

Synopsis 1:

What leads to cultural intelligence?

**Original Publication by Kerri Anne Crowne**

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In today's globalized economy, it is increasingly important for company leaders and their employees to have greater cultural awareness and aptitude to succeed in fast-paced, international business environments. In her article, "What leads to cultural intelligence," Kerri Anne Crowne of Widener University explores the concept of "cultural intelligence," which consists of "the ability to interact effectively in multiple cultures" (Thomas & Inkson, 2004). Not only does she expand on what it means to have this skill, but Crowne also studies factors and experiences that increase cultural intelligence ("CQ"), and how businesses can cultivate the extra expertise.

Four key components contribute to multiple intelligence: meta-cognition, cognition, motivation, and behavior. Meta-cognition refers to the individual's ability to acknowledge and control deep information processing skills and emotions, particularly in ambiguous environments, while cognition refers to one's ability to utilize cultural awareness in information processing. Motivation refers to an individual's interest in cross-cultural interaction, and behavior refers to the actual ability to communicate and act effectively in more ambiguous environments. Varying types and degrees of cultural and international exposure can affect these CQ components in different ways.

Using data collected from business school students and business organizations, Crowne studied the four key components of CQ in relation to different exposure variables. Factors that affect exposure level can include amount of time spent in a different country as well as the number of countries one has visited abroad. Not only did she find evidence that individuals who have been abroad have higher levels of cultural intelligence, Crowne also found that the depth of exposure increases cultural intelligence. Going abroad for employment and education also showed greater levels of CQ than simply vacationing, as well as the level of awareness of the importance of CQ (which positively correlates with amount of higher education).

Finally, Crowne suggests ways for companies and institutions to support the cultivation and growth of effective CQ. Greater support of collegiate study-abroad opportunities, as well as sponsored international internship career exposure, were both highlighted as opportunities for CQ cultivation. Crowne also suggested using more training programs for international experiences, with effective targeting of people already inclined to high CQ levels. Expanding employee expatriation and international assignments can also increase a company's CQ competence, and global leadership development through more extensive training and culture exposure is highly suggested for companies headed in an

international direction. Overall, Crowne's article highlights the importance of actively increasing global and cultural awareness and understanding in the workplace to better meet the demands of a diverse, connected world.