Contents

Foreword: Cultural Intelligence
  *Harry C. Triandis*  xi
Preface and Acknowledgments  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
## CONTENTS

### 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

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

   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
Index 403