
Cultural Intelligence: A crossroads attention of global players to leverage differences

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Abstract:

Cultural Intelligence (CI) – a new domain of intelligence has immense relevance to the increasingly global and diverse workplace. Cultural Quotient (CQ) is one's capability to grow personally through continuous learning and good understanding of diverse cultural heritage, wisdom and values, and to deal effectively with people from different cultural background. However, the significant and most challenging parts of other cultures are hidden. Business is becoming irreversibly global now a days and to increase the sustainable competitive advantage of the organisation in present scenario, CI can be utilized as leveraging tool. This paper through secondary data survey, explores the impact of culture Intelligence on business by giving an overview on what is CI. The paper then, taking certain practical examples, analyses how culture and eventually CI affect success graphs of organisation in cross-cultural trade practices that form the basis of doing business with foreign clients, negotiating with a potential joint venture partner, dealing with relationships between expatriate and local colleagues, creating effective teams and virtual teams and building truly global organisations out of country level operations that have local relevance. Etc.

The second part of the paper discusses how few good organisations perceive CQ as a success mantra for themselves. It also discusses how to identify a culturally intelligent person and like people with different personalities, different CQ level can also be classified into six categories.

Unlike EQ(Emotional quotient) and IQ (intelligence Quotient) CQ can be improved and developed at any stage of life. Contrary to the commonly held view that national cultural differences are becoming less important largely as a result of globalisation, this paper argues that understanding cultures is becoming increasingly important. Further, it is contended that many organisations are vastly under estimating the importance of the so-called cultural intelligence among their local workforces, and as a consequences they are in danger of compromising their performance

Key words : Cultural intelligence, Cultural Quotient, Globalisation, Merger and Acquisition, cross cultural sensitivity

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Introduction:

Globalization with accelerated growth of transport and communication technology, "the world is not getting smaller"- but it has gotten smaller. Very few businesses can escape the need to deal with foreign colleagues, clients or customers. Individual's career decisions are no longer based on nationalism; young people increasingly want to work for the IBMs, GEs, Citigroups, Sonys or Nestles etc. on world's map. For these companies, cultural diversity exists right in their midst, among staff and clients. In a recent US study, 19 of the 20 most globalised companies had foreign sales in excess of 50 per cent of total sales and operated in 50 countries or more, fifty per cent or more of all staff were foreigners. Business is now international and if an organization wants to develop and grow it needs to harness the potential an international stage offers.

Though key position holders in global organisations are well versed in communication through English - a global language, most of the organizations in fact are now investing heavily in providing their staff with language lessons in order to be able to crack foreign markets. Yet the staff members are facing difficulty in collaborating with other nations effectively. The result is that many of the mergers or partnership of individually successful companies, which were earlier predicted as marriages made in heaven faced a disaster of separation or huge decline in their success graph.

According to International Labor Organization, 70% of business ventures worldwide fail due to cultural differences. Here lies the answer of many complicated business situation where even with no strategic planning, IQ's and emotional stability alone can work. "CI" (Cultural Intelligence) is a new but prominent domain which is seeking attention now a days for improving the probability of success in cross- nations business. Rapid globalisation has made international experience and cross-cultural competence increasingly valuable to business managers. There are some observers that claim that through air travel and the World Wide Web as well as trade agreements, immigration and business alliances, we are all becoming more closely connected - Economically, Geographically, Politically and Culturally and this new found intimacy has lead to a greater

understanding of "the other" and as a result our cultural differences are in fact diminishing. However, in reality the opposite is true. As we come together our cultural differences become accentuated.

