

Case Study 5- Cultural Intelligence
Moyosore Okesola
Beulah Heights University

Case Study 5- Cultural Intelligence

Cultural intelligence is a leader's ability to "function effectively across national, ethnic, and organizational cultures" (Livermore, 2010, p.4). The increase in world globalization has brought about increased cultural diversity in many organizations thus making leadership a more complex and multifaceted task [CITATION Gan16 \l 1033]. The increased cultural diversity in organizations has necessitated leaders to develop cross-cultural leadership skills that would enable them to interact and deal with people from various cultures and ethnic backgrounds[CITATION Oan14 \l 1033].

George (2015) explains that one of the important skills needed by cross-cultural leaders is cultural curiosity. Cultural curiosity enables a leader to explore various cultures with the purpose of understanding how they function and how they affect the different individuals in the organization [CITATION Geo15 \l 1033]. In addition to cultural curiosity, a leader in the 21st century should endeavor to develop a global mindset. Global mindset involves a leader understanding the attitudes, perceptions, and feelings of the different cultures represented in their organization and using this understanding in relating to people of other cultures [CITATION Smi12 \l 1033].

As portrayed in case study 12.1 by Scandura (2016), Brian was faced with a cross cultural situation. It is obvious that the American assertive style of questioning used by Brian is not favorably welcomed in the Chinese culture. There is a need for Brian to critically assess the situation and take necessary steps to alleviate the issues that have arisen as a result of the situation. In order to do this, Brian can take the following steps:

1. Brian should investigate and find out the reasons for the actions taken by Chan Ling. This he can do by asking questions and seeking information about the Chinese culture and how the Chinese react to situations as this. Brian should also find out how best to appease a Chinese man.

2. Next, Brian should propose to have a meeting with Chan Ling. At this meeting, Brian should respectfully explain his actions particularly stating that his questioning was in no way directed at humiliating Chan Ling. He should offer his apologies to Chan ling and possibly explain that the difference in cultures is the reason for the misunderstanding.
3. Brian should then offer Chan Ling his job back making sure to utilize the strategies he found out about appeasing a Chinese man. Brian should further encourage Chan Ling by telling him about the plans that would be put in place to prevent a reoccurrence of the situation.
4. On the organization's part, there should be the active training of staff particularly the leaders in the area of cultural diversity and cross-cultural leadership. The knowledge of cross-cultural leadership affords a leader the ability to lead in a multicultural setting without stepping on anyone's toes [CITATION Oan14 \l 1033].
5. Finally, on Brian's part, he should develop an attitude of cultural curiosity. In his future travels, he should endeavor to interact with the locals in the society in order to have a feel of their culture and thus be better equipped to deal with the people of that culture. George (2015) suggests that when leaders travel around the world, instead of consistently boarding in international hotels, they should consciously endeavor to also stay in local hotels and eat at local restaurants. This gives them the opportunity to learn more about the culture in that environment.

References

Dorfman, P. W., & Mobley, W. H. (2003). *Advances in global leadership* (Vol. 3). Amsterdam:

JAI.

Gandolfi, F., & Stone, S. (2016). Clarifying leadership: High-impact leaders in a time of

leadership crisis. *Review of International Comparative Management*, 17(3), 212-224.

George, B. (2015). The new global leaders. *People & Strategy*, 38(2), 26-30.

Livemore, D. (2010). *Leading with cultural intelligence: The new secret to success*. New York,

NY: Amacom.

Oana Simona, H. (2014). Cross-cultural Leadership. *Manager*, 19(1), 45-52.

Scandura, T. A. (2016). *Essentials of organizational behavior: An evidence-based approach*.

Thaousands Oaks, CA: Sage.

Smith, M. C., & Victorson, J. (2012). Developing a global mindset. *People & Strategy*, 35(2),

42-51.