(Research/Review)

The Role Of Cultural Intelligence and Digital Technology In Multiplicational Leadership in the Global Era

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Abstract. In the era of globalization and digital transformation, organizations face new challenges in managing cultural diversity and technological complexity. Leaders are required to quickly adapt to the ever-changing global dynamics while fostering synergy within multicultural teams. This article aims to analyze how Cultural Intelligence (CQ) and digital technology can be integrated into a multiplication leadership model to enhance the effectiveness of global organizations. Using a qualitative approach based on literature studies, this research explores the three main dimensions of CQ—cognitive, motivational, and behavioral—as well as the application of digital technologies such as Artificial Intelligence (AI), Big Data, and virtual communication in leadership development. The findings indicate that leaders with high levels of CQ are more effective in leading multicultural teams and building harmonious cross-cultural connections. Meanwhile, the use of digital technology accelerates decision-making processes, mentoring, and collaboration within flexible and dynamic organizational structures. The integration of cultural intelligence and digital technology results in an adaptive, collaborative, and innovative leadership model. Examples of the implementation of this model in global companies such as Microsoft, Tesla, and Airbnb further reinforce the findings. This article provides practical contributions for organizations in designing training strategies and leadership models based on CQ and digital leadership to face global challenges more effectively and sustainably.

Keywords: Digital leadership; Global organization; Intelligence culture; Leadership adaptive Technology

1. Introduction
Background

In the era of rapid globalization and digital transformation , leadership experience shift significant paradigm . In the past , leadership more emphasizes hierarchy and authority , but now develop become a more leadership model inclusive , based collaboration , and adaptive to changes . In the context of this , leadership multiplication appear as a very relevant strategy For speed up growth organization . Concept This emphasize that a leader No only responsible answer on management individuals and teams , but also have role in develop and empower leader new in organization (Ferguson & Bird, 2018)

However , the challenge main in leadership in the current global era This No only related with management source Power humans , but also with ability adapt to difference culture as well as progress digital technology . Leaders now faced with the environment more and more work multicultural , cross- national, and based technology . With increasing global interconnection and growth organizations operating in various regions , leaders must own intelligence high cultural intelligence (CQ) For understand , appreciate , and adapt self with diversity culture in teams and organizations they (Earley & Ang, 2003)

In addition , the revolution industry 4.0 and the era of digital transformation have create method new in work and lead . Digital technologies such as Artificial Intelligence (AI), Big Data, virtual communication , and Internet of Things (IoT) has remodel structure organization , method taking decisions , and pattern interaction in leadership (Avolio et al., 2000) A leader who does not capable adapt with digital technology is risky lost Power competitiveness and effectiveness in manage organization . Therefore that , integration between intelligence digital culture and leadership become key main in build effective and sustainable global leadership .

This writing become the more relevant remember :

1. **Development Global Leadership**
   Modern organizations are experiencing expansion to various countries, so that need a leader who has intelligence culture For manage diversity and digital competence for utilise technology in leadership (Rockstuhl et al., 2011)
2. **Shifting Leadership Models**
   Leadership model authority - centered conventional start replaced by leadership based on collaboration and innovation . Concept leadership multiplication give profit competitive for organization in create leader new in it (Ferguson & Bird, 2018)
3. **Digitalization and Its Impact to Leadership**
   Digital technology has make it easier communication and access information , but also brings challenge like lack of involvement emotional in digital interaction and its necessity intelligence culture For manage communication cross culture in a way effective (Singh Chauhan & Thangavelu, 2024).

With consider the above factors , this article try For identify How intelligence digital culture and technology can integrated For increase effectiveness leadership multiplication in global environment .

Problem Formulation

Based on background the back that has been described , there is challenge main in leadership in an increasingly global era digitalized and multicultural . Leaders in various organization No only sued For own ability in develop leader new (leadership) multiplication) but also must capable adapt with difference culture and progress digital technology .

