

FROM PERSONAL TO SOCIAL INTELLIGENCE: A PATHWAY TO SUSTAINABLE ORGANIZATIONAL TRANSFORMATION – ANALYSIS BASED ON TESSEMA’S MULTIPLE INTELLIGENCE FRAMEWORK

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ABSTRACT

This study explores the interconnection between various forms of intelligence – Intellectual, Emotional, Spiritual, Cultural, and Social – and their collective role in fostering sustainable organizational transformation. While previous frameworks, such as Gardner’s theory of multiple intelligences and Goleman’s emotional intelligence model, have focused on individual intelligence types, this study introduces the Tessema Multiple Intelligence Framework, which integrates these dimensions to enhance leadership effectiveness and organizational sustainability. Through qualitative comparative analysis and conceptual framework analysis, this research systematically examines the evolution of intelligence from personal to social dimensions and its impact on leadership development. The findings underscore the necessity of integrating multiple intelligences into leadership strategies to promote adaptability, inclusivity, and ethical decision-making. By linking theoretical constructs with practical applications, this study provides a comprehensive roadmap for organizations seeking to foster resilience and long-term success through a multidimensional intelligence approach.

KEYWORDS: sustainability, transformation, emotional intelligence, social intelligence

JEL CODES: D83, Q01, M12, M14

1. Introduction

The role of intelligence in personal and organizational growth has evolved significantly from focusing solely on cognitive abilities to embracing multiple forms of intelligence. Gardner’s (1983) theory of multiple intelligences and Goleman’s (1995) work on emotional intelligence have fundamentally shifted how organizations approach leadership development and organizational

effectiveness. While traditional organizations prioritized cognitive abilities (IQ) as the primary factor in leadership success (Sternberg, 1985), research increasingly demonstrates that emotional, cultural, and spiritual intelligence are equally critical in developing well-rounded leadership capable of navigating complex organizational landscapes (Goleman, 1995; Moon, 2007).

Gardner’s and Goleman’s works have long been the foundation of scholarly

research on intelligence in personal and organizational development (Gardner, 2021; Goleman, 2020). Historically, many organizations have strongly emphasized IQ as the main factor in leadership and decision-making success (Sternberg, 2020). However, researchers and practitioners increasingly challenge this narrow focus, arguing that emotional, cultural, and spiritual intelligence are equally critical in fostering adaptable and ethical leadership (Ng et al., 2019; Zohar & Marshall, 2000).

Understanding the full spectrum of intelligence is vital for driving sustainable transformation in individuals and organizations. While IQ equips individuals with problem-solving and analytical skills, emotional intelligence (EQ) enables effective management of interpersonal relationships, enhances teamwork, and helps individuals navigate emotions (Goleman, 2006). Cultural intelligence (CQ) is critical in an increasingly globalized world, enabling leaders to appreciate and adapt to cross-cultural differences (Moon, 2007; Ng et al., 2019). Spiritual intelligence (SQ), as conceptualized by Zohar & Marshall (2000), encourages individuals to connect with their core values and long-term vision, fostering purpose-driven leadership aligned with sustainability principles. Organizations increasingly integrate these intelligence forms into leadership development programs to enhance resilience and adaptability in complex environments.

Organizations must navigate technological shifts, changing societal expectations, and economic fluctuations in today's rapidly evolving global environment. Leaders recognize that sustainable transformation is critical for long-term success, but achieving it requires more than operational and structural changes – it demands a deep understanding of how different intelligence domains shape behavior, interactions, and decision-making. The Tessema Multiple Intelligence Framework provides a comprehensive model

that links different forms of intelligence – Intellectual (IQ), Emotional (EQ), Spiritual (SQ), Cultural (CQ), and Social (SI) – to illustrate how their interplay fosters personal growth and organizational transformation.

This model establishes a clear pathway, beginning with individual intelligence development and culminating in transforming collective behaviors, values, and systems within organizations. Building on empirical research by Goyal and Akhilesh (2007) on team intelligence and Khilmiyah and Wiyono's (2021) work on intelligence assessment, this study examines how the progression from personal to social intelligence contributes to sustainable organizational change. By exploring these interrelationships, the study emphasizes the critical role of cultural and social intelligence in fostering holistic leadership development. This progression-based perspective is particularly relevant as organizations increasingly require leaders who can integrate multiple intelligence forms to navigate complexity and foster long-term success.

