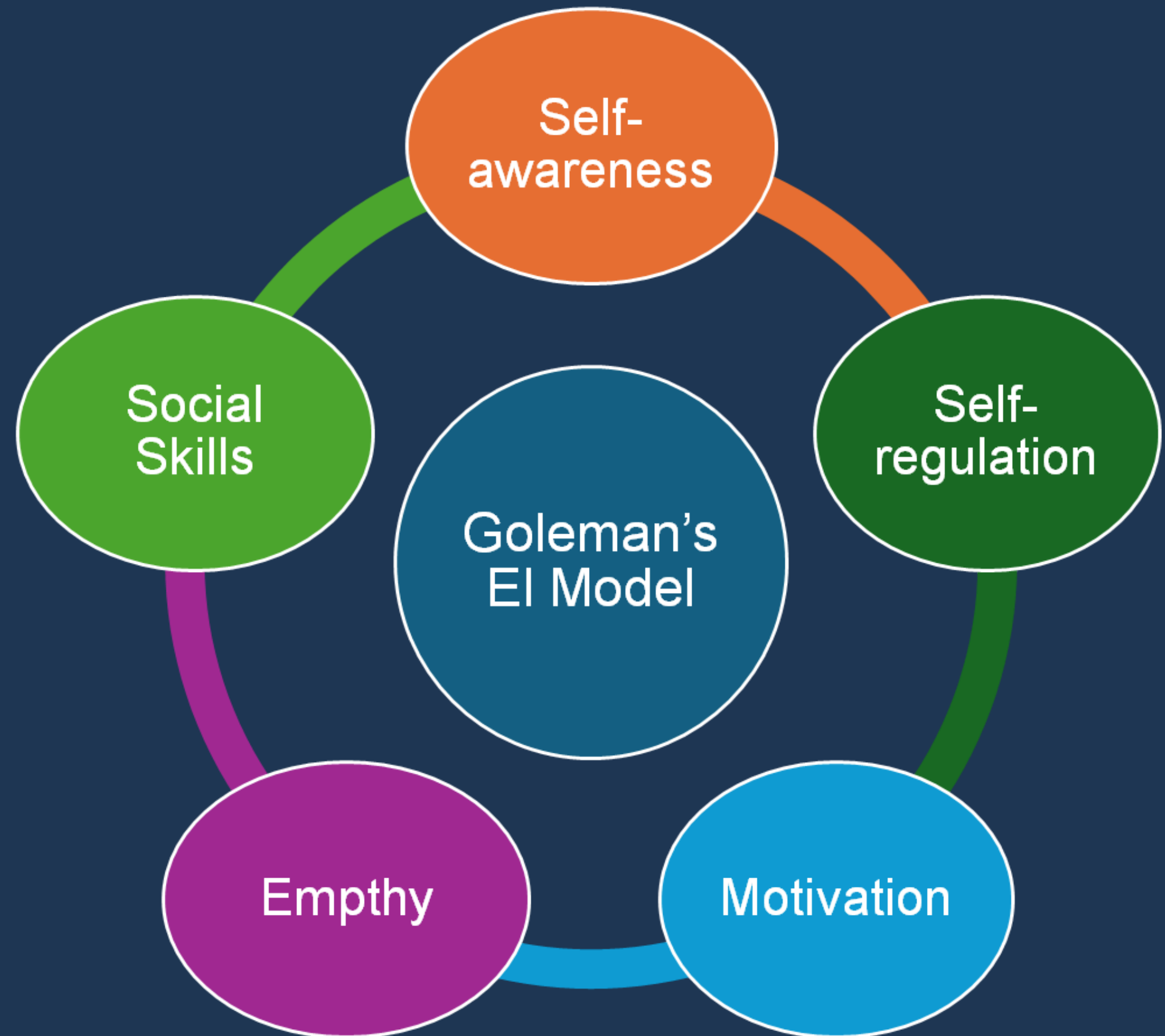
WHAT IS EMOTIONAL INTELLIGENCE?

