

Leadership and Management Theory and Practice



Student name: DENISA-ROSXANA STOICA

Student ID: 2211503

Module code: LCBB6022

Module name: Leadership and Management Theory and Practice

Lecturer name: Faizu Edu

Several white diagonal lines of varying lengths and thicknesses are positioned in the bottom right corner of the slide, extending from the right edge towards the center.

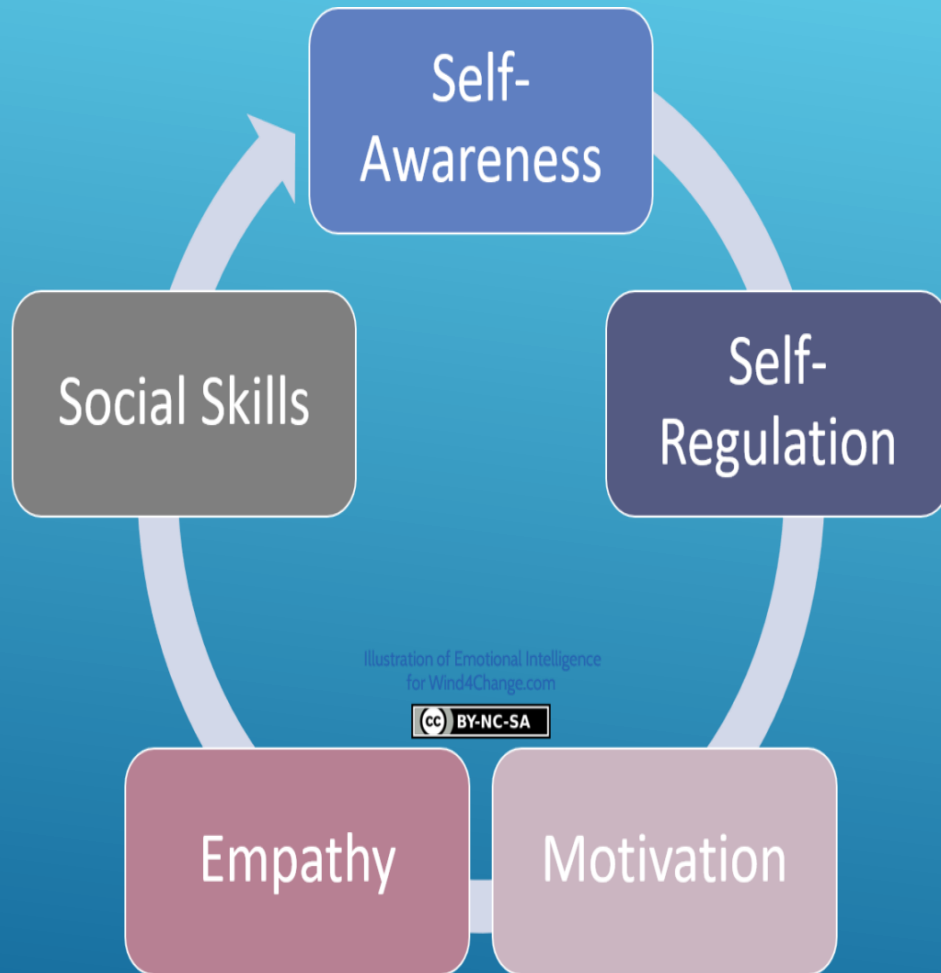
Introduction

These days, organizations work across borders, cultures, and different teams.

Therefore, understanding emotions and cultural variations is just as important for effective leaders as technical proficiency. Emotional Intelligence (EI) denotes the capacity to identify, appreciate, and regulate emotions both in oneself and in others (Goleman, 1995). Cultural Intelligence (CQ) denotes an individual's ability to collaborate successfully within culturally varied environments (Earley and Ang, 2003). Such competencies are progressively acknowledged as vital for achieving leadership success in international organizations.



Emotional Intelligence in Leadership



Goleman (1995) suggested that emotional intelligence is comprised of five base components: self-awareness, self-regulation, motivation, empathy, and social skills.