2. Problem Statement, Significance and Importance of the Inquiry

Despite extensive research on different intelligence domains, a significant gap exists in understanding their collective impact on leadership and sustainable organizational transformation. Traditional studies have primarily examined these intelligences in isolation, failing to explore how they interact and contribute holistically to leadership effectiveness. However, organizations today face increasingly complex global challenges, requiring leaders to adopt a multidimensional intelligence approach to drive sustainable change (Goleman, 2020; Moon, 2007).

The Tessema Multiple Intelligence Framework seeks to bridge this gap by proposing an integrative model that maps the evolution of intelligence from personal (IQ, EQ, SQ) to social dimensions (CQ, SI). This research aims to validate the framework's

applicability by demonstrating how the integration of multiple intelligences enhances leadership adaptability, inclusivity, and ethical decision-making – all of which are crucial for sustainable organizational transformation (Goyal & Akhilesh, 2007; Khilmayah & Wiyono, 2021).

By building on existing theoretical constructs and applying qualitative comparative analysis, this study provides actionable insights into leadership development, equipping organizations with strategies to integrate multiple intelligence domains. The study addresses three primary research areas: (a) the interconnection between different intelligence forms in leadership settings; (b) the progression from personal intelligence (IQ, EQ, SQ) to social intelligence (CQ, SI); and (c) the practical application of this framework in leadership development and organizational transformation. Furthermore, the research offers a theoretical foundation and practical guidance for organizations seeking to develop holistic leadership models that foster sustainable transformation.

The significance of this inquiry lies in its exploration of the interplay among multiple forms of intelligence – Intellectual Quotient (IQ), Emotional Quotient (EQ), Spiritual Quotient (SQ), Cultural Intelligence (CQ), and Social Intelligence (SI) – and their collective impact on leadership, organizational strategy, and sustainable transformation. While foundational research by Gardner (1983) and Goleman (1995) has advanced our understanding of individual intelligences, the lack of integration across these dimensions in organizational contexts presents a critical gap in management science. This gap is particularly pronounced as organizations face unprecedented complexity due to globalization, technological advances, and evolving societal expectations. The Tessema Diagram of Multiple Intelligences fills this void by providing a comprehensive framework that illustrates how intelligences evolve from

personal to social dimensions, driving systemic organizational transformation. The model's emphasis on integrating cultural and social intelligence is especially significant, as these forms of intelligence enable leaders to navigate cross-cultural dynamics, foster inclusivity, and align decision-making with sustainability and ethical principles. By building on empirical studies like Goyal & Akhilesh's (2007) work on team intelligence and Khilmayah & Wiyono's (2021) integrated intelligence assessment frameworks, this study bridges theoretical and practical applications. It offers actionable insights for designing leadership development programs that address modern challenges, equipping leaders with the multi-dimensional intelligence needed to foster resilience, adaptability, and sustainable organizational success. This research contributes to the field by advancing an integrative understanding of intelligence and its role in addressing the pressing demands of contemporary organizational environments.

2.1. Definition of Terms

➤ Personal Intelligence (Intellectual, Emotional, and Spiritual Intelligence)

Intellectual Intelligence: Intellectual Intelligence (IQ) represents “*the aggregate or global capacity of an individual to act purposefully, reason, and deal effectively with the environment*” (Wechsler, 1958). It encompasses cognitive abilities, including problem-solving, logical reasoning, abstract thinking, and analytical capabilities (Gardner, 1983). Sternberg (1985) further defined it through his Triarchic Theory as comprising analytical intelligence (used to analyze and evaluate), creative intelligence (used to create and discover), and practical intelligence (used to implement and apply knowledge). In organizational contexts, IQ measures an individual's capacity for performing complex mental processing, problem-solving, and decision-making (Goleman, 1995).