However , to what extent is intelligence digital culture and technology can contribute to effectiveness leadership multiplication Still become questions that need to be asked explored more in . Therefore that , research This submit a number of question the main thing that becomes focus discussion :

1. How intelligence culture (Cultural Intelligence - CQ) influences effectiveness leadership multiplication ?
2. Whether leader with high CQ level more capable manage team multicultural and accelerating development leader new in organization ?
3. How each component intelligence culture (cognitive CQ , motivational CQ , and behavioral CQ) contributes to leadership multiplication ?
4. How digital technology can support role leadership in an increasingly global environment complex ?
5. How technology like Artificial Intelligence (AI), Big Data, and virtual communication can increase effectiveness leadership in organization ?
6. Whether leadership based on digital technology can maintain aspect human in interaction leaders and subordinates ?
7. How leader can adapt style his leadership in environment hybrid or remote work based technology ?
8. How integration between intelligence digital culture and technology can increase capacity global leadership ?
9. Whether There is significant relationship between Cultural Intelligence (CQ) and Digital Leadership in context leadership multiplication ?
10. How leader can merge intelligence digital culture and competence for create a more leadership strategy adaptive , innovative , and effective ?
11. Leadership model like what is most appropriate For applied in global organization that wants to increase effectiveness leadership multiplication ?
12. Formulation problem This become foundation main in study This For understand connection between intelligence culture , digital leadership and effectiveness leadership multiplication in an increasingly global world complex and digitalized .

Research Objectives

Based on formulation the problem that has been developed , research This aiming For analyze and identify role intelligence culture as well as digital technology in leadership multiplication , in particular in context an increasingly global organization digitalized and multicultural . In specific , purpose study This is :

1. Identifying role intelligence culture in leadership multiplication .
    *   Review How Cultural Intelligence (CQ) can increase effectiveness leader in manage team multicultural .
    *   Explain how each dimension intelligence culture (cognitive CQ , motivational CQ , and behavioral CQ) contributes towards leadership strategy multiplication .
    *   Determine how far is intelligence culture influential in the process of mentoring, coaching, and development leader new in organization .
2. Analyze impact digital technology against global leadership .
    *   Researching How digital technologies such as Artificial Intelligence (AI), Big Data, and virtual communication can increase effectiveness leader in take decisions and manage organization .
    *   Review impact use technology to interaction leader-subordinate in environment work that is of a nature hybrid and remote .
    *   Identifying challenges faced leader in apply digital leadership , in particular related with aspect connectivity , transparency and humanization leadership .
3. Developing an integration strategy intelligence digital culture and technology in leadership multiplication .
    *   Designing a leadership model that incorporates intelligence digital culture and technology For increase effectiveness organizations at the global level .
    *   Developing a strategy for adapt and implement leadership based on CQ and digital leadership in various type organization (company) multinational , start-up, institution education , and sectors government).
    *   Provide recommendation for organization For develop training leadership based on intelligence digital culture and competence to be more Ready face challenges of the global era.

With achievement objective study this , it is expected the result can give contribution academic and practical in understand How leader can utilise intelligence digital culture and technology for create more organization adaptive , innovative and empowered compete at the global level.

2. Literature Review

This chapter will discuss various theories and concepts that support study this , including leadership multiplication , intelligence culture (Cultural Intelligence - CQ), digital leadership , and integration both of them in context global leadership .

Leadership Multiplication in Global Context

Definitions and Basic Concepts

Leadership multiplication is a leadership model that emphasizes development individual For become leader new in organization . Different with leadership traditional which is often of a nature hierarchical and authoritative , leadership multiplication focused on empowering and accelerating growth another leader in a system Work (Ferguson & Bird, 2018)

Draft This in line with theory leadership transformational , which focuses on inspiration , motivation , and development individual For reach objective organization (K. Keung & J. Rockinson-Szapkiw, 2013). In the era of globalization , leaders who implement approach multiplication more capable create culture collaborative , adaptive and innovative work .

Differences with Other Leadership Models

In its development , leadership multiplication own similarities and differences with a number of theory leadership other :

Leadership Model	Main Focus	Connection with Leadership Multiplication
Leadership Transformational	Inspiring and motivating individual For change big	In line with multiplication Because emphasize empowerment individual
Digital Leadership	Utilization technology in leadership	Technology can speed up the multiplication process leadership
Servant Leadership	Focus on serving member team and prioritize need they	Similar with multiplication in aspect guide and support team
Leadership Transactional	Based on incentives and relationships task	Different , because leadership multiplication more emphasize development term long than incentive moment

With see connection this , leadership multiplication can understood as leadership strategy that combines element from various leadership models that exist , with focus focus on empowerment leader new .

