

# Global leadership and management

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## Keywords

*Global Leadership & Management, Emotional Intelligence, Adaptive Leadership, Globalization trends, Ethical Decision Making, Cultural Quotient.*

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## Abstract

*This paper leverages a mixed-methods research methodology using secondary sampling data to analyze the growing global interest in cultural intelligence (CQ). The findings indicate a shift towards prioritizing cross-cultural competencies in educational and organizational settings, with studies showing that integrating CQ into business practices results in revenue growth, regulatory compliance, productivity, and efficiency. Additionally, the paper explores the critical role of adaptive leadership in navigating diverse environments and driving positive change, drawing insights from global search trends and web content analysis of top universities. By examining the intersection of adaptive leadership, CQ, and educational trends, the paper aims to provide valuable insights for leaders, educators, and decision-makers navigating today's landscape.*

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## Introduction

Global leaders and managers collaborate with diverse teams and stakeholders, encompassing various demographics, education levels, genders, sexual orientations, and cultures. While emotional intelligence (EI) is essential for leadership success (Wicks, Nakisher, & Grimm, 2023), cultural intelligence (CQ) is equally crucial. CQ enables leaders to navigate cross-cultural communication effectively, understanding nuances in styles, nonverbal cues, and norms (Ang et al., 2007). This prevents misunderstandings and fosters productive relationships, vital in today's diverse business environment.

Leaders must adapt their management styles to align with different cultural contexts. Failure to do so can harm morale, productivity, and the bottom line. Adaptive leadership is the most effective style in a global context. Adaptive leaders act as change agents. This leadership style emphasizes flexibility and the ability to adjust to changing environments, including cultural and communication challenges. Adaptive leaders analyze situations and innovate to support global objectives, benefiting from charismatic and transformational qualities (Heifetz, 2009).

Cultural intelligence enables adaptive leaders to tailor their leadership, decision-making, and problem-solving to cultural expectations. This skill fosters cohesive, high-performing multicultural teams by promoting inclusivity, cultural awareness, and diversity (Bersin, 2019). Such leaders create environments where team members from different backgrounds can collaborate and contribute unique perspectives (Heifetz, 2009). This paper explores global leadership and management, focusing on adaptive leadership and cultural intelligence. It includes studies by the author to highlight the global interest in CQ and discuss its implications for global leadership and management.

## Literature Review

### What is global leadership and management? How do they intertwine?

Heifetz (2009) views leadership as guiding and inspiring individuals to achieve common goals, especially in dynamic environments. Adaptive leadership is crucial for navigating uncertain situations, requiring flexibility, resilience, and the ability to adjust strategies. This approach helps leaders address challenges, seize opportunities, and drive positive change.

Management focuses on efficiently coordinating resources and processes to meet objectives. High-performing leaders often exhibit adaptive traits and cultural intelligence (CQ), enabling them to navigate diverse cultural contexts effectively.

Ethical decision-making is critical in leadership, requiring alignment with ethical principles and consideration of stakeholders' impacts. This adds complexity to the challenges leaders face in a globalized

world. Cultural intelligence involves understanding and adjusting to diverse cultural perspectives. Adaptive leaders use CQ to identify challenges, mobilize resources, and implement changes.

In summary, the interplay of adaptive leadership, management, cultural intelligence, and ethical decision-making is essential. Leaders with strong CQ, adaptive skills, and ethical awareness can navigate organizational changes and contribute to sustainable leadership practices, crucial for success in diverse environments (Heifetz, 2009).

### What is adaptive leadership?

As Heifetz (2009) states, adaptive leadership is an essential approach in guiding organizations and teams through complex and ever-changing environments. It involves not only navigating challenges but also embracing opportunities for growth and positive change. In contrast to traditional leadership styles, adaptive leadership focuses on flexibility, resilience, and the ability to adjust strategies based on evolving circumstances.

The essence of adaptive leadership lies in the below four components (conceptual figure further below), each playing a crucial role in fostering effective leadership and management,

- **Diagnosing Challenges:** Identify and understand various challenges and opportunities within an organization, including existing issues, potential obstacles, emerging trends, and new cultures (Heifetz, 2009).

- **Adapting Strategies:** Exhibit flexibility and innovation in response to diagnosed challenges, being open to change, exploring new approaches, and adjusting tactics to align with evolving circumstances. Cultural sensitivity is crucial (Heifetz, 2009).