Emotional Intelligence: Emotional Intelligence (EQ) is defined as “*the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions*” (Salovey & Mayer, 1990). Goleman (1995) expanded this definition to include “*the capacity for recognizing our feelings and those of others, motivating ourselves, and managing emotions well in ourselves and our relationships*”. In organizational contexts, EQ comprises four critical abilities: perceiving emotions accurately, using emotions to facilitate thought, understanding emotions, and managing emotions to achieve specific goals (Mayer & Salovey, 1997). Goleman (1995) further identifies five components: self-awareness, self-regulation, motivation, empathy, and social skills.

Spiritual Intelligence: Spiritual Intelligence (SQ) is defined as “*the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context*” (Zohar & Marshall, 2000). It represents “*the adaptive use of spiritual information to facilitate everyday problem solving and goal attainment*” (Emmons, 2000). King (2008) further conceptualizes SQ as a set of mental capacities that contribute to the awareness, integration, and adaptive application of the nonmaterial and transcendent aspects of one’s existence. In organizational contexts, SQ encompasses the ability to conduct business ethically, derive meaning from setbacks, and engage in morally uplifting behaviors that inspire others (Vaughan, 2002).

Cultural Intelligence: Cultural Intelligence (CQ) is defined as “*an individual’s capability to function and manage effectively in culturally diverse settings*” (Earley & Ang, 2003). Ang & Van Dyne (2008) conceptualize it as a multidimensional construct comprising four capabilities: metacognitive CQ (mental

processing of cultural knowledge), cognitive CQ (knowledge of cultural norms and practices), motivational CQ (capability to direct attention and energy toward cultural differences), and behavioral CQ (capability to exhibit appropriate verbal and nonverbal actions in culturally diverse situations). In organizational contexts, CQ represents “*a person’s capability to adapt effectively to new cultural contexts*” (Earley & Mosakowski, 2004) and is a critical capability for leaders working across cultural boundaries.

Social Intelligence: Social Intelligence (SI) is defined as “*the ability to understand and manage people and to act wisely in human relations*” (Thorndike, 1920). Goleman (2006) expands this definition to encompass “*being intelligent not just about our relationships but also in them*”, describing it as a combination of social awareness (what we sense about others) and social facility (what we do with that awareness). In organizational contexts, SI represents the ability to navigate complex social relationships and environments effectively, including skills in social perception, social knowledge, and behavioral flexibility (Marlowe, 1986). Albrecht (2006) further conceptualizes SI as the ability to get along well with others and get them to cooperate with you, comprising situational awareness, presence, authenticity, clarity, and empathy.

➤ **Theoretical Framework: The Tessema Diagram of Multiple Intelligences**

The Tessema Diagram of Multiple Intelligences provides a unique and integrative approach to understanding the layered nature of human intelligence and its impact on individual and organizational transformation. This model introduces a hierarchy of the five interrelated intelligences – IQ, EQ, SQ, CQ, and SI – and illustrates how these forms of intelligence interact to shape personal growth and collective societal behavior. Using the metaphor of an inverted wedding

cake, the Tessema model depicts how each intelligence layer (IQ, EQ, SQ) expands in size as one progresses upward toward higher intelligence (CQ and SI). This expansion symbolizes each intelligence's increasing complexity and importance as individuals move from personal cognitive abilities (IQ) to broader social and cultural

competencies (SI and CQ). The more extensive top layer of the cake (SI) reflects that social intelligence encapsulates a society's collective wisdom and dynamics, driving systemic transformation through integrated personal and cultural intelligence.