Leaders who own high emotional intelligence are capable of fostering trust, resolving conflicts, and effectively motivating their employees.

Leaders with emotional intelligence are more capable at communicating with their teams and addressing challenges within dynamic organizational settings. (Northouse, 2022)

Goleman's Emotional Intelligence Model:

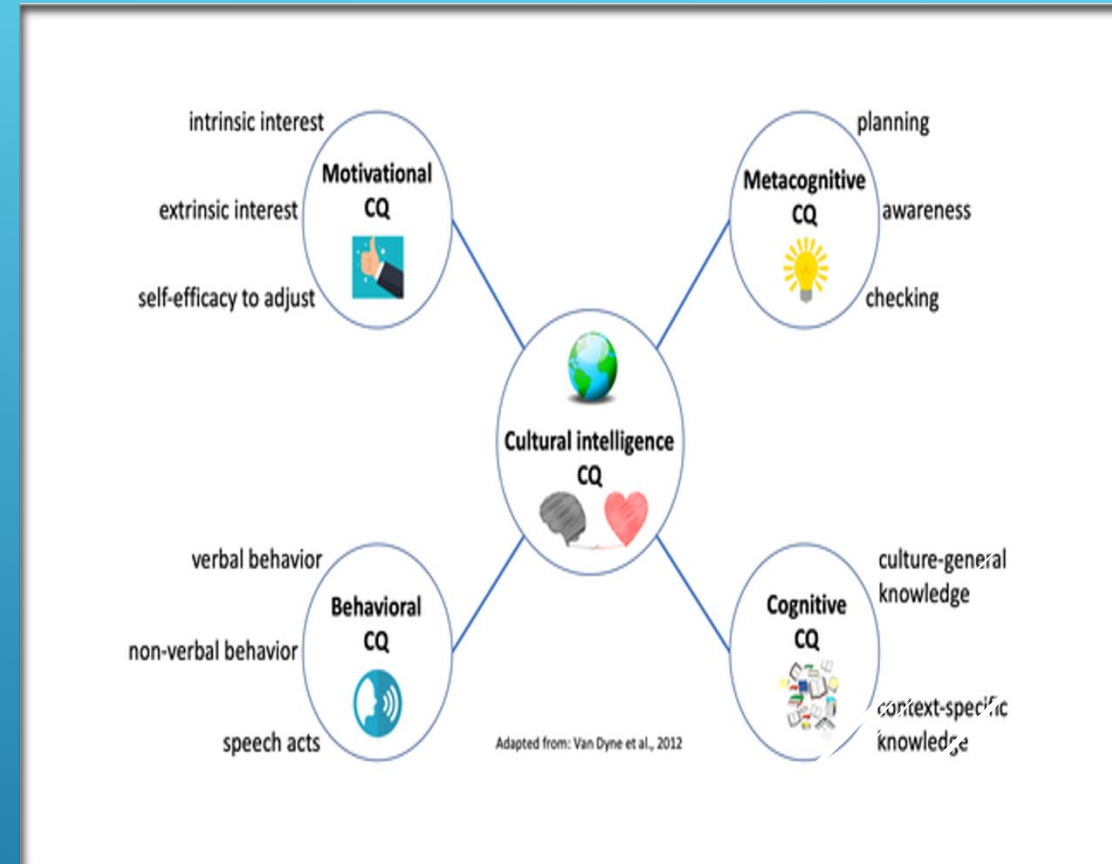
Self-Awareness → Self-Regulation → Motivation
→ Empathy → Social Skills

Cultural Intelligence in Leadership

Leaders that possess cultural intelligence are better equipped to collaborate with individuals from diverse cultural backgrounds. Cognitive, metacognitive, motivational, and behavioral are the four essential components of CQ that Earley and Ang (2003) identified. These elements assist leaders in understanding cultural norms, adjusting their conduct, and efficiently engaging with members of diverse teams. As noted by Livermore (2015), executives possessing a high level of Cultural Intelligence (CQ) tend to achieve greater success in international business and global collaboration.