- **Effective Communication:** Convey goals, changes, and expectations clearly to all stakeholders. Transparent communication fosters trust, collaboration, and alignment. Understanding different cultural communication styles is beneficial (Heifetz, 2009).

- **Executing Solutions:** Implement solutions and drive progress towards goals, taking decisive action, monitoring progress, and adjusting as needed for successful outcomes. Cultural differences may influence solutions, requiring adaptation (Heifetz, 2009; Vaheed, 2018).

Heifetz (2009) highlights that the four components of adaptive leadership are interconnected, each influencing and supporting the others. Effective communication conveys the need for adaptive strategies identified through diagnosing challenges, while executing solutions relies on adapting and communicating effectively. Chughtai (2005) emphasizes that adaptive leadership not only improves individuals' confidence in managing change ("change self-efficacy") but also brings other related benefits. In summary, adaptive leadership is crucial for guiding organizations through dynamic environments. By embracing flexibility, fostering effective communication, and implementing adaptive strategies, leaders can navigate challenges, seize opportunities, and drive positive change.

### What is cultural intelligence?

Menabney (2019) maintains that Cultural Intelligence (CQ) denotes the capacity to comprehend and interpret the behaviors and norms inherent to diverse cultural contexts, facilitating enhanced efficacy in intercultural interactions and endeavors. There are many variations of CQ models, but often any such breakdown tends to involve the below components.

- **Intrinsic motivation** - Actual desire to understand cultural differences and communicate properly across cultures.

- **Ability and knowledge** - Depth of understanding regarding various cultures and proficiency in comprehending cross-cultural dynamics and nuances.

- **Implementation and adaptation** - Aptitude in implementing cross-cultural practices, as well as adapting to new and changing cultural dynamics (Menabney, 2019).

Soon Ang and Linn Van Dyne (2007) posit that cultural intelligence is comprised of the below four components (Ang, 2007).

- **CQ Drive:** Motivation to understand and adapt to diverse cultures.
- **CQ Knowledge:** Understanding cultural differences and similarities.
- **CQ Strategy:** Ability to adjust behavior in multicultural contexts.

- **CQ Action:** Demonstrating effective behaviors in cross-cultural interactions.

Cultural Intelligence Center (2024) suggests that the order of the components is important, as they imply a logical progression. For example, motivation (CQ Drive) can drive individuals to seek knowledge (CQ Knowledge) about cultural differences, which then enables them to develop strategies (CQ Strategy) for effective interaction, leading to appropriate actions (CQ Action) in cross-cultural situations.

Below is a conceptual diagram that highlights the four components and their interactions. Livermore (2010) would argue an iterative nature is apparent by continual improvement to improve one's cultural intelligence with learning and experience.

### How does cultural intelligence compare?

Below is a summary table comparing basic tenets, common intelligence assessments and the approximate year each intelligence concept came into popular society.

Attributes	Traditional Intelligence (IQ)	Emotional Intelligence (EI)	Cultural Intelligence (CQ)
<b>Basic tenets</b>	Logic, reading and math comprehension, technical skills, problem solving, memory	Identify emotions, self-awareness, control emotions, influence emotions, emotional empathy, relationship management	Identify culturally related attributes, understand differences, cultural empathy, adaptability, cultural knowledge
<b>Common intelligence assessments</b> <i>(not comprehensive)</i>	Stanford-Binet Intelligence Scales Wechsler Adult Intelligence Scale (WAIS) Raven's Progressive Matrices	Emotional Quotient Inventory (EQ-i) Emotional Capital Report (ECR) The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)	Cultural Intelligence Scale (CQS) Multicultural Personality Questionnaire (MPQ) Cultural Intelligence Assessment (CQA)
<b>Approximate year of origin</b>	Early 1900s	Early 1990s	Early 2000s

### Interest Concepts Comparison Table (Table 1.0)

**Note:** Adapted from *Assessments* (Cultural Intelligence Center, n.d.), *Cultural Intelligence* (Earley & Mosakowski, n.d.), *Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance* (Ang et al., 2007, p. 335), *The A to Z of IQ Testing: Everything You Need to Know* (Bright Pine Behavioral Health, n.d.), *Emotional Capital Report (ECR)* (Consortium for Research on Emotional Intelligence in Organizations [CREIO], n.d.), *Emotional Quotient Inventory (EQ-i)* (CREIO, n.d.), *Cultural Intelligence Scale* (Carnegie Mellon University, n.d.), *Emotional intelligence (EI)* (Salem Press Encyclopedia of Health, 2023), and *The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)* (CREIO, n.d.). Copyright by Cultural Intelligence Center, Harvard Business School Publishing, Management and Organization Review, Bright Pine Behavioral Health, Carnegie Mellon University, Salem Press Encyclopedia of Health, and CREIO.