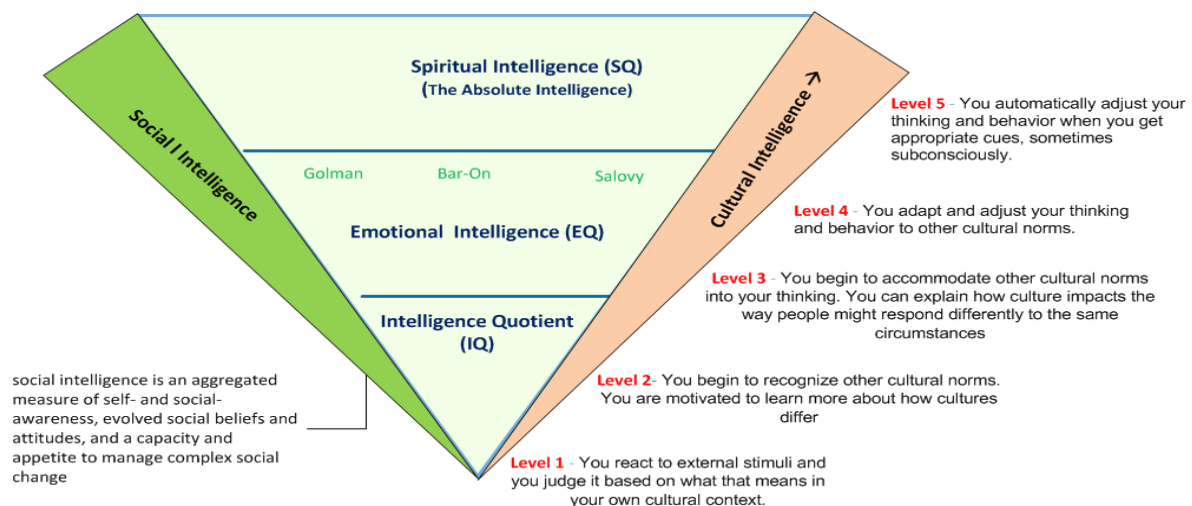


Figure no. 1: *Tessema's Multiple Intelligence Framework*
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➤ Foundations of Personal Intelligence in Organizational Transformation

Intellectual Quotient (IQ) as the Foundation: IQ encompasses cognitive abilities such as problem-solving, logical reasoning, and analytical thinking, commonly measured by standardized tests. According to the Tessema Diagram, IQ forms the base layer, signifying the intellectual skills necessary to effectively manage the complexities of both personal and professional realms. While cognitive abilities are crucial for gaining knowledge and technical skills, relying solely on IQ does not lead to effective leadership or sustainable decision-making in today's dynamic landscape (Sternberg, 2020). Robert Sternberg's Triarchic Theory of Intelligence argues for a comprehensive understanding of intelligence, including analytical, creative, and practical aspects, suggesting that IQ represents only a

segment of a broader, more intricate intelligence system.

Emotional Quotient (EQ) – Understanding and Managing Emotions: EQ takes the next layer in the Tessema model, highlighting the importance of emotional awareness and regulation. Daniel Goleman (1995) introduced the concept of Emotional Intelligence, emphasizing that successful leaders must understand and manage their emotions and empathize with others. This framework aligns with the Tessema model, stressing EQ's importance for personal development and interpersonal effectiveness. EQ plays a central role in navigating interpersonal dynamics, building trust, and fostering collaboration – critical for personal and organizational transformation. Leaders with high EQ are better equipped to lead teams, resolve conflicts, and promote a culture of inclusivity and empathy (Bradberry & Greaves, 2019).

Spiritual Quotient (SQ) – Purpose and Meaning: Building on this foundation, Zohar and Marshall (2000) introduced the concept of Spiritual Intelligence (SQ) as a “higher intelligence” that centers on meaning, purpose, and ethical clarity. SQ transcends ego-driven motivations by fostering a sense of interconnectedness and purpose-driven leadership, aligning organizational actions with broader ethical principles and sustainability objectives. Leaders with high SQ bring ethical clarity and visionary thinking to their organizations, fostering cultures oriented toward long-term transformation. This dimension of intelligence is particularly relevant as organizations face increasing pressures to adopt sustainable practices that reflect a commitment to values and purpose (Zohar, 2018).

Cultural Intelligence (CQ) – Adapting to Diverse Environments: As individuals cultivate their Spiritual Intelligence, they simultaneously develop Cultural Intelligence (CQ) – the ability to navigate and appreciate diverse cultural norms and practices. CQ is critical for leaders in global environments, where adaptability and cross-cultural communication are essential for building successful partnerships and driving innovation. The Tessema model positions CQ as a bridge between personal growth (IQ, EQ, and SQ) and broader social impact, emphasizing that leaders with high CQ are better equipped to create inclusive organizations and foster a sense of belonging across diverse groups (Ng et al., 2019). The model aligns with theories like Ang and Van Dyne’s model of CQ, which suggests that CQ enhances leaders’ capacity to engage with different cultural contexts and build globally inclusive organizational cultures.