Literature Review:

Responding to this need, Earley and Ang (2003) developed the construct of cultural Intelligence (CI) based on contemporary theories of intelligence (Sternberg, 1986). They define **"Cultural Intelligence as an outsider's seemingly natural ability to interpret someone's unfamiliar and ambiguous gestures the way that person's compatriots would."**

CQ is a multidimensional construct targeted at situations involving cross-cultural interactions arising from differences in race, ethnicity, and nationality. According to Earley and Ang (2003), there are three core elements of CQ, such as **metacognition and cognition, motivation, and behavior** (Earley, et al 2006). The cognitive facet (thinking, learning, and strategizing) refers to information-processing aspects of intelligence and it is conceptualized using self-concept theory (Earley, 2003). The second facet of CQ refers to its motivational aspect (efficacy and confidence, persistence, value congruence and affect for the new culture). Cultural intelligence reflects self-concept and directs and motivates adaptation to new cultural surroundings (Earley and Peterson, 2004). The behavioral aspect of CQ (social mimicry, and behavioral repertoire) suggests that adaptation is not only knowing what and how to do (cognitively) and having the motivation, but also the response needed for a given situation in one's behavioral repertoire. Thus, CQ reflects a person's ability to acquire or adapt behaviors appropriate for a new culture (Earley and Peterson, 2004). But this concept is still in its infancy and needs more research to develop theoretical constructs.

Broadly and simply put, "culture" refers to a group or community with which you share common experiences that shape the way you understand the world. The same person, thus, can belong to several different cultures depending on his or her birthplace; nationality; ethnicity; family status; gender; age; language; education; physical condition; sexual orientation; religion; profession; place of work and

its corporate culture. And **corporate culture-** is the collective behavior of people using common corporate vision, goals, shared values, beliefs, habits, working language, systems, and symbols. It is interwoven with processes, technologies, learning and significant events. In addition, different individuals bring to the workplace their own uniqueness, knowledge, and ethnic culture. So corporate culture encompasses moral, social, and behavioral norms of your organization based on the values, beliefs, attitudes, and priorities of its members.

At the heart of communication difficulties or miscommunication is the culture which is frequently making major impact. Even apparent similarities can conceal hazards when two cultures interact. For example, many people believe that the UK and USA are very similar because of the language, but in reality, collaboration between the two countries often breaks down because they have very different approaches to doing business. Understanding different cultural communication styles (from language to eye contact to technology) helps to communicate more effectively. By identifying common ground, you can avoid stereotyping and conflict. Organisations and people who develop a perceptive and sensitive approach to cultural differences can win successful outcomes and lasting mutual respect. According to Gallop Poll report in Diversity Inc., only 32% of whites work with members of other ethnic groups, compared with 72% of African-Americans and 59% of Latinos. More disturbing, 60% of Americans say they feel unpleasant thoughts or emotions when they encounter people of different cultures. This figure varies little by race, with 60% of whites, 58% of African-Americans and 52% of Latinos holding that view. Company culture is very important, for it correlates to a company's strategy and employees' performance (O'Reilly, 1989). With the fast development of cross-border M&A and other kinds of foreign direct investment (FDI), cross-cultural management becomes a key process because of cultural differences and conflicts. More and more enterprises pay much attention to these differences and conflicts (Wang & Jiang, 1998). The concept of cultural integration of M&A was put forward by Gu & Xue, (2004). Some companies benefit from cultural integration in cross-border M&A, such as GE (Ni & Wang, 1999; Xu, Wang & jin, 2000; Jiao & Yang, 2002). North American CEOs are especially daunted by the difficulties associated with doing cross-border

deals. They worry more than their peers in other regions – but, in the survey, two concerns were particularly clear. Fifty-three percent of North American CEOs – 10 percentage points more than the global average – are nervous about failing to maximise the full value of cross-border M&As. This shows that leaders and managers must be able to support diverse employees effectively and leverage these differences by becoming more culturally intelligent. (UNCTAD: World Investment Report 2005: Transnational Corporations and the Internationalization of R&D)

Some managers are better than others when it comes to understanding how to do business in different cultural contexts or some people are socially intelligent in their own settings but ineffective in culturally novel ones. Now what makes some people more effective than others in cross cultural situations? It may be that people who are ineffective in cross cultural situations fail to recognize that different behavior patterns must be displayed. Or, they recognize that their behavior must change, but they don't understand when to do what. Alternatively, people who are ineffective in cross-cultural situations may be aware of what they need to do, but are unable to exhibit different behaviors. It can be said that variation of level of Cultural Intelligence in people is responsible for it.