Cultural Intelligence Model:

Metacognitive CQ → Cognitive CQ → Motivational CQ
→ Behavioural CQ





Business Examples

Microsoft: Under the leadership of CEO Satya Nadella, the culture at Microsoft has been reshaped through the encouragement of empathy, collaboration, and emotional intelligence throughout the organization (Ibarra, Rattan and Johnston, 2018).

Starbucks: Howard Schultz highlighted the importance of empathy and the wellbeing of employees, which contributed to the development of a robust organizational culture and enhanced employee engagement (Schultz and Gordon, 2011).

Airbnb: The organization functions across various cultures globally and depends on leaders who exhibit significant cultural intelligence to navigate diverse international markets (Guttentag, 2019).

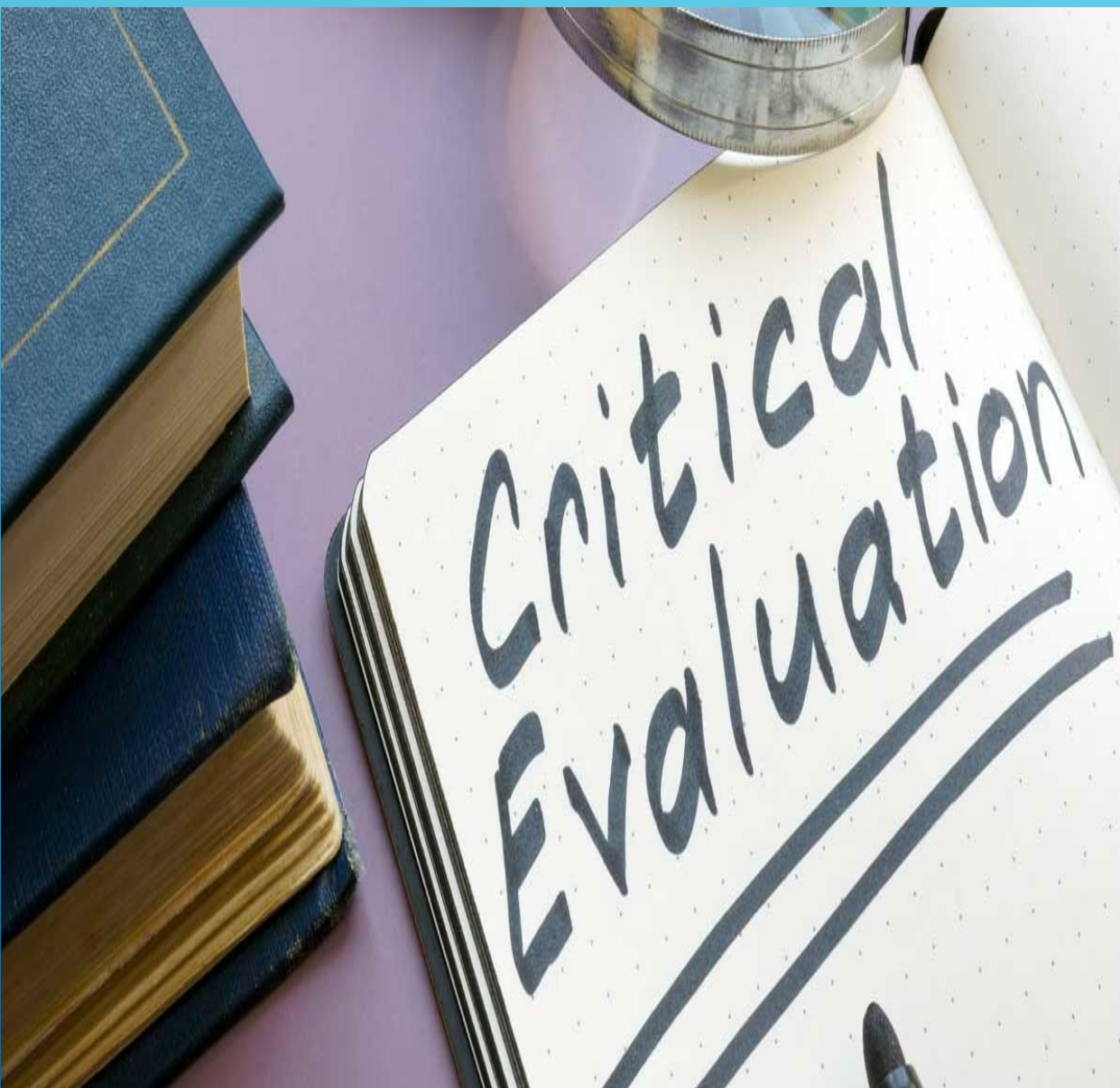
Unilever: The global corporation highlights the importance of cultural sensitivity and inclusive leadership in effectively managing diverse teams across international borders.