Intelligence Culture in Leadership
Definition of Cultural Intelligence (CQ)

Intelligence culture or Cultural Intelligence (CQ) is ability somebody For understand , adapt , and interact in a way effective with people from different cultures (Earley & Ang, 2003)In the world of global leadership , CQ becomes factor key for the leader who manages team cross culture and work in organization multinational .

Main Components of Intelligence Culture

Intelligence culture consists of from three component main :

1. Cognitive CQ
   - Understanding towards norms, values and practices different cultures .
   - Leader with cognitive CQ tall more fast in adjusting communication and decision-making strategies decision in environment multicultural .
2. CQ Motivation
   - Desire and energy For understand as well as interact with different cultures .
   - Leader with CQ motivation tall more open to diversity culture and more effective in build harmonious relationship with global team .
3. CQ Behavior
   - Ability For adapt style communication , language body , and interaction social to fit in with cultural norms certain .
   - In leadership , aspects This important For create connection strong emotional with member team from various background behind .

The role of CQ in Leadership Multiplication

A studies find that leader with intelligence high culture more effective in lead team multicultural compared to the only leader depend on intelligence emotional (EQ) . (Rockstuhl et al., 2011) This is show that a leader who wants to apply leadership multiplication in global organizations must own intelligence high culture For understand and guide team in a way effective .

Digital Technology and Global Leadership
Digital Transformation in Leadership

Digital technology has change method leadership done , from taking decision data based up to virtual communication with global team (Avolio et al., 2000) Leaders in

the digital era must own strong digital competence For utilise technology in increase productivity and effectiveness organization .

A number of technology main in digital leadership includes :

1. Artificial Intelligence (AI): Used For data analysis , retrieval decision automatic , and optimization source Power man .
2. Big Data Analytics: Allows leader For make decision more data based accurate .
3. Communication : Platforms like Zoom, Slack, and Microsoft Teams allow collaboration cross - border efficient .
4. Internet of Things (IoT): Increase efficiency operational through digital connectivity .

Impact Positive and Challenges in Digital Leadership

Aspect	Impact Positive	Challenge
Decision -making	Quick access to data for more decisions accurate	Risk dependence on AI without evaluation critical man
Team Collaboration	Make it easier Work team across countries and time zones	Lack of interaction human in virtual communication
Efficiency Operational	Automation of work processes increase productivity	security and issues privacy in use technology
Development New Leader	Learning based on technology (e-learning, virtual mentoring)	Difficulty build trust without interaction direct

From the table above , it can be seen that digital leadership offers Lots opportunity but also a challenge that must be managed with wise by the leader organization .

Intelligence Integration Digital Culture and Technology in Leadership Multiplication

along with increasing globalization and digitalization , integration intelligence digital culture and leadership become need main for global leaders . Some findings main in literature show that :

- Leader with high CQ more success in adopt and implement digital technology in effective in leadership .(Rockstuhl et al., 2011)
- Utilization digital technology makes it possible leader For expand influence , manage global team , as well as accelerate the learning and mentoring process (Alon & Higgins, 2005)
- Combination between CQ and Digital Leadership can be create a more leadership model adaptive , innovative and effective in the era of globalization (Singh Chauhan & Thangavelu, 2024)

With understanding this , research This aiming For develop leadership strategy based on integration intelligence digital culture and technology in context leadership multiplication .

3.Research Methodology

This chapter explain method research used For answer formulation problem as well as reach objective research . Research This use method Literature Review used For explore connection between intelligence culture , digital technology and leadership multiplication in context global organization .

Approach Study

The approach used in study This is approach qualitative with method Literature Review is a method research conducted in a way systematic For identify , evaluate , and synthesize results study previously relevant with topics studied .

Approach This chosen Because a number of reason :

1. Offer better understanding deep about supporting concepts and theories study this , through analysis critical to studies academics who have There is .
2. Help identify gap research gap as well as opportunity For leadership model development based on intelligence digital culture and technology .
3. Produce recommendation based on data synthesis from studies previously , so that can used as base in developing a leadership model more multiplication effective .

