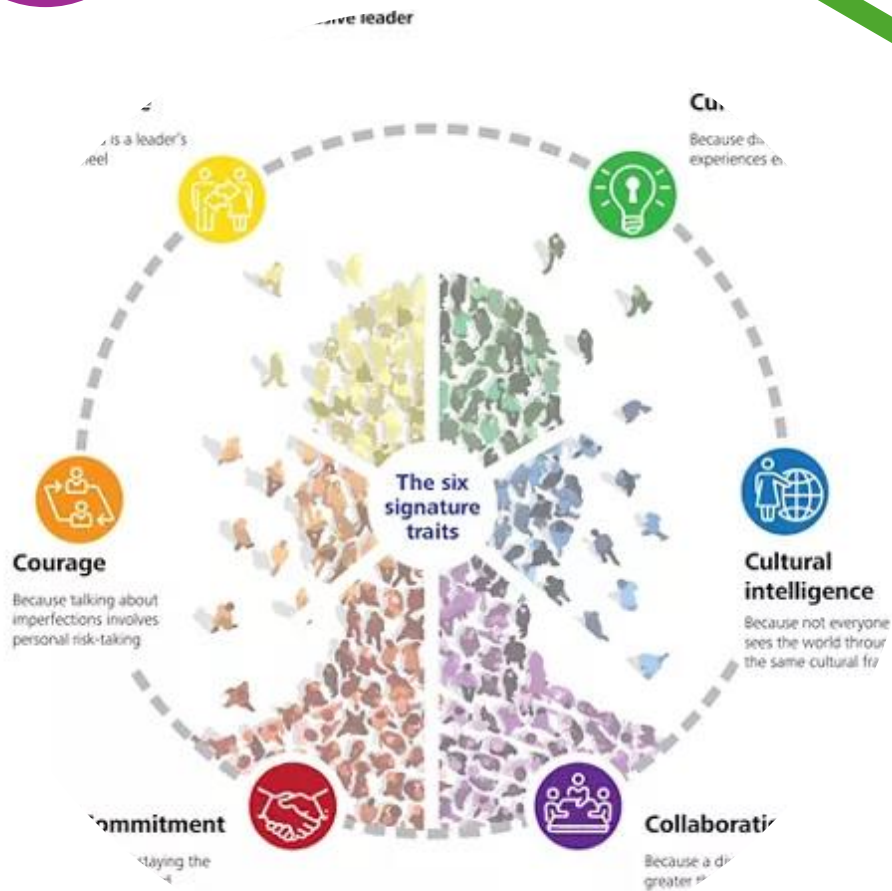


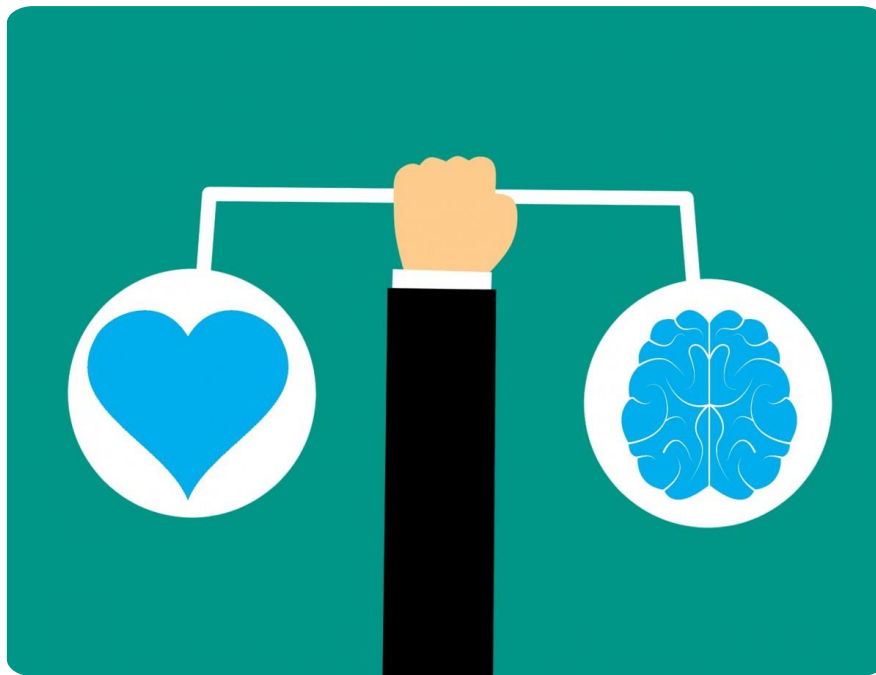


The Importance of Emotional and Cultural Intelligence in Leadership

A Critical Analysis Based on Edith Heard's Leadership Perspective

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Introduction and Context

- Edith Heard (Director-General, EMBL) emphasizes that contemporary leadership relies on emotional awareness and cultural comprehension, particularly in collaborative and international research settings (Goleman, 1998; Earley & Ang, 2003).
- This presentation provides a critical assessment of:
- Emotional Intelligence (EI)
- Cultural Intelligence (CQ)
- It employs theoretical frameworks and business case studies to illustrate their significance in effective leadership.

Emotional Intelligence: Concept and Relevance

Emotional Intelligence pertains to the ability to identify, comprehend, and regulate emotions in both oneself and others.

El empowers leaders to:

- Establish trust and foster robust relationships
- Effectively handle conflicts
- Inspire and involve employees
- Edith Heard's emphasis on empathy and active listening is closely aligned with leadership grounded in Emotional Intelligence (Goleman, 1998; Mayer, Salovey & Caruso, 2004) .