### Research Methodology

#### Mixed Methods Research Approach

This study employs a mixed methods research approach, integrating both quantitative and qualitative secondary research methodologies to provide a comprehensive analysis of the interest and academic incorporation of cultural intelligence (CQ). The combination of these methods allows for a more robust examination of the trends CQ compared to emotional intelligence (EI).

#### Quantitative Analysis: Google Trends Research

To quantitatively gauge the interest in cultural intelligence over time, data was extracted from Google Trends. Google Trends provides a proprietary "interest score" that measures the relative popularity of search terms over time, normalized on a scale from 0 to 100. A score of 100 represents peak popularity, while lower scores indicate reduced interest. The analysis focused on search trends from 2006 to 2023, comparing global trends with those in the United States and the United Kingdom.

The data extraction involved the below.

- **Data Collection:** Monthly normalized interest scores for the search term "cultural intelligence" were collected from Google Trends for the global context, United States, and United Kingdom.
- **Aggregation:** To identify annual trends, the monthly scores were aggregated to provide a yearly interest score. This approach offered a directional indication of interest over the examined period.

The quantitative results are presented in a line chart, providing a visual of the changing interest in cultural intelligence across geographic regions.

### **Qualitative Analysis: Top 10 University Web Content Analysis**

Complementing the quantitative analysis, a qualitative web content study was conducted on the top 10 universities as ranked by U.S. News & World Report for 2022 – 2023. This analysis aimed to assess the prevalence and accessibility of course offerings related to cultural intelligence and compare it with emotional intelligence, given its established academic presence.

The qualitative research involved the below.

- **Selection of Universities:** The top 10 universities according to U.S. News & World Report rankings were chosen for the study.
- **Web Content Analysis:** University websites were examined for mentions of CQ and EI in their curricula and related materials. This included course descriptions, program overviews, and other relevant educational content.
- **Categorization:** Universities were categorized as High, Medium, or Low based on the visibility and extent of references to CQ and EI.

The qualitative results are displayed in a conceptual grid, highlighting the extent to which CQ and EI are integrated in these top universities.

### **Integration of Quantitative and Qualitative Data**

The mixed methods approach provides a multi-faceted perspective on the interest and academic presence of cultural intelligence. The quantitative Google Trends analysis offers empirical data on search interest over time, while the qualitative university web content analysis provides contextual understanding of academic incorporation. Together, these methods provide a comprehensive view of the growing importance of cultural intelligence in both public interest and academic settings.

### **Limitations**

The limitations of this study include the reliance on the accuracy and completeness of Google Trends data and university web content. Google Trends data is subject to the limitations of its proprietary algorithm and normalization process. Similarly, the web content analysis is dependent on the availability and visibility of relevant information on university websites, which may not fully capture all course offerings and academic focus areas.

By addressing these limitations and employing a mixed methods approach, this study aims to provide a well-rounded analysis of the trends and academic integration of cultural intelligence.