Data Sources and Criteria Election Literature

Study This use data source from various journal scientific and books academics who have published . For ensure credibility and quality research , literature used chosen based on criteria following :

Data Sources Used

- Journal scientific indexed (Scopus Q1-Q4, Web of Science, IEEE Xplore, and Sinta).
- Book academic related leadership , intelligence culture , and digital transformation .
- Proceedings conference international related digital leadership and global leadership .
- Report industry and white papers from institution study leading .

Criteria Inclusion

- Publication 2000 to with moment This is for ensure relevant discussion with context moment This .
- Articles that focus on leadership multiplication , intelligence culture (Cultural Intelligence - CQ), and digital leadership .
- Studies that use approach empirical , theoretical , or review systematic .
- Criteria Exclusion
- Articles that are not peer-reviewed or only in the form of opinion without support academic .
- Publication with coverage that is not relevant with focus study This .

Research Limitations

Because of research This use method Literature Review, there is a number of necessary limitations note :

1. Not using primary data – This study only relying on secondary data from research that has been done there is , so No There is interview or experiment direct .
2. Potential bias in selection literature – Decisions in choose relevant articles can influenced by subjectivity researchers , although has done with systematic method .
3. Difference methodology between study – Variations in method research used by sources literature can cause challenge in compile a complete synthesis consistent .

Literature Review Method Used in study This aiming For identify , analyze , and integrate findings academic related leadership multiplication , intelligence culture , and digital leadership . With approach this , research This expected can give contribution academic and practical in develop more leadership strategies adaptive and innovative in the era of globalization .

4.Results And Discussion

This chapter will discuss findings main from studies literature about influence intelligence digital culture and technology in leadership multiplication . Discussion will supported with example case real from global organization that has succeed apply draft This in his leadership .

Impact Intelligence Culture to Effectiveness Leadership

Influence Intelligence Culture in Global Organization

In the organization multinational , leader often face challenge difference culture , communication intercultural , and adaptation to various business norms international . In The Influence of Cultural and Structural Dynamics on Supply Chain Resilience in

Multinational Corporations show that leader with intelligence high culture more capable handle crisis in global organization because understanding they to context different cultures (Johnson, 2025)

Dimensions of Cultural Intelligence (CQ) and Their Relationships with Leadership

intelligence culture (CQ) consists of from three dimensions main contributors to effectiveness global leadership :(Earley & Ang, 2003)

CQ Dimension	Impact in Leadership
Cognitive CQ	Understanding norms and practices culture in organization multinational .
CQ Motivation	Ability For still motivated in face difference culture .
CQ Behavior	Adapt communication and action based on culture team led .

In Cross-cultural perspectives on sentiments and leadership find that leaders who have high CQ more success in build connection harmonious and improving work collaboration cross culture .(Mayer et al., 2025)

Example Real : Satya Nadella (Microsoft)

One of known leader with high CQ level is Satya Nadella , CEO of Microsoft. Since Taking office in 2014 , Nadella successfully change Microsoft's previous internal culture competitive and rigid become more inclusive , based growth , and adaptive to difference culture .

- Nadella's strategy in manage leadership based on intelligence culture :
- Promote "Growth Mindset" that drives employee For Study from different cultures and perspectives .
- Increase diversity with introduce policy more work flexible and inclusive .
- Develop cross-border mentorship program culture For support leadership multiplication .

Impact from policy This can seen from increasing mark Microsoft Corporation from $300 billion become more from $2 trillion in time not enough from One decade (Holloway, 2025)

Digital Technology as Driver Leadership Multiplication
The Role of Technology in Transformation Leadership

Digital technology has changing the leadership model in the era of globalization , by speed up the retrieval process decision , improve communication cross- border, and facilitate training as well as development leader new . Studies show that a leader who takes advantage of more digital technology capable build structure flexible and innovative organization .(Avolio et al., 2000)

In Enhancing Supply Chain Visibility and Resilience Through Information Systems Integration , companies that implement technology in leadership own level collaboration more team height and time more response fast in face market changes .(Holloway, 2025)

Types of Digital Technology that Support Leadership

Digital Technology	Benefits in Leadership
Artificial Intelligence (AI)	Help leader in taking decision data- based .
Big Data Analytics	Providing strategic insight in management organization .
Virtual Communication (Zoom, Slack, MS Teams)	Increase flexibility in global and hybrid leadership .
E-learning & Digital Mentoring	Facilitate development leader new without limitation geographical .