- **EMOTIONAL INTELLIGENCE IS THE ABILITY TO RECOGNISE, UNDERSTAND, MANAGE AND EFFECTIVELY USE EMOTIONS –BOTH YOUR OWN AND THOSE OF OTHERS.**

- **IN LEADERSHIP, EI IS IMPORTANT IN BUILDING STRONGER RELATIONSHIPS, CONSOLIDATE TEAM CULTURE, MOTIVATE, MAKE BETTER DECISIONS, WORK WELL UNDER STRESS, HAVE A POSITIVE ATTITUDE TOWARDS CHANGE.**



DANIEL GOLEMAN'S EI MODEL (1998)



**EMOTIONAL
INTELLIGENCE IN
PERSONAL AND
PROFESSIONAL
INTERACTIONS,
BASED ON FIVE
KEY
COMPONENTS:**



**DANIEL GOLEMAN'S EI MODEL
(1998) CONT.**

- **SELF-AWARENESS (AWARENESS OF ONE'S OWN EMOTIONS AND IMPACT)**
- **SELF-REGULATION (EMOTIONAL AND BEHAVIOURAL CONTROL)**
- **MOTIVATION (ORIENTATION TOWARDS PERSONAL AND PROFESSIONAL GROWTH)**
- **EMPATHY (CONSIDERING OTHERS' EMOTIONS IN DECISION-MAKING)**
- **SOCIAL SKILLS (ABILITY TO MANAGE RELATIONSHIPS, CONFLICTS, ABILITY TO COMMUNICATE AND INFLUENCE OTHERS)**



DANIEL GOLEMAN'S EI MODEL (1998) CONT.

BENEFITS

- **PRACTICAL AND EASY TO UNDERSTAND**
- **SUPPORTS LEADERSHIP DEVELOPMENT**
- **ALL-INCLUSIVE APPROACH (INTERNAL AND EXTERNAL EMOTIONAL SKILLS)**
- **GLOBALLY USED AND INFLUENTIAL**
- **IMPROVES PERSONAL AND PROFESSIONAL EFFECTIVENESS**

LIMITATION AND CHALLENGES

- **LONG-TERM TRAINING TO SEE IMPROVEMENTS**
- **DIFFICULT TO MEASURE**
- **POTENTIAL OVERLAP WITH PERSONAL TRAITS**
- **OVEREMPHASIS**
- **CULTURAL DIFFERENCES**
- **ORGANIZATIONAL BARRIERS**

APPLICATIONS IN THE BUSINESS INDUSTRY



APPLICATION OF GOLEMAN'S EI MODEL IN BUSINESS

- **DRIVES LEADERSHIP PERFORMANCE AND EMPLOYEE MOTIVATION (AMAZON LEADERSHIP PROGRAMS).**
- **ENHANCES TEAMWORK AND COMMUNICATION ACROSS DIVERSE GLOBAL TEAMS (GOOGLE'S "PEOPLE OPERATIONS" CULTURE).**
- **HELPS MANAGE STRESS AND DECISION-MAKING IN FAST-PACED MARKETS.**
- **IMPROVES CUSTOMER INTERACTIONS THROUGH EMPATHY AND EMOTIONAL UNDERSTANDING.**
- **BUILDS STRONG ORGANISATIONAL CULTURES THAT SUPPORT INNOVATION AND WELL-BEING.**

(Cherniss and Goleman, 1998)

SELF-MANAGEMENT IN LEADERSHIP

**ANDY JASSY(CEO
AMAZON)**

EMPATHETIC CUSTOMER FOCUS

TEAM SUPPORT & COLLABORATION

**BETH GALETTI (SENIOR
VICE PRESIDENT OF
PEOPLE EXPERIENCE AND
TECHNOLOGY)**

EI EXAMPLE IN AMAZON

- **MANAGERS STAY CALM DURING PEAK SEASONS TO MAINTAIN PRODUCTIVITY AND TEAM MORALE.**
- **EMOTIONAL CONTROL SUPPORTS BETTER DECISION-MAKING UNDER PRESSURE.**
- **SERVICE TEAMS USE EMPATHY TO RESOLVE ISSUES QUICKLY AND IMPROVE LOYALTY.**
- **CUSTOMER FEEDBACK DRIVES SERVICE IMPROVEMENTS (FAST DELIVERY, EASY RETURNS).**
- **LEADERS NOTICE STRESS IN TEAMS AND OFFER SUPPORT TO REDUCE BURNOUT.**
- **POSITIVE RELATIONSHIPS HELP MAINTAIN EFFICIENCY IN FAST-PACED OPERATIONS**
- **OVERSEES HUMAN RESOURCES AND PEOPLE EXPERIENCE**