Cultural Intelligence a woven thread in the fabric of Business world

Cultural intelligence is assets that can help organisations to avoid embarrassing mistakes, doing major business blunders in terms losing partnerships, expatriate failure, customer dissatisfaction, managing and working with teams, negotiating with foreign clients. It can also be a key factor for doctor's and student's efficiency level as well. The culturally uninitiated business consultant has been the source of many hilarious blunders in product naming and launching history like:

Products and brands:

- Language is the common medium of conversation but differ in different countries. In some cases some words and some phrases- carry different meaning in different

countries for example - Homely means friendly and comfortable in U.K. but plain and ugly in USA. When Pepsi-Cola slogan – 'Come alive with Pepsi' translated into German 'as come out of the grave'.

- The fast food giant McDonald's spent thousands on a new TV ad to target the Chinese consumer. The ad showed a Chinese man kneeling before a McDonald's vendor and begging him to accept his expired discount coupon. The ad was pulled out due to a lack of cultural sensitivity on McDonald's behalf. The ad caused uproar over the fact that begging is considered a shameful act in Chinese culture.
- Pizza has a great acceptance in Argentina, but not Pizza Hut. The kind of pizza most often consumed is thin-crust, and is sold in various branded and unbranded pizza parlors at different price ranges. Pizza Hut just did not translate the emblem of Italian pies for Argentineans. Dunkin Donut is another example of highly successful brand that had poor results when exported to Argentina
- The American Sunbeam Corporation once launched a new product for the German market, a beautiful curling iron which it called 'Mist Stick' from the Clairol product line. Clairol's culturally unintelligent advisers apparently did not know that 'mist' is German slang for dung. The German market did not appreciate a 'dung' or 'manure' stick in its hair, with or without the curls, and the new product was appropriately, and hygienically, buried in dust.

There are few companies who have successfully launched their product by changing the names with respect to the culture. Like Sedal shampoo in Argentina was Seda in Brazil and Sunsilks in Mexico and the countries in Andean areas. Procenex – a floor washing liquid in Argentina was Veja in Brazil. The sweetener Equal in Brazil and Andean area was called Canderel in Mexico and NutraSweet in the rest of continents

Doing business with foreign clients

Cross-border mergers and acquisitions (M&A) play an important part in foreign direct investment (FDI). In this process involved enterprises encounter cultural differences and conflicts. How to integrate these cultural differences and eliminate the conflicts becomes an important issue for the enterprises where people with high CI can generate more positive results. CEOs continue to believe that cultural and financial issues are the biggest barriers to successful deal-making. 43% of the total respondent were concerned about cultural conflicts as a reason behind it. Jeremy Sutcliffe, CEO, Sims group Ltd. says that where mergers/ acquisition are concerned, cultural fit is the number one criterion. Following example may help the idea about how cultural conflicts or cultural insensitivity in merger creates unavoidable problems. In the period of up to the Daimler-Chrysler merger, both firms were performing well (the profitable German and American automaker), and there was a widespread expectation that the merger will be successful (Cook 1998). Stockholders in both overwhelmingly approved the merger and the stock prices and analyst predictions reflects optimism. Performance after the merger, however, was entirely different. In the months following the merger, the stock price fell by roughly one half since immediate post merger high. The Chrysler division, which had been profitable prior to the merger began to losing money shortly afterwards and was expected to do so for several years. In addition, there were significant layoffs at Chrysler following the merger (that had not been anticipated prior to the merger). Differences in culture between the two organizations were largely responsible for this failure (Vlasic and Stertz 2000). Operations and management were not successfully integrated as "equals" because of the entirely different ways in which the Germans and Americans operated: while Daimler-Benz's culture stressed a more formal and structured management style, Chrysler favored a more relaxed, freewheeling style (to which it owed a large part of its premerger financial success). In addition, the two units traditionally held entirely different views on important things like pay scales and travel expenses. As a result of these differences and the German unit's increasing dominance, performance and employee satisfaction at Chrysler took a steep downturn. There were large numbers of departures among key Chrysler executives and

engineers, while the German unit became increasingly dissatisfied with the performance of the Chrysler division. Chrysler employees, meanwhile, became extremely dissatisfied with what they perceived as the source of their division's problems: Daimler's attempts to take over the entire organization and impose their culture on the whole firm. Many more such examples are available in the business world history to support the importance of cultural understanding and to do so importance of culturally intelligent people who are responsible to take vital decisions behind these focal moves.