Example Real : Elon Musk (Tesla & SpaceX)
Elon Musk is one of the leaders who use digital technology in aggressive in manage leadership and organization . Some of the strategies implemented :
- Use of Big Data and AI in taking decision data- driven at Tesla.
- Communication direct with global teams via Slack and email , enabling taking more decisions fast .
- System leadership based on delegation technology , where the team expert given freedom in innovate but still in framework the vision set by Musk .
- As a result , Tesla and SpaceX have become leader industry in their respective fields , with growth exponential business in decade final (Alharbi, 2025)

Impact Use Digital Technology in Leadership
        Use digital technology has change landscape leadership in a way significant , enabling leaders For manage organization with more effective , data -driven , and flexible in taking decision . Implementation digital leadership is experiencing improvement effectiveness compared to with leadership model traditional . The use of AI in leadership increase productivity organization (Lazcano-García et al., 2025)
Various studies show that digital technology strengthens effectiveness leadership in aspect following :
1. Increase Accessibility Information : Leader can take decision based on real-time data.
2. More Global Collaboration Effective : Digital communication tools make it easier Work team cross culture and time zones .
3. Efficiency in Decision Making : AI and Big Data help identify trend more business and strategy accurate .
4. Team Performance Improvement : Technology support automation task administrative , enabling leader For more focus on innovation .
        Example Implementation Digital Technology in Leadership
        IBM: AI and Big Data for Decision -making
IBM has become leader in use AI and Big Data For support taking decision leadership . IBM uses digital technology for increase productivity team , (Lari & Manu, 2024)

IBM Strategy:
- AI-driven Analytics For understand pattern behavior employees and improve effectiveness organization .
- Machine Learning in HR Management For identify HR trends and optimizing management talent .
- Automation Operational For increase efficiency time taking decision .

Tesla: Utilization Digital Technology in Leadership Innovative
        Elon Musk implements system leadership based on digital technology at Tesla, where AI is used For increase production and efficiency operational . According to study , Tesla uses AI to speed up innovation , improve effectiveness taking decision (Jerjes, 2025)

Tesla Strategy:
- AI-driven Decision Making For increase efficiency chain supply .
- Virtual Collaboration Tools For support communication cross teams in various countries.
- Big Data Optimization For analyze market patterns and determine product strategies .
        Use digital technology in leadership give significant impact , increasing effectiveness , collaboration , and efficiency organization . Organizations that adopt AI, Big Data and digital communications will more competitive and adaptive in face global challenges .

Effective Implementation Strategies

Integration intelligence culture (Cultural Intelligence - CQ) And digital leadership in global organizations require a well thought out strategy . Based on study literature and examples real , three main strategies that have been proven effective in support leadership multiplication is training intelligence culture , utilization digital technology in taking decisions , and leadership models based on digital collaboration .

Training Intelligence Culture for Global Leader

One of challenge main in global leadership is manage diversity culture in organization . Organizations that invest in training intelligence culture tend experience improvement significant in collaboration cross culture and effectiveness leadership ."(Livermore & Soon, 2015)

Example Implementation : Google running the "Google's Diversity, Equity & Inclusion" program which focuses on training employees and leaders in understand as well as value difference culture in place Work . Implementation Google DEI Program give impact positive significant to effectiveness organization , especially in aspect collaboration team , innovation , productivity and satisfaction employees . This model can made into reference for other organizations that want to increase performance through integration intelligence culture in global leadership .

Usage Digital Technology in the Decision Making Process
- Example Implementation : IBM use AI and data analytics in leadership strategy For increase taking decision data- based and designing development programs leader based on technology .
- The use of AI in leadership increase efficiency decision -making .(Frimpong & Wolfs, 2024)

Building a Leadership Model Based on Digital Collaboration
- Digital collaboration makes it possible leader For create environment more work open , flexible and inclusive , where decision making decision can done in a way transparent and based participation .
- Organizations that implement leadership models digital collaborative experience improvement effectiveness collaboration (Boikanyo, 2025)
- Example Implementation : Airbnb apply system based leadership digital communication , where every employee can participate in taking decision through internal system based technology .