EI EXAMPLE IN GOOGLE

**TEAM COLLABORATION &
PSYCHOLOGICAL SAFETY
(SUNDAR PICHAI – CEO,
ALPHABET & GOOGLE)**

**EMOTIONAL RESILIENCE
IN INNOVATION
PRABHAKAR RAGHAVAN
(SENIOR VICE PRESIDENT,
GOOGLE SEARCH)**



- **LEADERS ENCOURAGE OPEN COMMUNICATION AND TRUST IN TEAMS.**
- **EMPATHY SUPPORTS INNOVATION AND REDUCES CONFLICT DURING PROBLEM-SOLVING.**
- **EMPLOYEES USE SELF-AWARENESS TO MANAGE STRESS DURING COMPLEX PROJECTS.**
- **MOTIVATION STAYS HIGH, SUPPORTING CREATIVITY AND CONTINUOUS IMPROVEMENT.**
- **EMPHASISES COLLABORATIVE INNOVATION AND MAINTAINING MOTIVATION DURING TECHNICALLY CHALLENGING PROJECTS**



DEFINITION OF CULTURAL INTELLIGENCE

CULTURAL INTELLIGENCE REPRESENTS “AN INDIVIDUAL’S CAPABILITY TO FUNCTION AND MANAGE EFFECTIVELY IN CULTURALLY DIVERSE SETTINGS”

(Ang, Van Dyne and Rockstuhl, 2015)

IT CONSTITUTES A MULTIDIMENSIONAL CONSTRUCT THAT MOVES BEYOND ONLY CULTURAL AWARENESS TO INCLUDE THE COGNITIVE, MOTIVATIONAL, AND BEHAVIOURAL CAPACITIES NECESSARY FOR SUCCESSFUL CROSS-CULTURAL ADAPTATION AND PERFORMANCE.

(Ang, Van Dyne and Rockstuhl, 2015)

DEFINITION OF CULTURAL INTELLIGENCE CONT.

