Cultural intelligence in global leadership: A model for developing culturally and nationally diverse teams. Unpublished doctoral dissertation, Regent University. Deci, E. L., & Ryan, R. M. (1985). From experience to experiential learning: Cultural intelligence as a learning capability for global leader development. Academy of Management Learning and Education, 8, 511–526. Ng, K.Y., Ramaya, R., Teo, T. M. S., & Wong, S. K. (2005). Cultural intelligence: Its potential for military leadership development. Paper presented at the 47th International Military Testing Association, Singapore. Oolders, T., Chernyshenko, O. S., & Stark, S. (2008). Cultural Intelligence. Knowing what makes groups tick is as important as understanding individuals. Successful managers learn to cope with different national, corporate, and vocational cultures. You see them at international airports like Heathrow: posters advertising the global bank HSBC that show a grasshopper and the message “USA—Pest. China—Pet. Northern Thailand—Appetizer.” Cultural intelligence: an outsider’s seemingly natural ability to interpret someone’s unfamiliar and ambiguous gestures the way that person’s compatriots would. Cross-Cultural Skills consist of a broad set of skills instrumental for intercultural effectiveness, specifically: relational skills; whether you enjoy talking and interacting with people from other cultures. How To Develop it: Cross-cultural skills are best developed through experiential learning, e.g. through studying or working in a foreign culture where you can practice these skills through trial-and-error. The development of these skills is accelerated when one is equipped with the appropriate cultural knowledge that was developed earlier. We take a people first approach to business on this blog—whether we’re discussing operations, entrepreneurship, leadership, IT, healthcare, globalization or economics. Read Less. Print.