Importance in Multicultural and Collaborative Environments

In teams composed of diverse cultures, it is common for misunderstandings and communication obstacles to arise. Leaders who possess emotional and cultural intelligence are capable of resolving conflicts, fostering collaboration, and establishing inclusive work environments. The presence of cultural intelligence greatly enhances the effectiveness of leadership within global teams (Rockstuhl et al., 2011).





Critical Evaluation

While emotional and cultural intelligence are broadly acknowledged as important leadership skills, certain critics contend that these concepts may be challenging to assess objectively.

Nevertheless, studies consistently show that leaders who cultivate emotional intelligence (EI) and cultural intelligence (CQ) generally achieve superior performance in global and diverse organizational settings.

Conclusion

Emotional intelligence and cultural intelligence are critical competencies for leadership in contemporary organizations.

Leaders who comprehend emotions and cultural variances can foster more robust teams, enhance collaboration, and boost organizational performance.

As globalization continues to progress, the significance of these leadership abilities is expected to increase even more.



Reference

Earley, P. and Ang, S. (2003) Cultural Intelligence: Individual Interactions Across Cultures. Stanford: Stanford University Press.

Goleman, D. (1995) Emotional Intelligence. New York: Bantam Books.

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

Guttentag, D. (2019) 'Airbnb and cultural impacts', Tourism Management, 67, pp. 410–419.

https://uk.images.search.yahoo.com/yhs/search;_ylt=AwErNJpOr9pctlOmPae3oIQ;_ylu=c2VjA3NIYXJjaARzbGsDYnV0dG9u;_ylc=X1MDMTM1MTIxMjcwMgRfcgMyBGZyA3locy1zei0wMDIEZnlyA3A6cyx2OmksbTpbYi10b3AEZ3ByaWQDZ2NxS1RXdUZSaW1XY3NIT1VFb21lQQRuX3JzbHQDMARuX3N1Z2cDMTAEb3JpZ2luA3VrLmltYWdlcy5zZWYyY2gueWFob28uY29tBHBvcwMwBHBxc3RyAwRwcXN0cmwDMARxc3RybAMyMARxdWVyeQMIMjBDcmI0aWNhbCUyMEV2YWx1YXRpb24EdF9zdG1wAzE3NzQxNDZAzMDY-?p=+Critical+Evaluation&fr=yhs-sz-002&fr2=p%3As%2Cv%3Ai%2Cm%3Asb-top&ei=UTF-8&x=wrt&type=type80260-651480085&hsimp=yhs-002&hspart=sz&im1=2271357391&gdpr=1#id=11&iurl=http%3A%2F%2Fcourses.bitesizebio.com%2Fwp-content%2Fuploads%2F2024%2F07%2Fcritical-analysis-of-an-article-course-1.jpg&action=click

Ibarra, H., Rattan, A. and Johnston, A. (2018) 'Satya Nadella at Microsoft', Harvard Business Review.

Livermore, D. (2015) Leading with Cultural Intelligence. New York: AMACOM.

Northouse, P. (2022) Leadership: Theory and Practice. 9th edn. London: Sage.

Rockstuhl, T. et al. (2011) 'Beyond general intelligence: Cultural intelligence and leadership effectiveness', Academy of Management Learning & Education, 10(3), pp. 392–420.

Schultz, H. and Gordon, J. (2011) Onward: How Starbucks Fought for Its Life Without Losing Its Soul. New York: Rodale.

ThePhoto de PhotoAuthor este licențiată sub CCYYSA.