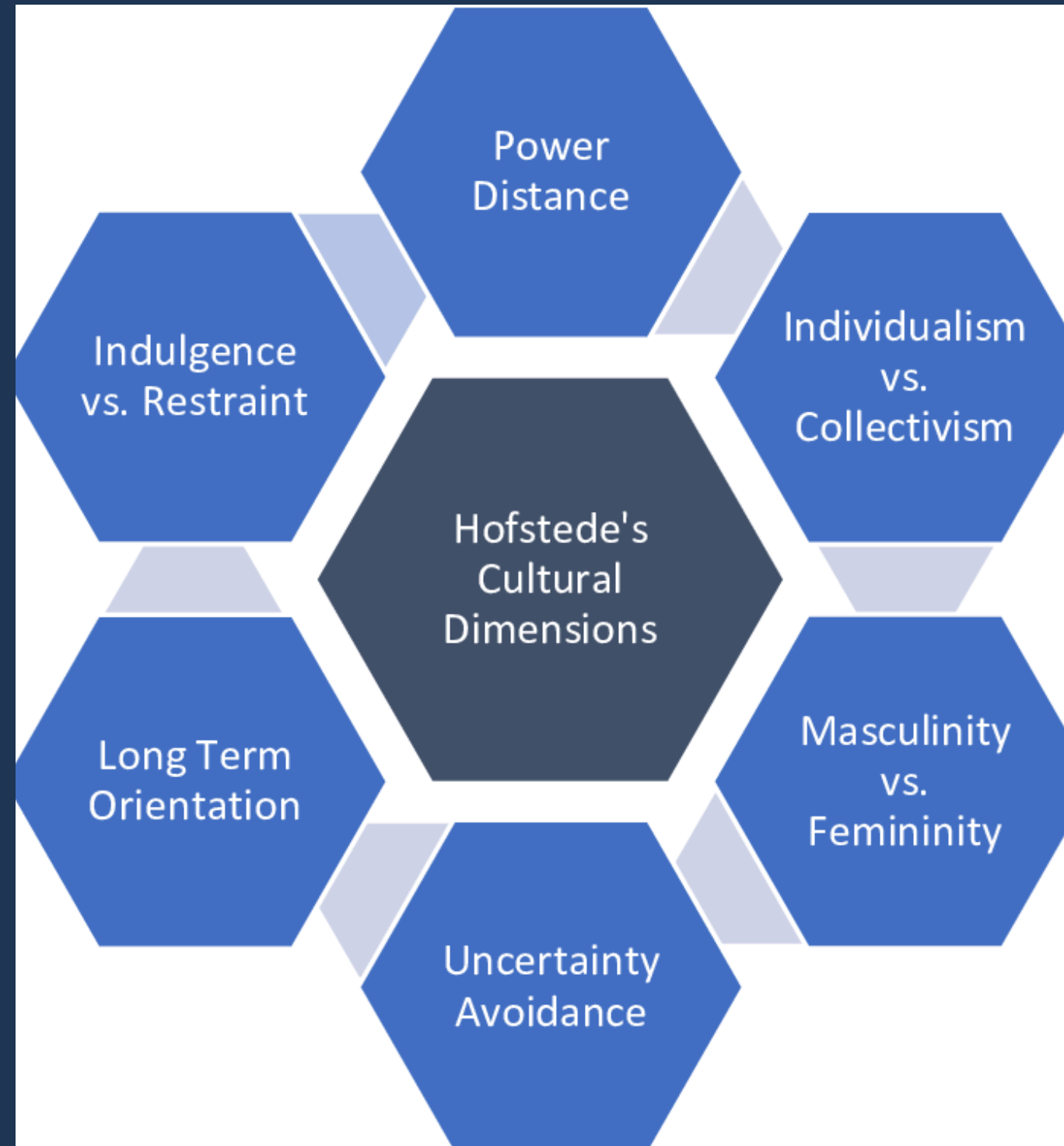
THIS CONCEPTION ESTABLISHES CULTURAL INTELLIGENCE AS A CRITICAL COMPETENCY IN GLOBAL LEADERSHIP CONTEXTS, DISTINGUISHING IT FROM OTHER FORMS OF INTELLIGENCE BY ITS SPECIFIC FOCUS ON CROSS-CULTURAL ADAPTABILITY AND EFFECTIVENESS. THE CONSTRUCT HAS GAINED SIGNIFICANT SCHOLARLY ATTENTION FOR ITS DEMONSTRATED PREDICTIVE VALIDITY IN DETERMINING SUCCESS IN INTERNATIONAL ASSIGNMENTS AND MULTICULTURAL TEAM LEADERSHIP.

(Lisak et al., 2016)



DESCRIPTION OF «HOFSTEDE'S CULTURAL DIMENSIONS (1980)» MODEL FOR CULTURAL INTELLIGENCE

PROVIDES A SYSTEMATIC FRAMEWORK FOR UNDERSTANDING HOW CULTURAL VALUES INFLUENCE BEHAVIOUR IN SOCIETIES AND ORGANIZATIONS. IT OFFERS A COMPARATIVE STRUCTURE FOR ANALYSING NATIONAL CULTURAL DIFFERENCES. (Gladwin, 1981)



THE SIX CORE DIMENSIONS:

Figure 1: Hofstede's Cultural Dimensions (Hofstede, 1980)
(Vizmonte & Ligot, 2024)

DESCRIPTION OF «HOFSTEDE'S CULTURAL DIMENSIONS (1980)» MODEL FOR CULTURAL INTELLIGENCE CONT.