Integration strategy intelligence digital culture and leadership in a way significant increase effectiveness leadership in global organization .

Intelligence Integration Digital Culture and Technology in Leadership Multiplication

Intelligence integration Cultural Intelligence (CQ) and digital leadership has become factor key in to form leadership effective multiplication in the global era. In modern organizations, leaders who are able to understand difference culture at a time utilise digital technology own superiority competitive in manage team , speed up innovation , and improve effectiveness organization .

Integration of CQ and Digital Technologies in Leadership Multiplication

Leadership multiplication emphasize empowerment individual For become leader new , so organization can develop in a way sustainable . The integration of CQ and digital technology enables a sustainable leadership model This For develop more faster and more wide .

Integration Elements	Impact on Leadership Multiplication
Intelligence Culture (CQ)	Allows leader For Work effective in team multicultural , improving tolerance , and reduce conflict culture .

Digital Technology	Facilitate taking decision data -driven , accelerating communication , as well as enables mentoring and development leader virtually .
CQ & Digital Combination	Increase collaboration cross culture , building trust in global team , as well as create leadership based on innovation .

Leaders who combine CQ and digital leadership are capable increase efficiency organization .(Holloway, 2025)
Example practical Implementation of CQ and Digital Leadership Integration

Microsoft: Intelligence Integration Culture and Digital Leadership by Satya Nadella
Satya Nadella, CEO of Microsoft, has build culture inclusive digital -based that strengthens leadership multiplication at Microsoft, Nadella's strategy to increase Microsoft Innovation
Microsoft's strategy in Integrating CQ and Digital Leadership:
- Training program leadership cross culture For increase global understanding .
- Utilization of AI in taking decision For reducing cultural bias in business strategy
- AI -based digital mentoring For guide future leaders in organization .

Airbnb: Using Digital Technology for Increase Intelligence Culture in Leadership
Airbnb is one of the example successful organization merge intelligence digital culture and leadership in manage community globally . Airbnb is experiencing improvement loyalty employee after implementing leadership models CQ based and digital .(Pesonen, 2020)

Airbnb's strategy in leadership multiplication :
- Using digital platforms to communication cross culture , allows teams in different countries work more effective .
- E-learning based cultural intelligence training , ensuring leader understand difference culture customers and partners business .
- Big Data for analysis preference customers , so that can adjust business strategy with culture local .

Intelligence Integration Framework Digital Culture & Technology in Leadership Multiplication

Intelligence Culture (Cultural Intelligence - CQ)
Intelligence culture is ability For understand , adapt , and interact in a way effective with individual from various culture .
- Cognitive CQ (Understanding) Global Culture and Social Norms)
- CQ Motivation (Encouragement For Build Connection Multicultural) ,
- CQ Behavior (Ability Adapt in Cross Cultural Interaction

Transformation Digital Leadership
Digitalization has change method leader operating , starting from taking decision data based up to virtual communication .
- AI & Big Data (Help taking decision based on real-time information)
- Virtual Communication (Increase Effectiveness Collaboration in Global Team)
- Automation & E-Leadership (Hybrid & Remote Team Management with Technology)

Implementation Strategy in Organization
Organization need adopting the integration strategy of CQ and digital technology to increase effectiveness leadership .
- CQ training for Leader (Education about leadership multicultural)
- Digital Mentoring & E-learning (Utilization of AI in Development Leader)

- Hybrid and Flexible Work Models (Accommodate Diversity Culture in Digital Team)

Impact and Performance Evaluation
- Evaluation done For evaluate effectiveness application of CQ and digital technology in leadership .
- Effectiveness Leadership (Leadership based on technology & culture increase efficiency organization)
- Innovation Organization (CQ and digital leadership accelerate innovation in business)
- Environment Work Inclusive (Increase Retention Employees & Satisfaction Work)
-

