

Emotional Intelligence and Cultural Intelligence in Effective Leadership

Leadership and Management Theory and Practice
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Individual Presentation

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Introduction

- Modern organisations operate increasingly within culturally diverse global environments.
- Leadership success depends upon interpersonal and cross-cultural competencies today
- Emotional intelligence improves workplace relationships and employee engagement significantly.
- Both capabilities enhance collaboration, communication and organisational performance.
- Presentation evaluates theories, applications and leadership implications critically.



Understanding Emotional Intelligence

- Emotional intelligence involves recognising, understanding and managing emotions effectively.
- Leaders use emotional awareness to strengthen workplace relationships successfully.
- Emotional regulation supports calm decision-making during organisational challenges.
- Empathy helps leaders understand employee concerns and workplace expectations.
- Emotional intelligence significantly influences successful leadership performance (Goleman, 1997).



Goleman's Emotional Intelligence Model

Table 1: Goleman's Five Emotional Intelligence Components

Component	Leadership Contribution
Self-awareness	Recognises emotional influences on leadership decisions
Self-regulation	Controls reactions during workplace pressure effectively
Motivation	Maintains commitment towards organisational goals
Empathy	Understands employee feelings and expectations
Social Skills	Builds communication and collaborative relationships

EMOTIONAL INTELLIGENCE

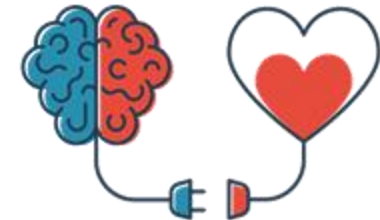


- Goleman identified five dimensions supporting successful leadership effectiveness.
- Self-awareness enables leaders understanding emotional influences on workplace behaviours.
- Motivation encourages persistence despite workplace challenges and uncertainty.
- Emotional intelligence remains central within contemporary leadership responsibilities (Craft, 2024).

Critical Evaluation of Emotional Intelligence

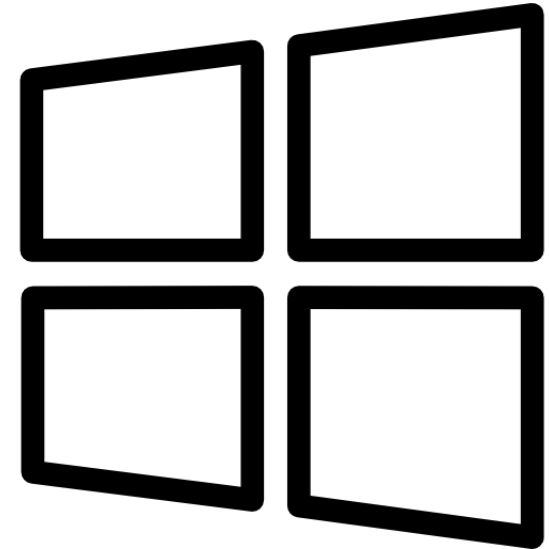
- Emotional intelligence improves communication, trust and employee engagement levels.
- Employee satisfaction often increases under emotionally intelligent leadership.
- Measurement reliability remains debated among emotional intelligence researchers.
- Leadership outcomes demonstrate significant emotional intelligence benefits (Gerhardt, Bauwens and van Woerkom, 2025).
- Future workplaces increasingly require emotionally intelligent leaders (Saha et al., 2023).

Emotional Intelligence



Business Example – Microsoft

- Satya Nadella transformed Microsoft through empathy-focused leadership approaches.
- Leadership style prioritised learning, inclusion and employee development.
- Employees experienced greater trust, engagement and workplace commitment.
- Collaborative culture encouraged innovation and organisational transformation.
- Leadership training increasingly incorporates emotional intelligence development (Atobatele and Okonkwo, 2024).



Understanding Cultural Intelligence

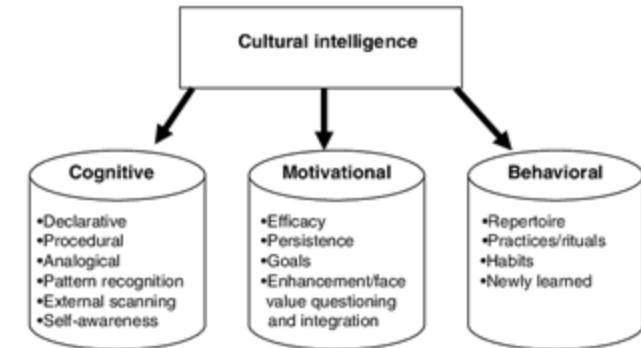
- Cultural intelligence enables effective functioning across diverse cultural environments.
- Globalisation increases demand for culturally intelligent organisational leaders.
- Leaders require understanding of differing values and behaviours.
- Cultural intelligence improves communication across diverse employee groups.
- Cultural intelligence strengthens leadership effectiveness within global workplaces (Ahmad and Saidalavi, 2019).