POWER DISTANCE INDEX (PDI)	DEGREE TO WHICH LESS POWERFUL MEMBERS ACCEPT UNEQUAL POWER DISTRIBUTION HIGH PDI: HIERARCHICAL STRUCTURES, CENTRALIZED AUTHORITY LOW PDI: EGALITARIAN APPROACHES, DECENTRALIZED DECISIONS
INDIVIDUALISM VS COLLECTIVISM (IDV)	INDIVIDUALISM: "I" CONSCIOUSNESS, PERSONAL ACHIEVEMENT FOCUS COLLECTIVISM: "WE" CONSCIOUSNESS, GROUP HARMONY PRIORITY
MASCULINITY VS FEMININITY (MAS)	MASCULINITY: ACHIEVEMENT, COMPETITION, MATERIAL SUCCESS FEMININITY: COOPERATION, MODESTY, QUALITY OF LIFE
UNCERTAINTY AVOIDANCE INDEX (UAI)	SOCIETY TOLERANCE FOR AMBIGUOUS SITUATIONS HIGH UAI: FORMAL RULES, STRUCTURED ENVIRONMENTS LOW UAI: FLEXIBILITY, INFORMAL APPROACHES
LONG-TERM VS SHORT-TERM ORIENTATION (LTO)	LONG-TERM: FUTURE REWARDS, ADAPTATION, PERSISTENCE SHORT-TERM: TRADITION, IMMEDIATE RESULTS, SOCIAL OBLIGATIONS
INDULGENCE VS RESTRAINT (IVR)	INDULGENCE: FREE GRATIFICATION OF HUMAN DESIRES RESTRAINT: STRICT SOCIAL NORMS REGULATING BEHAVIOUR

(Gladwin, 1981)

EVALUATION OF «HOFSTEDE'S CULTURAL DIMENSIONS (1980)»

ADVANTAGES:

1. ENHANCED GLOBAL LEADERSHIP EFFECTIVENESS

2. IMPROVED BUSINESS PERFORMANCE

3. ORGANIZATIONAL ADVANTAGES

1

- ENABLES ADAPTATION OF LEADERSHIP STYLE TO DIVERSE CULTURAL CONTEXTS
- FACILITATES BUILDING TRUST ACROSS CULTURAL BOUNDARIES
- IMPROVES DECISION MAKING IN MULTICULTURAL ENVIRONMENTS.

2

- INCREASES SUCCESS IN INTERNATIONAL NEGOTIATIONS AND PARTNERSHIPS
- ENHANCES INNOVATION THROUGH DIVERSE PERSPECTIVES INTEGRATION
- MULTICULTURAL TEAMS WITH HIGH CQ COMBINE DIVERSE PERSPECTIVES FOR CREATIVE SOLUTIONS.
- REDUCES COSTS ASSOCIATED WITH CULTURAL MISUNDERSTANDINGS

3

- STRENGTHENS EMPLOYER BRANDING AS INCLUSIVE WORKPLACE
- ATTRACTS AND RETAINS TOP GLOBAL TALENT, CREATES AN ENVIRONMENT WHERE EVERYONE FEELS RESPECTED AND INCLUDED.
- IMPROVES CUSTOMER RELATIONS ACROSS CULTURAL MARKETS

(VAN DYNE ET AL., 2012)

EVALUATION OF «HOFSTEDE'S CULTURAL DIMENSIONS (1980)»

DISADVANTAGES:

1.DEVELOPMENT CHALLENGES

1

- REQUIRES SIGNIFICANT TIME AND RESOURCES FOR EFFECTIVE TRAINING
- DEMANDS ONGOING MAINTENANCE AND PRACTICE
- MEASUREMENT AND ASSESSMENT CAN BE COMPLEX

2

- RESISTANCE TO CHANGE IN ESTABLISHED ORGANIZATIONAL CULTURES
- POTENTIAL FOR SUPERFICIAL APPLICATION WITHOUT DEEP UNDERSTANDING: WITHOUT DEEP COMMITMENT, AND CONSTANT ADAPTATION IS MENTALLY TAXING FOR EMPLOYEES.
- BALANCING CULTURAL ADAPTATION WITH MAINTAINING CORE VALUES

2.IMPLEMENTATION DIFFICULTIES

3

- MAY NOT ADDRESS ALL ASPECTS OF INTERSECTIONAL DIVERSITY. RISK OF STEREOTYPING, IF APPLIED RIGIDLY, CULTURAL MODELS CAN LEAD TO ASSUMPTIONS RATHER THAN UNDERSTANDING.
- EFFECTIVENESS VARIES ACROSS INDUSTRIES AND ORGANIZATIONAL SIZES
- REQUIRES COMPLEMENTARY SKILLS: EMOTIONAL INTELLIGENCE, COMMUNICATION

