Handbook of Cultural Intelligence Theory, Measurement, and Applications

Editors Soon Ang and Linn Van Dyne Foreword by Harry C. Triandis



Contents

Foreword: Cultural Intelligence	xi
Harry C. Triandis Preface and Acknowledgments	XI XV
PART I. INTRODUCTION	
1. Conceptualization of Cultural Intelligence: Definition, Distinctiveness, and Nomological Network	
Soon Ang and Linn Van Dyne	3
2. Development and Validation of the CQS: The Cultural Intelligence Scale Linn Van Dyne, Soon Ang, and Christine Koh	16
PART II. EXTENDING THE CQ NOMOLOGICAL NETWORK	
Antecedents of CQ	
3. Antecedents of the Four-Factor Model of Cultural Intelligence	
Lu M. Shannon and Thomas M. Begley	41
4. Developing Cultural Intelligence: The Roles of International	
Nonwork Experiences	
Ibraiz Tarique and Riki Takeuchi	56
5. Cultural Intelligence and International Assignment Effectiveness: A Conceptual Model and Preliminary Findings	
Kwanghyun Kim, Bradley L. Kirkman, and Gilad Chen	71
6. Top Executives and Global Leadership: At the Intersection of Cultural	
Intelligence and Strategic Leadership Theory	
Michael J. Mannor	91
7. Cultural Intelligence: A Key Success Factor for Expatriates	
Margaret Shaffer and Gloria Miller	107

CQ as a Mediator	
8. Antecedents and Consequences of Cultural Intelligence Among Short-	
Term Business Travelers	
Cheryl Tay, Mina Westman, and Audrey Chia	126
9. Cultural Intelligence as a Mediator of Relationships Between	
Openness to Experience and Adaptive Performance	
Tania Oolders, Oleksandr S. Chernyshenko, and Stephen Stark	145
10. Personality, Cultural Intelligence and Cross-Cultural Adaptation:	
A Test of the Mediation Hypothesis	
Colleen Ward and Ronald Fischer	159
PART III. CQ APPLIED TO MULTICULTURAL TEAMS	
11. Cultural Intelligence and Global Identity in Multicultural Teams	
Efrat Shokef and Miriam Erez	177
12. The Effects of Cultural Intelligence on Team Member Acceptance and	
Integration in Multinational Teams	
Jane E. Flaherty	192
13. The Effects of Cultural Intelligence on Interpersonal Trust in	
Multicultural Teams	
Thomas Rockstuhl and Kok-Yee Ng	206
14. Culture Inside and Out: Developing a Collaboration's Capacity to	
Externally Adjust	
Cristina B. Gibson and Rebekah Dibble	221
PART IV. CQ APPLIED ACROSS DISCIPLINES	
TAKI IV. CQ ATI DIED ACKOSS DISCH DINES	
15. The Challenge of Behavioral Cultural Intelligence: What Might	
Dialogue Tell Us?	
Priscilla S. Rogers	243
16. Cultural Intelligence in Counseling Psychology: Applications for	
Multicultural Counseling Competence	
Michael Goh, Julie M. Koch, and Sandra Sanger	257
17. Cultural Intelligence and Short-Term Missions: The Phenomenon of the	
Fifteen-Year-Old Missionary	
David Livermore	271
PART V. CQ AND RELATED CONSTRUCTS	
18. Social Intelligence, Emotional Intelligence, and Cultural Intelligence:	
An Integrative Perspective	
Detelin S. Elenkov and Joana R.C. Pimentel	289

19. Successful Intelligence as a Framework for Understanding Cultural Adaptation	
Robert J. Sternberg	306
20. Navigating Cultures: The Role of Metacognitive Cultural Intelligence	
Jennifer Klafehn, Preeta M. Banerjee, and Chi-yue Chiu	318
21. Social Axioms and Cultural Intelligence: Working Across Cultural Boundaries	
Kwok Leung and Fuli Li	332
22. Intercultural Competence Development and Triple-Loop Cultural	
Learning: Toward a Theory of Intercultural Sensitivity	
Dharm P.S. Bhawuk, Keith H. Sakuda, and Vijayan P. Munusamy	342
23. Contextualizing Cultural Intelligence: The Case of Global Managers	
Maddy Janssens and Tineke Cappellen	356
PART VI. COMMENTARY	
24. Thinking Intelligently About Cultural Intelligence: The Road Ahead	
Michele J. Gelfand, Lynn Imai, and Ryan Fehr	375
Appendix A: Cultural Intelligence Scale (CQS)—Self-Report	389
Appendix B: Cultural Intelligence Scale (CQS)—Observer-Report	390
Appendix C: Mini-CQS—A Short Version of the Cultural Intelligence Scale	391
About the Editors and Contributors	393
Inday	403