Earley and Ang's Cultural Intelligence Model

Table 2: Four Dimensions of Cultural Intelligence

Dimension	Leadership Benefit
Metacognitive CQ	Improves cultural awareness during decisions
Cognitive CQ	Understands cultural norms and systems
Motivational CQ	Encourages confidence during cross-cultural interactions
Behavioural CQ	Supports appropriate culturally adapted behaviour



Adapted from: https://www.researchgate.net/publication/5223211_Cross-cultural_competence_in_international_business_Toward_a_definition_and_a_model

- Cultural intelligence consists of four interrelated leadership dimensions.
- Metacognitive intelligence supports awareness during cultural interactions.
- Behavioural intelligence enables effective actions across cultural situations.
- Personality characteristics influence cultural intelligence development considerably (Ang, Van Dyne and Koh, 2006).

Business Example – Google

- Google manages diverse employees across numerous international locations.
- Cultural intelligence strengthens communication among globally dispersed teams.
- Inclusive leadership improves engagement and organisational effectiveness.
- Cross-cultural understanding reduces workplace barriers and conflicts.
- Collective cultural intelligence develops within multicultural teams dynamically (Liao and Thomas, 2025).



Business Example – Unilever

- Unilever operates extensively across culturally diverse global markets.
- Leaders adapt management approaches according to cultural expectations.
- Diverse leadership teams support broader strategic perspectives.
- Cultural adaptation supports sustainable competitive advantage internationally.
- Leadership increasingly requires cultural intelligence globally today (Živković, 2025).

Unilever Plc Statistics Manufacturing Industry / Brands			
TYPE OF COMPANY Public	FOUNDED September 2, 1929	HEADQUARTERS London, England	GEOGRAPHICAL PRESENCE Global
NUMBER OF EMPLOYEES 120,000 (As of December 2024)	STOCK EXCHANGE London Stock Exchange	CHIEF EXECUTIVE OFFICER Fernando Fernandez	CHIEF FINANCIAL OFFICER Srinivas Phatak
CHIEF GROWTH & MARKETING OFFICER Esi Eggleston Bracey	BUSINESS GROUP PRESIDENT – HOME CARE Eduardo Campanella	PRESIDENT – UNILEVER MARKETS Reginaldo Ecclesato	BUSINESS GROUP PRESIDENT – PERSONAL CARE Fabian Garcia
CEO & MANAGING DIRECTOR – HINDUSTAN UNILEVER LIMITED Priya Nair	CHIEF PEOPLE OFFICER Mairéad Nayager	BUSINESS GROUP PRESIDENT – FOODS Heiko Schipper	CHIEF RESEARCH & DEVELOPMENT OFFICER Richard Slater
BUSINESS GROUP PRESIDENT – ICE CREAM Peter ter Kulve	CHIEF SUPPLY CHAIN & OPERATIONS OFFICER Willem Uijen	CHIEF LEGAL OFFICER & GROUP SECRETARY Maria Varsellona	INDUSTRY Multinational Consumer Packaged Goods (CPG) Company
PRODUCTS Personal Care Products, Food & Refreshment Products, Home Care Products, and Other Consumer Products	SUBSIDIARIES Unilever United States, Hindustan Unilever, Ben & Jerry's, Dollar Shave Club, Seventh Generation, Shea Moisture, The Vegetarian Butcher, Kibon, Unilever Japan KK, Unilever Australia, and Other Subsidiaries	COMPETITORS PepsiCo Inc., Tyson Foods, Colgate-Palmolive, Mondelez International, Kimberly-Clark, Johnson & Johnson, Henkel, Danone, Nestlé S.A., GSK, Mars, Procter & Gamble, L'Oréal, JBS, Kellogg, BRF, and Others	BRANDS Axe, Dove, Bango, Hellmann's, Knorr, Lifebuoy, Lux, Vaseline, Sunsilk, Wall's, and Other Brands
TRADING SYMBOL LON	WEBSITE www.unilever.com		

Adapted from: <https://market.us/statistics/manufacturing-industry/unilever/>

Business Example – Starbucks

- Starbucks promotes inclusion, respect and diversity internationally.
- Leadership emphasises empathy, listening and relationship development.
- Cultural intelligence supports adaptation across different market environments.
- Organisational culture encourages collaboration and mutual respect.
- Emotional intelligence improves leadership and team effectiveness (Maldonado and Márquez, 2023).



Adapted from: <https://www.goodhousekeeping.com/uk/food/a70495597/starbucks-spring-menu/>

Emotional Intelligence and Cultural Intelligence Together

- Both intelligences strengthen leadership effectiveness within modern organisations.
- Cultural intelligence enhances adaptation across diverse workplace environments.
- Combined capabilities strengthen collaboration, trust and engagement outcomes.
- Integration supports innovation, inclusion and organisational performance improvements.
- Multicultural teams create opportunities alongside significant challenges (Young, 2021).



Personal Leadership Development Reflection

- I demonstrate communication strengths supporting workplace collaboration effectively.
- Emotional self-awareness remains important for future leadership development.
- Greater empathy may strengthen employee trust and engagement.
- Continuous learning supports stronger leadership capability development.
- Social experiences influence leadership development and relationships (Piccirillo et al., 2021).



Conclusion

- Emotional intelligence strengthens leadership effectiveness and workplace relationships.
- Cultural intelligence supports leadership within diverse organisational environments.
- Effective leaders combine emotional awareness with cultural adaptability.
- Business examples demonstrated practical organisational benefits successfully.
- Modern leadership increasingly depends upon emotional and cultural competencies.



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