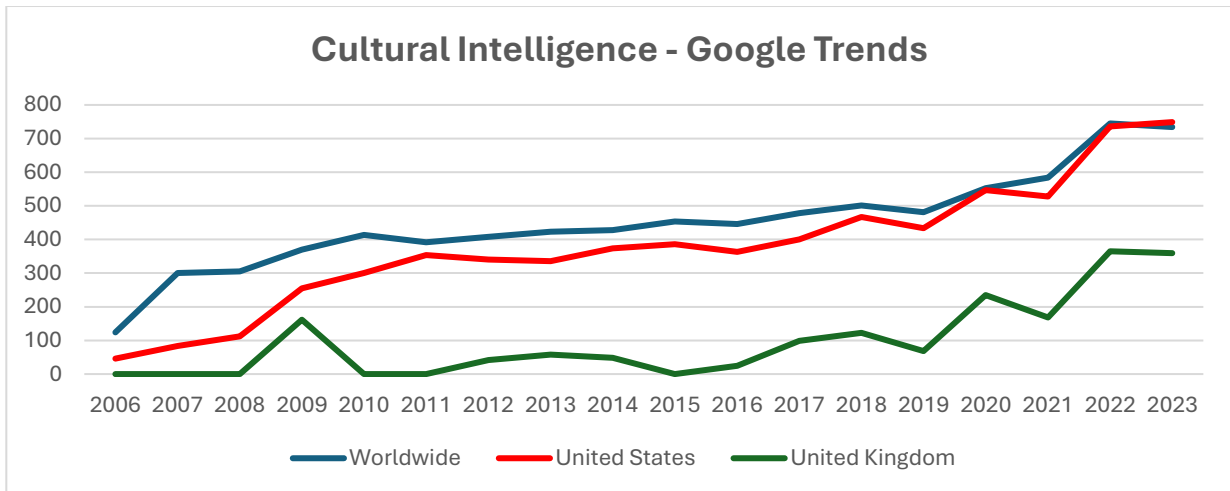
### **Findings / Results**

#### **Is the interest in cultural intelligence increasing?**

##### **Global search trends**

Anecdotal evidence suggests growing interest in cultural intelligence. To quantify this, we use Google Trends, which shows search trends and interest by geographic area through a proprietary "interest score." This score, normalized on a 0-100 scale, represents peak popularity (100) or lower interest (closer to 0) for a given month (Google Trends, n.d.). These scores were then aggregated to get a total score representing the entire year in question.

Below is data extracted from Google Trends that compares a global trend to that in the United States and the United Kingdom, from 2006 – 2023. Google breaks out the data by month. To present the data as annual trends, the normalized interest scores were simply aggregated to give a directional indication of interest. Shown below is the resulting line chart (Google Trends, n.d.).



**Google Trends - Cultural Intelligence interest trends (Figure 1.2)**

**Note.** Adapted from *Google Trends - Cultural Intelligence* (Google LLC, n.d.). Copyright by Google LLC.

As shown in the table and line chart, there is a clear direction worldwide as well as in the US and UK highlighting a growing interest in cultural intelligence. The UK's magnitude of growth is not at the same level as seen worldwide and in the United States but is still growing.

Based on the Google Trends analysis, the following implications are evident:

- **Global Awareness and Importance:** Increasing interest in cultural intelligence highlights its growing global recognition and priority due to globalization, diversity initiatives, and cultural sensitivity.
- **Regional Variations:** Interest levels vary by region, with higher scores in areas focusing on cross-cultural communication, diversity management, or global leadership.
- **Educational and Training Opportunities:** Rising interest creates opportunities for institutions to offer programs on cultural competence, enhancing cross-cultural understanding and global business strategies.
- **Awareness and Advocacy:** Platforms like Google Trends can promote cultural intelligence, encouraging diversity and inclusion discussions and policies across various sectors.

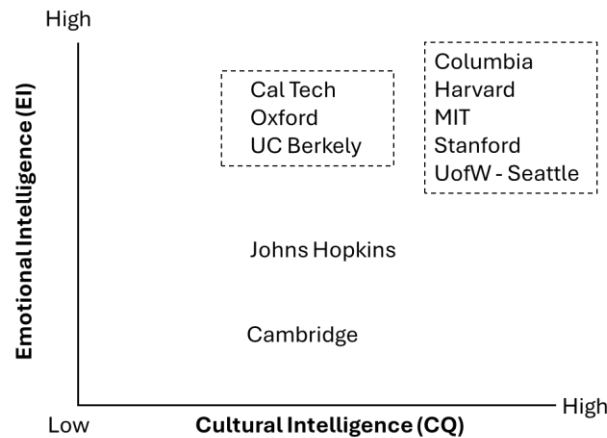
Overall, the implications highlight the increasing significance and/or interest of cultural intelligence in a global context and the opportunities and challenges it presents for individuals and organizations seeking to thrive in diverse and multicultural environments.

### Universities curriculum trends

In addition to monitoring global search trends, the increasing interest in cultural intelligence (CQ) is also evident in university curricula. This study evaluates the top 10 universities' course offerings related to CQ and compares them with emotional intelligence (EI), using the 2022-2023 rankings by U.S. News & World Report (2022, September 14).

The results are presented in a conceptual grid below, categorizing universities as High, Medium, or Low based on the visibility of CQ and EI in their curricula. High ratings indicate clear, accessible courses or mentions of CQ and EI as educational goals. Medium ratings denote mentions in courses, programs, or research, while Low ratings indicate minimal references.

This study supports the global search trends but acknowledges limitations due to the reliance on universities' online metadata. The focus was on initial search results, assuming pertinent information would be prominently featured.



