

Table 9.5 Dimensions of cultural intelligence

Dimensions Earley and Mosakowski (2004, p. 143)	Example	Dimensions Van Dyne et al. (2012, p. 301)	Example
Cognitive	Set goals for interactions with another culture, and plan to relate to people. Able to sense if something is going well or wrong and learn from unexpected occurrences	Metacognitive (planning, awareness, checking)	Develop action plans to deal with people from other cultures, keep track of interactions to become more aware, and adjust own interaction
		Cognitive (general and specific)	Ability to describe value frameworks across cultures as well as adopt a leadership style that suits other cultural settings
Emotional/motivational	Confident about ability to deal with other cultures even in unfamiliar situations and ability to make friends with people in other cultures and can adapt to the lifestyle of another culture	Motivational (intrinsic, extrinsic, and self-efficacy)	Enjoy interacting with other cultures and aware of value gained by working in other cultures and developing confidence to cope living with other cultures
Physical	Ability to change body language, expression, and speech style in cross-cultural situations. Ability to also change the way to act as the situation demands	Behavioural (verbal, non-verbal, and speech)	Able to pause and speak in different cultural situations and maintain adequate distance and modify ways to disagree to fit a cultural setting

Adapted from Ang et al. (Earley & Mosakowski, 2004; van Dyne et al., 2012)