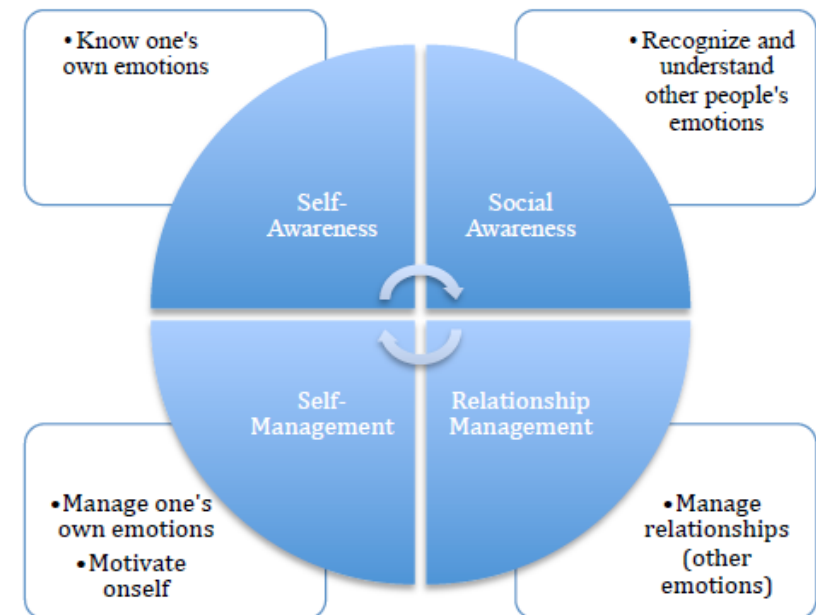
EI Models & Critical Evaluation

Goleman's Framework

- Self-awareness, self-regulation, motivation, empathy, and social skills

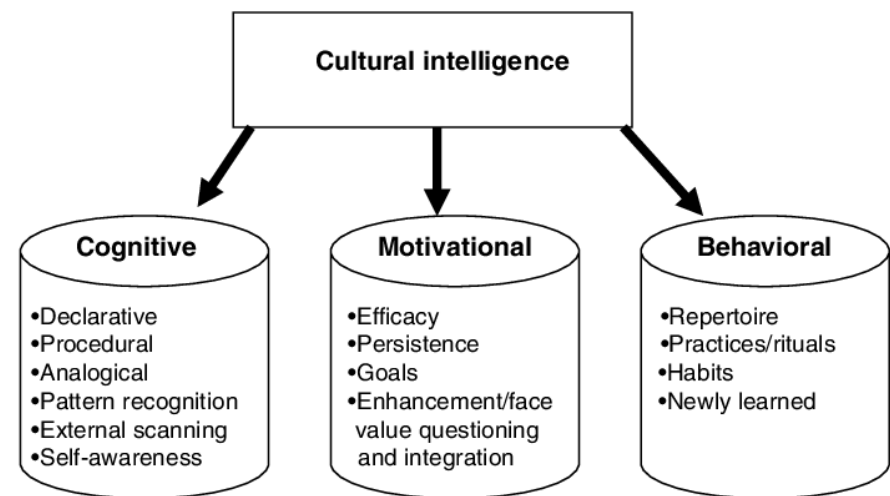
Mayer & Salovey's

- Framework Ability-based emotional processing
- Critical assessment
- ✓ Highly relevant to leadership
- ✗ Issues with measurement and conceptual overlap (Goleman, 1998; Ashkanasy & Daus, 2005)



CQ Model & Critical Evaluation

- Earley & Ang's CQ Model
- Metacognitive
- Cognitive
- Motivational
- Behavioural
- Critical evaluation
- ✓ Highly relevant to global leadership
- ✗ Necessitates ongoing experiential learning (Earley & Ang, 2003; Ang et al., 2007).



Cultural Intelligence (CQ): Concept

- CQ: the ability to operate successfully in culturally diverse settings (Earley & Ang, 2003).
- Crucial in:
 - International teams
 - Cooperative leadership
- Embodies Heard's multicultural background



Integrating EI & CQ in Leadership

- EI → emotional intelligence and trust
- CQ → cultural competence and inclusivity
- Combined effects:
 - Enhanced teamwork
 - Minimized disputes
 - Improved outcomes in diverse groups (Rockstuhl et al., 2011).



Cross-Cultural
Empathy



Empathetic
Communication

Global Connection

Conrad Da Cunha



Business Example Satya Nadella (Microsoft)

- Established a leadership culture centered on empathy.
- Transitioned Microsoft from a focus on internal competition to one of collaboration.
- Results: Enhanced innovation
- Boosted employee engagement
- Robust global performance Emotional Intelligence emphasis: Empathy and social skills (Goleman, 2013; Nooyi, 2019).

Business Example Indra Nooyi (PepsiCo)

- Exhibited exceptional emotional intelligence (EI) and cultural intelligence (CQ) while leading a global organization.