### Top 10 Universities - Quadrant Chart Emotional Intelligence and Cultural Intelligence availability in offerings (Figure 1.3)

**Note:** Adapted from *Dish and Discuss 8/2* and *TUWien Supply Chain Management for Technology Organizations* (California Institute of Technology, n.d.a, n.d.b), *Sponsored Leadership Development Program* (Fung Institute for Engineering Leadership, n.d.), *Enhancing Students' Cultural Intelligence* (Harvard Business School Alumni Bulletin, n.d.), *Emotional Intelligence in Leadership and Harvard Professional Development Programs* (Harvard University, n.d.a, n.d.b), *Global Leadership Program* (International House Berkeley, n.d.), *Diversity education opportunities and search results for "cultural intelligence"* (Johns Hopkins University, n.d.a, n.d.b), *Cultural awareness in global business and MIT course aids social connection for better relationships, happiness* (Massachusetts Institute of Technology, n.d.a, 2024), *Cultural intelligence in the workplace* (Penn State DuBois, n.d.), *CQ Style: Working with Other Cultures and Personal development courses* (Stanford Health Care, n.d.; Stanford University, n.d.a, n.d.b), *Organization and Leadership Catalog and Organization and leadership courses* (Teachers College, Columbia University, 2014-2015, n.d.), *Cultural exchange, Emotional Intelligence, English Language Programmes: Themes and Course Dates, Inter-Communication, and Kinds of intelligence* (University of Cambridge, n.d.a, n.d.b, n.d.c, n.d.d, n.d.e), *EQ and You* (University of California, Berkeley, 2022), *Emotional intelligence (online) and Nimble Skills Accelerator with Creo* (University of Oxford, n.d.a, n.d.b), *Competencies* (University of Washington, 2016), and *2022-2023 Best Global Universities Rankings* (U.S. News & World Report, 2022, September 14).

Based on the web content study of the top 10 global universities and the Google Trends analysis, the following implications are evident:

- **Increasing Interest in Cultural Intelligence:** Both studies suggest a growing recognition of cultural competence's importance in today's interconnected world, indicating individuals and organizations value skills related to understanding and navigating cultural diversity.
- **Potential for Curriculum Expansion:** The increasing interest in cultural intelligence, as seen in Google Trends, suggests educational institutions may expand curricula to include more content on cultural awareness, sensitivity, and adaptability. This could lead to new programs or the integration of cultural intelligence into existing courses across disciplines, such as those at Columbia University's Teachers College.
- **Promotion of Existing Classes:** Universities may prioritize promoting and increasing the visibility of existing courses that incorporate cultural intelligence. This could involve highlighting these courses in marketing materials, encouraging enrollment, and providing resources for instructors, as well as improving metadata placement in online catalogs (Putranto et al., 2018).
- **Alignment with Emotional Intelligence:** While cultural intelligence is gaining traction, it is not as widely recognized as emotional intelligence in educational settings. However, the comparison indicates potential for further growth and integration of cultural intelligence concepts, similar to the rise of emotional intelligence in recent years (Menabney, 2019).

## Discussions and Conclusions

### The critical role of adaptive leadership and cultural intelligence in modern management

In today's globalized and ever-changing environment, management and leadership must evolve to meet new challenges. Adaptive leadership and cultural intelligence are essential components that enable leaders to navigate difficulties. Adaptive leadership, developed by Heifetz and Linsky, involves addressing complex challenges and thriving in uncertain environments. It is particularly useful in crisis management and situations requiring innovation, contrasting with traditional leadership that relies solely on authority and established solutions (Heifetz, 2009).

Cultural intelligence (CQ) is the ability to relate effectively to multicultural environments by understanding and adapting to different cultures and behaviors while managing one's assumptions and thought processes. Effective leadership requires high cultural intelligence (CQ). When combined, adaptive leadership and cultural intelligence significantly enhance a leader's effectiveness in diverse and dynamic environments.

Adaptive leadership and cultural intelligence are critical skills for leaders. Adaptive leadership allows for navigating complexity and driving innovation, while cultural intelligence ensures respectful and effective engagement with diverse cultures.

### Does cultural intelligence impact the performance of global leaders?

A major study on business students' academic performance found a positive relationship between emotional intelligence (EI) and cultural intelligence (CQ). EI had a stronger positive effect on performance, while CQ had a negative impact (Van der Linden, 2021). This suggests that EI is a key performance differentiator, whereas CQ was not beneficial (Putrantoa, 2018). This may be due to the study's limitations, such as the academic system's design, which may not prioritize CQ in performance evaluations. Courses might not emphasize cultural aspects, making CQ less relevant to assessments. Future research should explore how different educational structures impact the development and assessment of CQ.

