
Liderar con inteligencia cultural: El nuevo secreto para el éxito is the Spanish translation of David Livermore’s book Leading with Cultural Intelligence: The New Secret to Success. This book is ideal for globally minded professionals who are seeking to increase their ability to navigate the multi-cultural nature of the 21st century workplace. Livermore bases his book on the cultural intelligence (CQ) model that was coined by Soon Ang and Christopher Earley as a four-step method that prepares professionals to adapt to culturally diverse contexts by using cognitive and metacognitive skills. The author explores the four principals of the CQ model (drive, knowledge, strategy and action) through cultural theory, empirical studies, and anecdotes of international work experiences.

Livermore’s investigation of CQ is divided into three parts posed as fundamental questions that the reader may ask: 1) What is CQ and why do I need it? 2) How do I become more culturally intelligent? 3) How do I apply CQ? The format of the book makes it immediately clear that unlike other books written on how to effectively engage cultural diversity in the workplace (i.e., culturally competent health care, cultural values and ethics in social work), Liderar con inteligencia cultural does not provide culture-specific information regarding certain ethnic groups or professional settings but instead offers an overview of cultural values and systems that can be found in most cultures around the world. The bulk of the knowledge portion of the CQ paradigm can be found in chapters four and five which present the cultural implications of social systems (mystic / scientific beliefs; communism / capitalism; nuclear / extended families, etc.) and cultural values such as concepts of time, communication styles and distances of power. By emphasizing the importance of common values and systems, Livermore helps the reader to appreciate underlying motives of cultural attitudes and behaviors displayed by diverse groups of people.

Aside from Livermore’s practical, cultural-general approaches to exploring social practices and attitudes, the reader can also find value in the author’s invitation to participate in a self-evaluation of one’s own cultural beliefs, behaviors, and prejudices. To this effect, chapters three and four outline the importance of drive in developing CQ and provide steps to understand the role that self-confidence and personal culture plays in one’s ability to interact with other cultures. Livermore highlights the importance of the self-evaluation process in an example he provides of a savvy business woman whose ability to successfully complete an international transaction was put into jeopardy by a negative experience she previously had with an individual of the new culture with whom she would be required to work.
As a follow-up to the drive and knowledge portions of the CQ model, in chapter six Livermore urges readers to implement strategy and action as they plan, engage, and evaluate their cross-cultural encounters. The author’s dedication to not only increasing the readers’ cultural knowledge but also cultural know-how is apparent in each chapter’s practical advice segments titled “buenas prácticas” and “implicaciones para el liderazgo.” These sections provide concrete ways in which the reader can demonstrate CQ in a variety of professional contexts. For example, in a section regarding how to manage distances of power in cross-cultural professional relationships Livermore suggests the following: “toma nota de cómo la gente se conecta con sus superiores y considera si tiene sentido pedir puntos de vista disonantes públicamente de los subordinados” (103). Practical advice segments such as this one are set apart from the narrative so that busy professionals can quickly and easily reference useful approaches to intercultural encounters.

Although Liderar con inteligencia cultural is not formatted as textbook, Livermore’s ability to clearly illustrate practical cultural concepts that can be applied to a variety of professional contexts make the book an attractive resource for instructors and students alike. The book is organized in a logical sequence so that lessons on cultural theory, knowledge, and strategy naturally culminate in the last chapters of the book that require readers to apply the skills they have gained. Instructors who consider adopting this book for their courses should take into account that they will have to provide follow-up questions and activities for each lesson as well as supplementary materials regarding any specific ethnic group or region of the world on which their course may focus.

In summary, Liderar con inteligencia cultural is an appealing book for professionals who wish to increase their ability to understand and more appropriately interact with culturally diverse colleagues and clients. The book not only helps the reader to identify and understand the implications of important cultural values and systems but also provides the reader with practical ideas of how to engage cultural differences through behavioral modifications.

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