Customers

In August 2006 Wal-Mart announced that it was selling all the 85 of its hypermarkets to Metro (German retail giant). This marks the end of Wal-Mart's German adventure which began in 1997 with the acquisition of Wertkauf; reasons were again lack of cultural intelligence in top officials of Wal-Mart as the top management refused to acknowledge the differences in customer behavior in Germany when compared to its US customers. Wal-Mart stores are designed for customers who are willing to spend lot of time shopping. But in Germany, the shopping hours are shorter: Shops close by 5 PM on weekdays, and no shopping on Sundays. This meant that customers don't have the habit of spending lots of time in a store - wandering around for the things they need. Coupled with this problem, German customers do not like to be assisted by Wal-Mart's friendly store assistants. Germans prefer to do their own search for bargains. Wal-Mart got its store merchandising wrong: Germans like to see the advertised discount products upfront - without having to ask the store assistant. This implies that the discount products must be placed at the eye level. Instead Wal-Mart chose to use its US style merchandise display strategy - where premium priced products are kept at eye level and discount products are kept at higher shelf or in the bottom racks. This irritated the German shoppers. Wal-Mart also got its store inventory wrong, Wal-Mart stocked its store with clothes, hardware, electronics and other non-food products were given much bigger floor space than food products, and as a result more than 50% of the revenue was from non-food products. But other German retailers stock more of food products. For example for Metro, food products constitute more than 75% of the revenue. The biggest mistake of Wal-

Mart was to ignore the local culture, local buying habits and impose an American boss on its German operations. The first head of German operations was an expat from the USA - who did not understand Germany or its culture and insisted that all business operations be carried out in English language (Arun kottolli, Tuesday, Aug 15, 2006)

Another relevant example which can be quoted from the recent survey published in the Observer. 51% of UK consumers stated that they were appalled by call centres outside the UK. Further research conducted by Communicaid in the summer of 2006 has revealed that call centre agents' lack of cultural understanding and the ability to empathise was the main restraining factor in communication between offshore call centres and UK-based consumers. The training that employees receive in call centres continues to focus primarily on language and places little emphasis on culture which is simply no longer sufficient. Employees of contact centres need to take the next step in their development so as to communicate more effectively with people from other cultures and therefore improve overall customer satisfaction and experience. What they need is cultural intelligence (CI) because CI is the missing ingredient that could facilitate the promised higher levels of customer service, improved rates of customer retention and, ultimately, enhanced cost savings. This has been now increasingly recognised by contact centres.

Expatriate

Unfortunately, most managers are required to do business globally *without* preparation. They begin by floundering, at the cost of their productivity—having 50 percent failure rate for expatriate assignments. They are simply chosen for important overseas assignments on the basis of their outstanding performances on the previous nation projects done by them. But success within our own cultural comfort zone is no indicator of CQ, says Professor Christopher Earley, the chair of organisational behaviour at the London Business School. "The people who are socially the most successful among their peers often have the greatest difficulty making sense of and then being accepted by cultural strangers. Those who fully embody the habits and norms of their native culture may be the most alien when they enter a culture that is not their own." It was proposed by Early and Ang

(2003) in their study that CI can determine the level of cross-cultural adjustment's reflects a person's ability to acquire or adapt behaviours appropriate for new culture (Early and Peterson, 2004)