David Livermore, a CQ expert, states, "Cultural intelligence and emotional intelligence emerge from the same theoretical framework, which says intelligence is not confined to a single source in the brain; it's found in various areas of our cognitive functioning" (Livermore, 2024). EQ predicts success in familiar settings, while CQ is crucial for adapting and building trust in diverse environments.

A recent meta-study of over 18,000 participants confirms that CQ is a stronger predictor of effectiveness in multicultural contexts, though EQ remains valuable and is enhanced when combined with CQ for inclusive leadership. The study highlights that motivational and metacognitive CQ are essential for job satisfaction and performance in culturally diverse workplaces. It also emphasizes the need to consider how CQ works with other abilities like EI, with CQ being more helpful in diverse cultures and EI crucial for understanding and managing emotions (Schlaegel, 2021).

Additional studies suggest a positive correlation between increased CQ and business performance, such as the examples below.

- **Indirect Connection to Improved Financial Returns:** McKinsey & Company's Diversity Matters report highlights a 35% higher likelihood of financial success for organizations embracing diversity, indirectly indicating the significance of CQ in managing diverse teams (Hunt, 2015).

- **Increased employee efficiency:** Research by Bersin by Deloitte emphasizes that CQ-focused companies show improvements in employee efficiency, readiness for change, innovation leadership, and enhanced coaching and leadership development (Bersin, 2019).

- **Potential improved revenue:** Livermore's Forbes article mentions a study where 92% of companies with CQ training experienced increased revenues within 18 months, along with improved international expansion and talent retention (Livermore, 2010). However, the original study source couldn't be located.

In conclusion, the rising global interest in cultural intelligence highlights its growing importance in diverse environments due to globalization and diversity initiatives. Continued focus on CQ enhances cross-cultural understanding, business outcomes, and inclusive practices. Integrating cultural intelligence and adaptive leadership into organizational and educational frameworks is essential for effective management today. Organizations should include these competencies in leadership development, hiring, and promotion to better manage multicultural teams. Firms can leverage CQ for improved cross-cultural negotiations and

customer relations, boosting market share and financial performance. Educational institutions should expand curricula to include cultural intelligence and adaptive leadership courses, preparing future leaders. Policymakers should promote diversity and inclusion policies mandating training in these areas to support smoother international collaborations and reduce cultural misunderstandings. This will enable leaders to navigate diverse and dynamic environments effectively, improving organizational performance and societal harmony.

- **Increasing Global Interest in Cultural Intelligence:** Google Trends shows a notable rise in global interest in cultural intelligence (CQ), indicating its growing importance due to globalization, diversity initiatives, and cultural sensitivity awareness.
- **Regional Differences in CQ Focus:** Regional analysis, particularly between the U.S., the U.K., and global trends, reveals differing priorities such as cross-cultural communication and diversity management, emphasizing the need for region-specific CQ approaches.
- **Educational and Training Implications:** The rising interest in CQ creates opportunities for educational institutions and training providers to expand curricula on cultural awareness and adaptability, enhancing cross-cultural understanding and collaboration.
- **Promoting Awareness and Advocacy:** Google Trends data can raise awareness and promote CQ as a critical competency, encouraging discussions, initiatives, and policies for diversity, inclusion, and cultural awareness across sectors.
- **Comparing Cultural and Emotional Intelligence:** While CQ is gaining traction, it is not yet as recognized as emotional intelligence (EI) in education. However, there is significant potential for integrating CQ into mainstream education.

### Limitations and Direction for Future Research

Cultural intelligence (CQ) is a recent addition to intelligence-based frameworks and is increasingly recognized in leading global universities. However, there is significant potential for further understanding and application.

Future research should explore CQ's direct impact on outcomes such as revenue, productivity, customer satisfaction, efficiency, and reduced regulatory risks. While CQ improves intercultural communication, targeted studies are needed to quantify its financial and compliance benefits. Industries like global markets, tourism, hospitality, and international trade stand to gain from high CQ, which also helps organizations navigate complex environments and build positive relationships with authorities.

Studying organizations that integrate CQ can reveal best practices for revenue growth, regulatory compliance, productivity, and customer satisfaction. This empirical evidence is crucial for decision-makers to see the strategic value of CQ development in academic curricula and organizations. Research should include qualitative, quantitative, case studies, and longitudinal approaches to deepen understanding in this field.

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