Intelligence Integration Framework Digital Culture & Technology in Leadership Multiplication
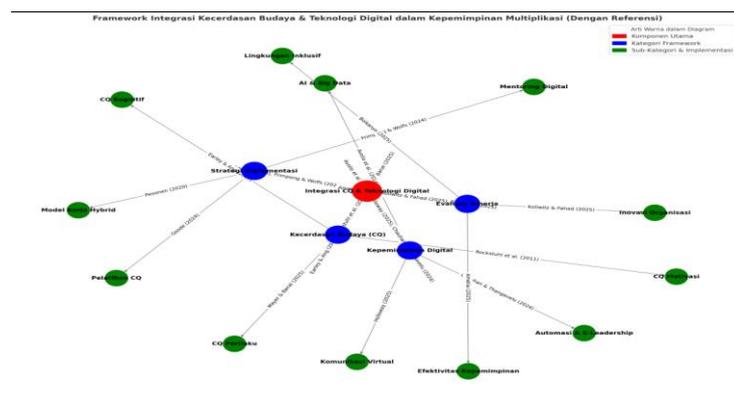
This diagram show connection between intelligence culture (CQ) and digital technology in leadership , as well as how to implement and evaluate strategies performance done . Every element own reference academic , which is displayed as labels in the diagram. How reading this diagram?

Develop Intelligence Culture in Organization
- Use Cognitive CQ , Motivational CQ , and Behavioral CQ For increase effectiveness global leadership , Earley & Ang (2017), Rockstuhl et al. (2011), Mayer & Banai (2025).

Apply Digital Leadership
- Utilise AI, Big Data and virtual communication For support taking decision based on technology , Avolio et al. (2014), Holloway (2025), Chauhan & Thangavelu (2024).
-

Implementation Strategy
- Organizing CQ training and digital mentoring based on technology For speed up development leader new , Frimpong & Wolfs (2024), Pesonen (2020).

Performance Evaluation
- Measure effectiveness leadership , innovation organization , and environment Work inclusive after adopt this model . Kollwitz & Fahad (2025), Boikanyo (2025).

5. Conclusion And Recommendations

Conclusion

Based on results research and analysis in Chapters previously , can concluded that intelligence culture (Cultural Intelligence - CQ) and digital technology own significant role in increase effectiveness leadership multiplication in the global era. Some conclusion main thing that can taken from study This is :

Intelligence Culture as a Key Factor in Leadership Multiplication

- Leader with high CQ level more capable manage team multicultural , understanding difference culture , and create environment inclusive work .

- CQ proven increase ability leader in communication cross culture , management conflict , and adaptation style leadership , which supports formation leader new in organization .

- leader with high CQ more effective in lead team cross country compared the only leader depend on intelligence emotional (EQ) .

Digital Technology as Driver Leadership Multiplication

- Digital transformation has change leadership model become more flexible , data - driven , and automated , enabling leader For more fast in take decision .

- AI and Big Data increase effectiveness leader in analyze data, predict trend organization , and take decision based on real-time information .

- communication and e-learning allow training leader new in a way more efficient without limitation geographical .

Intelligence Integration Digital Culture and Leadership in Leadership Multiplication

- The integration of CQ and digital leadership creates a more effective leadership model . adaptive , collaborative , and innovative .

- successful organization integrating CQ and digital leadership experience improvement effectiveness leadership and collaboration cross culture

- Example real from company like Microsoft and Airbnb show that leadership based on CQ and digital technology can increase loyalty employees , innovation organization , and efficiency operational .

Effective Implementation Strategy

- Training intelligence culture for global leader become step beginning in build a ready leader face challenge globalization .

- Utilization digital technology in taking decisions and management organization increase speed and accuracy in leadership strategy .

- Leadership model based on digital collaboration , as implemented at Airbnb , enables taking more decisions transparent and inclusive .

With consider the above findings can concluded that Integrative leadership intelligence digital culture and technology do not only more effective in global scale , but also more Ready face future challenges .

Conclusion

Study This confirm that effective leadership in the global era is not only depends on skills managerial traditional , but also on intelligence digital culture and technology . With merge understanding culture and utilization technology , leader can develop leader new , improve innovation , and strengthening Power competition organizations at the global level .

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