Approximately 30 to 50 percent of US expatriates with the average compensation package is \$250,000 annually are considered marginally effective by their firms (Copeland & Griggs, 1985). One of the major reasons of expatriates' failures was that they did not adjust themselves into host country's environment (Caligiuri, 2000; Shaffer & Harrison, 1998). Stone-Romero, Stone and Salas (2003) argued that individuals often receive poor performance evaluations when they have a different cultural background, do not understand cultural differences in role expectations, and do not confirm to role expectations. Individuals who have elaborate cultural schemas, should have more accurate understanding of role expectations (Soon Ang, Linn, Christine, 2007). For human resource managers in headquarters and subsidiaries, it is critical to arrange appropriate people to certain position, and then provide appropriate cultural training courses that can enable expatriates to promote Cultural Intelligence so that their adjustment and consequently their overall expatriate performance can be expected to improve. (Li-Yueh Lee and Bdri Munir, 2007)

Before traveling to a country on business or working with professionals from other countries, it is imperative to take time to learn about their culture, especially with regard to business and social protocols. Similarly, when expatriates living in other cultures often spend most of their time with their own countrymen, little can be learnt about the country's culture beyond superficial observance. Both nature and nurture influence cultural intelligence, but nurture is the more important factor.

Business Negotiations

The success of international business relationships depends on effective business negotiations. In international business negotiations, cultural differences are inevitable between negotiators from different countries. Cultural values can influence these in significant and unexpected ways from the first to the last stage of a negotiation. The diversity of values of partners results in different approaches used in

the negotiation process. Expected outcomes of negotiating with executives from different cultures requires an understanding and adaptability to these differences. Culture provides the context for negotiation because it takes place within the framework of a culture's institutions and is influenced by its norms and values. Culture is a key factor affecting negotiation processes and outcomes (Brett et al., 1998). According to Salacuse (1998), negotiation practices differ from culture to culture. Culture provides the "negotiating style" – the way persons from different cultures conduct themselves in negotiating activities. Culture determines the way people perceive and approach the negotiating process. They have specific perspectives on power, time, risk, communication, and complexity. Individualist negotiators tend to engage in coercive or competitive behavior and arguments whereas collectivist negotiators emphasize relationships and problem solving (Heydenfeldt, 2000).

Regarding the recognition of cultural differences, experience doesn't seem to help much. Misunderstandings based on value differences still play an important role in negotiations even between professional diplomats (Hofstede & Hofstede 2005). Similarly, there are many cultural barriers and risks in partnerships which take place despite the experience of the partners (Hofstede & Hofstede 2005). The Western commitment to universally applied rules means a contract is binding regardless of circumstances but for people from interdependent high-context cultures changing circumstances necessitate adapting to situations (Nisbett, 2003).

Team Work and Working in Virtual Teams

Most organisations today face the challenge of recruiting and retaining a culturally diverse staff and making them work together as an effective team. Cross-discipline and cross-organizational groups are increasingly used to foster innovation, and consequently it is important to obtain synergy in the encounter between contrasting differences. It is equally important that cultural misunderstanding does not lead to unproductive conflict in the group. Especially when people have to work virtually where such misunderstandings can be high, hiring people who are high in CQ can minimise the problem up to a great extent or organisation can do effort to grow

their CQ level by giving them proper information and arranging training programme for them.

Section II

CQ Success mantra for business organisations

As business gets more global and partnerships become the way to get advantage then the potential to succeed or fail depends on the ability of organisations and leaders to understand and become competent in cross-cultural communication which require higher-order thinking; it refers to *how* we learn, not just *what* we learn. The crucial thing for any organisation to compete in present irreversible globalization and its trends is to find talented people. Otherwise develop your existing workforce and find appropriate place for them, motivate them to work efficiently and unswervingly and giving them the performance feed back in such a way that they will be able to improve their growth graphs with inclusive perseverance.

