

# The Role of Cultural Intelligence and Improvisation

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Researchers have distinguished several types of intelligence such as emotional intelligence, social intelligence, and cognitive intelligence (IQ). Emotional intelligence can be defined as a set of emotional abilities that form a level of intelligence, while social intelligence is the ability to achieve a certain social goal. Cognitive intelligence or general intelligence is the ability to grasp and solve problems. These three traditional concepts of intelligence forfeit their relevance when individuals interact with different cultures.

Cultural intelligence (CQ) is another type of intelligence defined as the individual's ability to adapt and perform effectively in new cultural context. The cultural intelligence theory which draws on Sternberg and Detterman's (1986) integrative theoretical framework of the various loci of intelligence, developed in (2003) by Earley and Ang's and focused specifically on resolving cross-cultural problems. In last decades and due to the globalization in business, managers and employees need to develop cultural intelligence to fit organizational environment and culture, where individuals react and behave differently. Earley and Ang (2003) identified four facets of CQ: (a) cognitive CQ, (b) metacognitive CQ, (c) motivational CQ, and (d) behavioral CQ.

## **Cognitive CQ**

The concept of cultural intelligence has been related to task performance in the sense that individuals who have high levels of cognitive culture intelligence were able to draw clear cultural schemas allowing them to be aware of any potential differences that may appear in an intercultural situation. Individuals who are working within a team with high level of cognitive CQ can have better task performance since they have high levels of observing, cataloging, and analyzing team member behavior.

## **Metacognitive CQ**

One of the reasons for using CQ is that it consists of an integration of cognitive and dynamic processes that incorporate the mental functioning of "metacognitive CQ" and "cognitive CQ". To organize and comprehend cultural knowledge, people use meta cognitive CQ which focuses on higher order cognitive processes. Metacognitive CQ defined as individual's consciousness of cultural indications during dealing with persons from other cultural backgrounds.

## **Motivational CQ**

Motivational cultural intelligence refers to the intellectual ability to direct attention and energy toward tasks or situations characterized by cultural differences. In the context of cross-cultural interactions, motivational CQ is a construct stemming from the stream of CQ research that represent the necessary drive to attend to interactions and the capabilities for problem-solving in the real world.

## Behavioral CQ

In the global business environment, international companies' leaders and employees need the proficiency to engage people from other cultures, values, and behavioral norms. The behavioral CQ dimension indicates to personal behaviors that a person engages in, and reflects the ability adapt behaviors suitable for a new culture.

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