Social Intelligence (SI) – Collective Action and Social Dynamics: At the top of the Tessema Diagram is Social Intelligence (SI), which integrates personal intelligence (IQ, EQ, and SQ) with Cultural Intelligence (CQ) to form a framework for

understanding and navigating group dynamics. SI represents an individual’s ability to understand, interpret, and act within social environments, shaping how organizations and societies function. Thorndike (1920) described SI as the ability to “understand and manage people”, a skill vital in effective teamwork, conflict resolution, and leadership in complex, collaborative settings (Goleman, 2006). SI is the culmination of a leader’s journey through the various intelligences, fostering organizational cultures that are collaborative, adaptive, and innovative – qualities essential for long-term sustainability and transformation.

2.2. Parallels with Other Theories

The Tessema model shares conceptual ground with several other frameworks in leadership and organizational development:

Gardner’s Theory of Multiple Intelligences suggests that intelligence is not a single entity but consists of various forms. According to Howard Gardner, these forms include linguistic intelligence, logical-mathematical intelligence, and interpersonal intelligence. While Gardner’s framework encompasses a wide range of intelligence, the Tessema model explicitly targets those types of intelligence most applicable to personal development and organizational change (Gardner, 2021).

Goleman’s Emotional and Social Intelligence Frameworks: Daniel Goleman’s models of EQ and SI are particularly relevant to the Tessema Diagram, as they emphasize the importance of emotional and social capabilities in leadership and organizational performance (Goleman, 2020). The Tessema model extends these concepts by integrating spiritual and cultural intelligence into the equation, offering a more holistic approach to understanding how leaders can drive sustainable change.

Sternberg's Triarchic Theory of Intelligence: Robert Sternberg's theory, which emphasizes analytical, creative, and practical intelligence, complements the Tessema model's focus on how intellectual, emotional, and cultural capabilities work together to shape personal and collective behavior (Sternberg, 2020).

3. Literature Review

The evolution of intelligence research in organizational contexts has expanded from a singular focus on cognitive abilities to encompassing multiple forms of intelligence that contribute to organizational transformation. This review synthesizes research on the five critical intelligences: IQ, EQ, SQ, CQ, and SI, examining their roles in organizational effectiveness and sustainable transformation.

Traditional organizational research has focused on cognitive intelligence as the foundation for leadership effectiveness. While IQ remains fundamental to organizational success, Goleman's (1995) research demonstrated that cognitive abilities alone account for only about 20% of the factors determining leadership success. Building on this, Goyal and Akhilesh (2007) found that cognitive intelligence provides the analytical foundation necessary for team performance but must be integrated with other forms of intelligence to achieve optimal organizational outcomes.

The emergence of emotional intelligence research marked a significant shift in understanding leadership effectiveness. Goleman's (1995) foundational work identified five critical components of EQ: self-awareness, self-regulation, motivation, empathy, and social skills. His research demonstrated that leaders with high EQ are better equipped to foster collaboration, manage conflict, and make ethical decisions supporting organizational sustainability. Moon's (2007) empirical research further revealed that emotional competencies significantly enhance

other forms of intelligence, particularly cultural intelligence, suggesting the interconnected nature of these capabilities.

Zohar & Marshall's (2000) introduction of spiritual intelligence expanded the understanding of leadership capabilities beyond cognitive and emotional domains. Their research established SQ as essential for purpose-driven leadership, enabling leaders to align organizational goals with broader ethical principles and long-term sustainability objectives. Further empirical research has demonstrated that workplace spirituality positively influences employee engagement and organizational citizenship behavior (Karakas, 2010), particularly when employees find meaning and purpose in their work (Pawar, 2009).