Today more organizations and individuals see CI as a competitive advantage and strategic capability, various corporations already possess an orientation toward cultural intelligence, are enjoying the benefits of hiring individuals who are culturally intelligent, and have CI as a core part of their corporate strategy. **IBM** firmly believes that cross-cultural competence is the glue that enables cohesiveness and collective performance. In the high-performance environment of the global marketplace, CI is a strategic capability of leaders and managers. Organizations and individuals who see the strategic value of CI are able to effectively leverage cultural differences for competitive advantage and achieve competitive superiority in the global marketplace. In the global scramble for talent, organizations aspire to be the employer of choice. They hope to attract, develop, and retain the best talent in their organizations. Organizations such as **Novartis and Nike** see the competitive advantage of hiring individuals who are culturally intelligent. These organizations also adopt cultural diversity as an integral part of their human resource agenda. They identify focus areas for cultural diversity and link cultural diversity and the HR business case. Culturally intelligent individuals who can respond effectively to customers from different cultures are also welcomed at **Lloyds TSB**. In fact, **Lloyds TSB**

takes the challenge of improving customer relationships so seriously that it has a diversity strategy to deal with it. The strategy has contributed to increased income streams and better cost management. Culturally intelligent individuals who are able to leverage cultural diversity to align marketing and product development with consumers can provide a competitive edge in product development and marketing strategies for consumer groups in different countries. **Levi Strauss** capitalizes on this strategy to grow its business globally. **Lufthansa** believes that culturally intelligent individuals constitute a precious organizational asset during times of crisis. At **Barclays**, culturally intelligent individuals will help the organization gain local ownership and commitment in the United Kingdom and beyond. (Joo-Seng Tan, 2004). According to Thomas and Inkson (2004), a manager who is high on CQ will, first, be *knowledgeable* about cultures and fundamental issues in cross cultural interactions; second, be *mindful* of what is going on in intercultural situation having a sensitivity to cues and an ability to interpret them; and third have a repertoire of behavioural skills that enable them to respond appropriately to different intercultural situations

IQ + EI + CI + Experience = Successful Internationals

Now that importance of high CQ among workforce is clear, the question arises how to identify a *culturally intelligent person*. In all likelihood, an individual who can demonstrate a level of CI will possess a number of characteristics, including:

Motivation and commitment, Empathy and mindfulness, an open-minded and non-judgmental attitude, an ability to question the validity of stereotypes, self-awareness, knowledge and awareness of cultural differences, an understanding of how culture affects behaviour, Excellent interpersonal and communication skills, an ability to read cultural cues, an ability to change and adapt appropriately to different situations and few more. (Declan Mulkeen, Call centre helper .com, January 2007). Personality traits have significant relationship with CQ Ang *et al.* (2004). So one can say that in any kind of situation every person has its own way of perceiving, analysing, judging and then overt presentation in terms of outer behaviour actually it

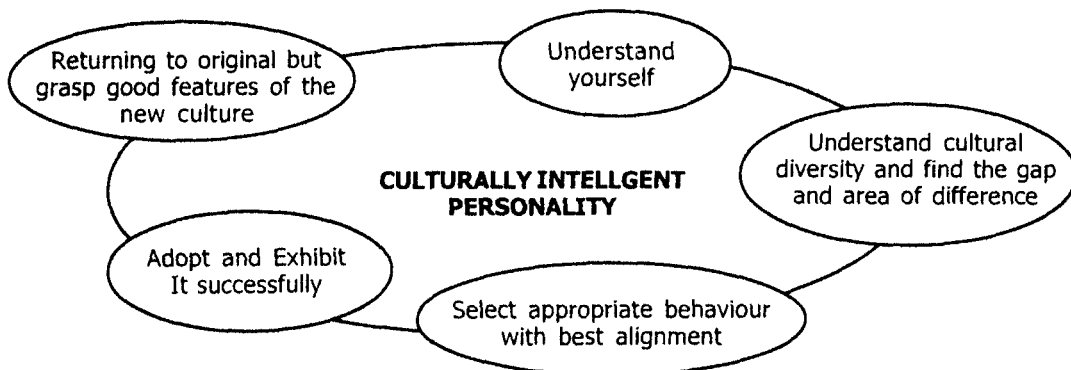
all depends on the different personality traits of any individual and successively the level of CI. Infact Earley and Mosakowski have characterised the different types of cultural intelligence into a number of profiles. Most people are a mix of these personality types:

1. **The Provincial** works well with people from a similar background but often encounters trouble when working with people from different cultures.
2. **The Analyst** makes sense of another culture's values by undertaking a variety of elaborate learning strategies. Most analysts quickly realise that they are in foreign territory and ascertain (in stages) the nature of the culture and how they should relate to it.
3. **The Natural** relies on first impressions and intuition, rather than learning, and is rarely wrong.
4. **The Ambassador** may not have good knowledge of the culture they have entered, but will convincingly and confidently communicate that they belong there. They may derive this confidence from watching what other people have done in a similar situation, and will not underestimate cultural differences.
5. **The Mimic** has a high degree of control over their actions and behaviours Mimics pick up significant cultural cues that put others at ease, for example certain gestures or expressions. Mimicry aids communication and builds trust but is not the same as pure imitation, which can often be interpreted as disrespectful.

6. **The Chameleon** possesses a high degree of cultural intelligence and is often mistaken for a native of that culture. The chameleon does not generate ripples in the culture, unlike most newcomers to foreign cultures.

Most people are a mix of two or more of these profiles, with the Ambassador and Analyst being most common. Unlike most other aspects of personality, it is possible to develop greater cultural intelligence with practice.

The good news is that while IQ is largely inborn and cannot be improved significantly by education at the secondary or tertiary level, and while EQ is largely in your hormonal secretions and family upbringing, CQ can be changed with training and experience. In other words, education can play a critical role in developing CQ. A person's CQ may be quite stable in the short run but it can be raised in the long run through training. A person can become culturally intelligent by Keeping an open mind at all times, focusing on what you hear, not what you see, admire, respect and learn from other cultures, recognising your own cultural bias and how it is different from the people you are dealing with, try to put yourself in the other person's position. Ask careful, open questions, listen to the answers and then ask questions to check your understanding. Be aware of how you act around people: some jokes, words, expressions or phrases may be offensive to people with a different background from you. Cultures and customs vary from person to person. Pay attention to everything, from tone of voice to gestures in order to increase your understanding. More you communicate with other people, the better you will become at it.



Emotional and cultural intelligence are both important for successful cross-cultural leaders to excel. Frequently, emotions and their cues do not readily translate across borders, so emotionally intelligent behaviors become conditional on what is appropriate in the cultural setting. Global leaders can make the best use of EI and maximize success when they understand and work within diverse foreign environments. This multiple intelligence framework helps to clarify adaptations to implement in leadership development programs of multinational firms.

Conclusion:

With this emergence of world as a global village no country can stay secluded from exploring benefits of cross boarder markets. Generally people think that the colossal connectivity have given them enough of awareness about global cultures and they can easily exploit the global opportunities but reality is altogether different, companies who are leaders in there nations are facing relentless failures in other countries in spite of the fact that almost every eminent role player on their behalf is well versed at conversing in English but still they are not able to understand each others standpoint or approach. Examples in the history of business world are available which point to some missing ingredient which are affecting the success rate of the big corporate strategies made by eminent corporate leaders.

Cultural Intelligence is an emerging field/domain which is attracting attention of people as a reason behind the major business blunders, it is found that people are not able to comprehend with the cultural differences among the nations or if it is detectable they are powerless to adopt it and accordingly failed to show the suitable behaviour with application to the context. Culturally intelligent people are those which have the natural ability to interpret someone's unfamiliar and ambiguous gestures of their compatriots. So it is important to identify people who are culturally intelligent or who are able to develop CI with the help of relevant training programmes or by self learning through educating themselves. By finding certain traits in the behaviour of a person it could be identified the level of CQ in any individual. On the basis of behavioural pattern, there are six personality profiles for CI: the Provincial, Analyst, Natural, Ambassador, Mimic and Chameleon

Now a days organisations are also giving due importance to CQ as they are giving to EQ and IQ they have watched it affecting: terrible product failures, expatriate failure, problematic business negotiations, awful mergers and acquisition, inability of attracting or satisfying foreign customers etc. So global or local business players does not have any chance to skip the relevance or importance of CI as an interwoven thread of fabric of successful business

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