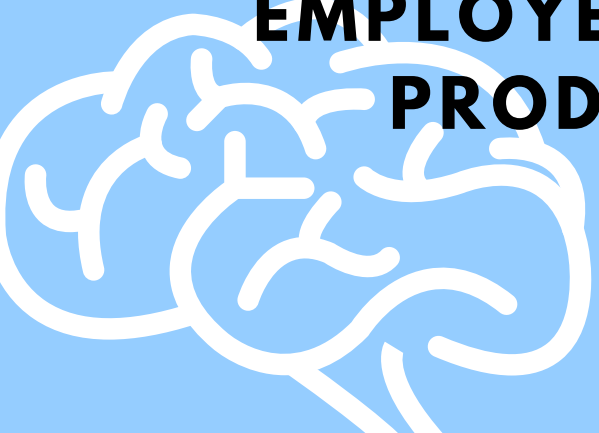
3.CONTEXTUAL LIMITATIONS

(LIVERMORE, 2022)

APPLICATIONS IN THE BUSINESS INDUSTRY

**IN HIGH POWER-DISTANCE
CULTURES (E.G., MALAYSIA,
MEXICO), EMPLOYEES EXPECT A
CLEAR HIERARCHY AND
CENTRALIZED DECISION-MAKING.**

**A MULTINATIONAL ENTERING
SUCH MARKETS MUST ADOPT A
MORE DIRECTIVE LEADERSHIP
STYLE AND FORMAL REPORTING
STRUCTURES TO MAINTAIN
EMPLOYEE TRUST AND
PRODUCTIVITY.**



POWER DISTANCE – LEADERSHIP STYLE IN MULTINATIONAL COMPANIES

- **POWER DISTANCE – MCDONALD'S (INDIA)**
- **IN INDIA'S RELATIVELY HIGH POWER-DISTANCE CULTURE, MCDONALD'S USES A HIERARCHICAL MANAGEMENT STRUCTURE, CLEAR UNIFORM PROTOCOLS, AND STRONG MANAGERIAL CONTROL TO MAINTAIN EFFICIENCY.**
- **RAJEEV RANJAN - MANAGING DIRECTOR OF MCDONALD'S INDIA**

- **DECISION-MAKING IS CENTRALIZED, REFLECTING EMPLOYEE EXPECTATIONS FOR AUTHORITY AND CLEAR GUIDANCE**

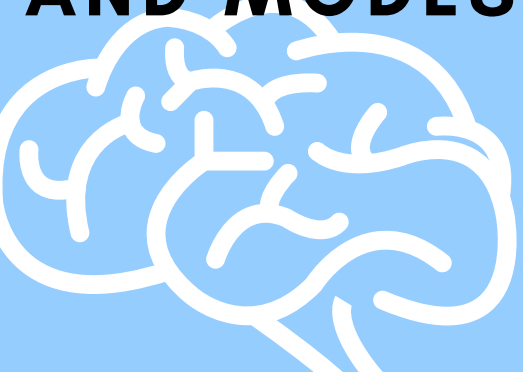
(Hofstede, 1980)

APPLICATIONS IN THE BUSINESS INDUSTRY

**INDULGENT CULTURES (E.G.,
USA, MEXICO) SHOW HIGHER
DEMAND FOR LEISURE
PRODUCTS, CONVENIENCE
GOODS, AND EXPERIENCE-
BASED SERVICES.**

**COMPANIES CAN SUCCEED
BY PROMOTING HEDONIC
CONSUMPTION AND
LIFESTYLE BRANDING.**

**RESTRAINED CULTURES (E.G.,
RUSSIA, PAKISTAN) FAVOR
FUNCTIONALITY, DURABILITY,
AND MODEST CONSUMPTION**



INDULGENCE VS. RESTRAINT – CONSUMER BEHAVIOUR AND PRODUCT DESIGN

- **INDULGENCE VS. RESTRAINT – IKEA (SWEDEN)**
- **SWEDEN IS AN INDULGENT SOCIETY EMPHASISING
WORK-LIFE BALANCE AND PERSONAL FREEDOM
(JESPER BRODIN – CEO)**