- Highlighted the importance of cultural sensitivity and engagement with stakeholders.
- Effectively managed a variety of international markets.
- Focus on EI and CQ: Emotional awareness and adaptability to different cultures (Nooyi, 2019).



Business Example : Google Project Aristotle

- Research has identified psychological safety as a crucial factor in enhancing team effectiveness.
- Leaders who possess high emotional intelligence (EI) promote open communication and foster trust.
- This approach is particularly effective in diverse and collaborative teams.
- The emphasis on EI involves emotional awareness and the cultivation of trust (Duhigg, 2016) .



Business Example : Unilever

- A robust dedication to inclusive and culturally aware leadership.
- Leadership development emphasizes the management of global, multicultural teams.
- This has led to:
- Sustainable growth
- A strong employer reputation
- Cultural intelligence focus: Behavioral and cognitive cultural intelligence(Unilever, 2022) .
-





Link Back to Edith Heard

- Horizontal leadership embodies:
- Elevated emotional intelligence (empathy, active listening)
- Enhanced cultural intelligence (multicultural sensitivity)
- Emotional intelligence and cultural intelligence are essential in cooperative scientific and business settings (Heard, 2022) .

Conclusion



- Emotional Intelligence (EI) and Cultural Intelligence (CQ) are critical competencies for effective leadership.
- Theoretical models offer robust support for these concepts.
- Empirical evidence from the business sector validates their practical significance.
- Leaders who do not possess EI and CQ may face diminished effectiveness across various contexts.

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