

APPROACH 1: CLASSICAL → CONTEMPORARY → APPLICATION

(Theory-led, academically traditional)

Slide 1 – Title & Context

- Presentation title
 - Edith Heard quotation (brief context)
 - Why leadership in multicultural environments matters now
(Citation: Financial Times, 2022)
-

Slide 2 – Learning Outcomes & Structure

- What the presentation will do:
 - Critically evaluate EI and CQ
 - Compare leadership styles and management theories
 - Apply to multicultural organisational contexts
 - Outline of sections
-

Slide 3 – Defining Leadership & Management

- Distinction between leadership and management
 - People-centred vs task-centred approaches
 - Introduce idea that EI and CQ blur this boundary
(Citation: Northouse; Mintzberg)
-

Slide 4 – Classical Management Foundations

- Fayol's 14 Principles (select 4–5 most relevant: unity of command, equity, esprit de corps, authority)
 - Critical note: mechanistic vs human focus
(Citation: Fayol)
-

Slide 5 – Management Assumptions About People

- McGregor's Theory X and Theory Y
- Link Theory Y to empathy and trust
- Brief introduction to Theory Z (collectivism, long-term commitment)
(Citations: McGregor; Ouchi)

Slide 6 – Leadership Styles Spectrum

- Autocratic
- Democratic/Participative
- Transformational
- Servant leadership
- Critical comparison: suitability in multicultural contexts
(*Citation: Lewin; Bass; Greenleaf*)

Slide 7 – Emotional Intelligence (EI): Concept & Model

- Definition of EI
- Goleman's five-component model
- Link EI to leadership styles (e.g. democratic, servant)
(*Citation: Goleman*)

Slide 8 – Critical Evaluation of EI

- Strengths: empathy, trust, motivation
- Limitations: measurement validity, cultural universality critique
- EI vs personality debate
(*Citations: Goleman; Antonakis*)

Slide 9 – Cultural Intelligence (CQ): Concept & Model

- Definition of CQ
- Earley & Ang's four dimensions
- Distinction from emotional intelligence
(*Citation: Earley & Ang*)

Slide 10 – Critical Evaluation of CQ

- Strengths: cross-cultural adaptability
 - Risks: stereotyping, superficial competence
 - Training transfer challenges
(*Citations: Ang et al.*)
-

Slide 11 – Integrating EI, CQ & Leadership Styles

- Mapping table:
 - EI → servant / democratic leadership
 - CQ → participative / transformational leadership
 - Contrast with autocratic leadership limitations
-

Slide 12 – Business Examples (2 slides)

Examples 1 & 2:

- Google (psychological safety)
 - Microsoft (Nadella's empathetic leadership)
(Each with brief analysis + citation)
-

Slide 13 – Business Examples (continued)

Examples 3 & 4:

- Starbucks (cultural competence training)
 - Airbnb (inclusion governance)
-

Slide 14 – Strategy Design & Implementation

- How organisations can develop EI & CQ:
 - Recruitment
 - Training
 - Performance management
 - Link to future organisational needs
-

Slide 15 – Conclusion

- Return to Edith Heard's leadership philosophy
 - Summative judgement: EI + CQ as enablers, not guarantees
-

Slide 16 – References