- **IKEA REFLECTS THIS THROUGH HOME PRODUCTS
THAT PROMOTE COMFORT, LEISURE, AND FAMILY
SPACE, AS WELL AS A RELAXED IN-STORE
EXPERIENCE CATERING TO LIFESTYLE ENJOYMENT.**

APPLICATIONS IN THE BUSINESS INDUSTRY

**LONG-TERM-ORIENTED
CULTURES (E.G., SOUTH
KOREA, CHINA) PRIORITIZE
LONG-TERM SUPPLIER
RELATIONSHIPS, PATIENT
CAPITAL, AND FUTURE
GROWTH.**

**BUSINESSES ENTERING SUCH
MARKETS SHOULD EMPHASISE
FUTURE STABILITY AND
RELATIONSHIP-BUILDING, NOT
IMMEDIATE RESULTS.**



LONG-TERM VS. SHORT-TERM ORIENTATION – SUPPLY CHAIN AND INVESTMENT

- LONG-TERM VS. SHORT-TERM ORIENTATION – HUAWEI (CHINA)**
- MENG WANZHOU (CFO)- EMPHASISED UNDERSTANDING LOCAL BUSINESS ENVIRONMENTS, BUILDING TRUST WITH INTERNATIONAL PARTNERS, AND PROMOTING INTERCULTURAL COMMUNICATION**
- CHINA’S STRONG LONG-TERM ORIENTATION IS VISIBLE IN HUAWEI’S LONG-HORIZON INVESTMENT STRATEGY, INCLUDING YEARS-LONG R&D FUNDING, PATIENT CAPITAL, AND SUSTAINED SUPPLIER RELATIONSHIPS. THIS REFLECTS THE CULTURAL VALUE PLACED ON PERSEVERANCE AND FUTURE-FOCUSED PLANNING.**

(Hofstede and Minkov, 2010)



CONCLUSION AND RECOMENDATION

EMOTIONAL AND CULTURAL INTELLIGENCE ARE ESSENTIAL LEADERSHIP COMPETENCIES

EFFECTIVE LEADERSHIP IN SCIENCE, BUSINESS, AND GLOBAL COLLABORATION RELIES ON EMPATHY, CURIOSITY, AND UNDERSTANDING

LEADERS SHOULD ENGAGE IN SELF-REFLECTION, MINDFULNESS, AND FEEDBACK

CREATING SAFE SPACES FOR DIALOGUE AND TO ENHANCES COLLABORATION AND INNOVATION

PROVIDE CROSS-CULTURAL TRAINING AND ENCOURAGE GLOBAL EXPOSURE

QUESTIONS?

THANK YOU!

**FOOD FOR
THOUGHT**



References:

Alon, I. and Higgins, J.M. (2005) Global leadership success through emotional and cultural intelligences. *Business horizons*, 48(6), pp.501-512.

Ang, S., Van Dyne, L. and Rockstuhl, T. (2015) ‘Cultural Intelligence’, in *Handbook of Advances in Culture and Psychology*, p.3. p Volume 5. Oxford University Press. Available at: https://librarysearch.uwtsd.ac.uk/permalink/44WHELF_UWTSD/igoone/cdi_oup_oso_acprof_9780190218966_chapter_6 (Accessed: 25.11.2025).

Cherniss, C. and Goleman, D. (1998) *The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. San Francisco: Jossey-Bass.

Cookson, C. (2022) Edith Heard: Making European science work post Brexit. Available at: URL (<https://www.ft.com/content/d14f425b-35c6-4c43-a5f6-c23760212ef0?>: 01.12.2025).

Filice, L. and Weese, W. J. (2024), Developing Emotional Intelligence, *Encyclopedia*, Naples, 4(1). Available at <https://www.proquest.com/docview/299862911?accountid=130472&parentSessionId=zsbP%2BIWoj9B19DUjcZipMB3aHlMWmPKlRiy4xobz12s%3D&pq-origsite=primo&sourcetype=Scholarly%20Journals> (accessed 30/11/2025)

Gladwin, T.N. (1981) ‘Culture’s Consequences: International Differences in Work-Related Values, Geert Hofstede (Book Review)’, *The Academy of Management review*. Ada, Ohio, etc: Academy of Management, p. 681. Available at: https://librarysearch.uwtsd.ac.uk/permalink/44WHELF_UWTSD/igoone/cdi_proquest_journals_1305662031 (Accessed: 25.11.2025).

Goleman, D. (1998) *Working with Emotional Intelligence*. New York: Bantam Books.

Goleman, D. (2004), What makes a leader?, *Harvard Business Review*, Boston, 82(1), p.82. Available at <https://research-ebSCO-com.ezproxy.uwtsd.ac.uk/c/onvpsy/viewer/pdf/6qymwmfnnv5?route=details> (accessed 30/11/2025)

Hofstede, G. (1980) *Culture’s Consequences: International Differences in Work-Related Values*. Beverly Hills, CA: Sage.

Hofstede, G. and Minkov, M. (2010) ‘Long- versus short-term orientation: New perspectives’, *Asia Pacific Business Review*, 16(4), pp. 493-504

Izzarelli, J. (2022), *Emotional Intelligence: Lessons Learned During a Pandemic, Plastic and aesthetic nursing* (Philadelphia, Pa.:Print), 42(1), pp. 35-38. Available at <https://doi.org/10.1097/PSN.0000000000000422> (accessed 30/11/2025)

Lisak, A., Erez, M., Sui, Y. & Lee, C. (2016) ‘The positive role of global leaders in enhancing multicultural team innovation’, *Journal of International Business Studies*, 47(5), pp. 655-673. doi: 10.1057/s41267-016-0002-7. Available at: <https://link.springer.com/article/10.1057/s41267-016-0002-7> (Accessed: 25.11.2025).

Livemore, D. (2022) *The Cultural Intelligence Difference: Master the One Skill You Can’t Do Without in Today’s Global Economy*, pp 370-378. New York: AMACOM. Available at: https://books.google.com/books/about/The_Cultural_Intelligence_Difference_Spe.html?id=-CxnNvkJ--cC (Accessed: 25.11.2025).

Minkov, M. (2007) *What Makes Us Different and Similar: A New Interpretation of the World Values Survey and Other Cross-Cultural Data*. Sofia: Klasika y Stil.

Panmore Institute (2025) *Amazon’s Organizational Culture Characteristics (An Analysis)*. Available at: <https://panmore.com/amazon-com-inc-organizational-culture-characteristics-analysis> (Accessed: 27 November 2025).

Taras, V., Steel, P. and Kirkman, B.L. (2012) ‘Improving national cultural indices using a longitudinal meta-analysis of Hofstede’s dimensions’, *Journal of world business : JWB*, 47(3), pp. 329-341. Available at: <https://doi.org/10.1016/j.jwb.2011.05.001>. (Accessed: 25.11.2025).

Tran, S.-K. (2017) ‘Google: A reflection of culture, leader, and management’, *Journal of Communication and Social Responsibility*. Available at: <https://jcsr.springeropen.com/articles/10.1186/s40991-017-0021-0> (Accessed: 27 November 2025).

Van Dyne, L., Ang, S., Ng, K.Y., Rockstuhl, T., Tan, M.L. and Koh, C. (2012), Sub-Dimensions of the Four Factor Model of Cultural Intelligence: Expanding the Conceptualization and Measurement of Cultural Intelligence. *Social and Personality Psychology Compass*, 6: 295-313. Available at: <https://doi.org/10.1111/j.1751-9004.2012.00429.x> (Accessed: 25.11.2025).

Vizmonte, E.J. & Ligot, D.V. (2024) ‘Analyzing the Relationship Between Cultural Dimensions and Educational Performance using Hofstede model and PISA Data’, [online]. Available at: https://www.researchgate.net/publication/377219185_Analyzing_the_Relationship_Between_Cultural_Dimensions_and_Educational_Performance_using_Hofstede_model_and_PISA_Data (Accessed: 25.11.2025). [Includes Figure 1: Hofstede’s Cultural Dimensions]