Research on cultural intelligence has demonstrated its crucial role in global organizational effectiveness. Thomas and Inkson (2017) found that leaders with high CQ were more successful in international negotiations and led more cohesive multicultural teams. Ng, Van Dyne, and Ang (2019) further emphasized CQ's importance in enabling leaders to adapt to diverse cultural environments and foster inclusivity. Empirical research by Presbitero and Teng-Calleja (2019) revealed that cultural intelligence strengthens the relationship between ethical leadership and team behavior, demonstrating its vital role in managing diverse organizational contexts. Additionally, Earley & Peterson (2018) documented CQ's significance in reducing cross-cultural misunderstandings and conflicts, enabling organizations to build more effective international strategies.

Social intelligence has emerged as a critical factor in organizational culture and team effectiveness. Goleman (2006) extended his earlier work on emotional intelligence to demonstrate how socially intelligent leaders excel at building networks, managing conflict, and motivating teams toward collective goals. Kirkman and Shapiro (2001) found that

socially intelligent teams demonstrate superior conflict resolution and collaboration capabilities, which are essential for achieving sustainability goals. This research aligns with Khilmiyah & Wiyono's (2021) development of an Emotional and Social Intelligence (ESI) model, which provides a comprehensive framework for assessing and developing these critical competencies in organizational settings.

Integration of Multiple Intelligences
Recent research emphasizes the importance of integrating multiple forms of intelligence for organizational success. Goyal & Akhilesh's (2007) research demonstrated that team effectiveness emerges from the interaction of cognitive, emotional, and social capabilities, particularly in complex organizational environments. Moon's (2007) studies further revealed that teams with complementary intelligence profiles demonstrate higher innovation and effectiveness. Integrating multiple intelligences creates a robust foundation for sustainable organizational transformation, enabling organizations to address individual and collective needs while promoting resilience and adaptability.

This research synthesis demonstrates that while each form of intelligence contributes uniquely to organizational effectiveness, their integration provides the most comprehensive approach to achieving sustainable transformation. Organizations that develop and nurture multiple forms of intelligence are better equipped to navigate complex challenges, foster inclusive environments, and achieve long-term success in increasingly diverse and dynamic global contexts.

4. Research Methodology

This study employs two primary research methods – **qualitative Comparative Analysis (QCA)** and **Conceptual Framework Analysis (CFA)** – to compare and contrast the Tessema Model

of Multiple Intelligences (2018) with existing intelligence frameworks, including Gardner's theory of multiple intelligences and Goleman's emotional intelligence model. These methods provide a robust foundation for systematically examining these frameworks' similarities, differences, and relationships, offering insights into their theoretical and practical implications.

4.1. Qualitative Comparative Analysis (QCA)

QCA systematically identifies the overlapping and divergent elements of the intelligence frameworks under review. This method enables the analysis of complex constructs by highlighting how different models define, structure, and operationalize various types of intelligence. By applying QCA, the study examines key components of the Tessema Model – such as its emphasis on the progression from personal to social intelligence – and compares them to those found in Gardner's and Goleman's frameworks. The QCA process involves:

- **Data Collection:** Collecting relevant literature and documentation on each framework, including theoretical works, empirical studies, and applied examples.

- **Thematic Coding:** Breaking down each model into core components, such as the types of intelligence (e.g., cognitive, emotional, cultural, spiritual) and their organizational implications.

- **Comparative Analysis:** Identifying similarities and differences in theoretical constructs, applications, and outcomes across the frameworks.

- **Synthesis:** Highlighting the unique contributions of the Tessema Model and evaluating its potential advantages over existing frameworks in the context of organizational transformation.

By systematically comparing the frameworks, QCA enables this study to assess their relative strengths, weaknesses, and relevance to contemporary organizational challenges.

4.2. Conceptual Framework Analysis (CFA)

CFA is used to deconstruct the theoretical constructs of the Tessema Model and other intelligence frameworks to understand their underlying assumptions, components, and practical implications. This method focuses on analyzing each model's internal logic and coherence while evaluating its applicability to organizational contexts. The CFA process involves:

● **Framework Deconstruction:** Breaking down the Tessema Model, Gardner's multiple intelligences, and Goleman's emotional intelligence into their foundational constructs, such as definitions, dimensions, and progression pathways.

● **Contextual Analysis:** Examining how each framework addresses critical organizational factors, such as leadership development, employee engagement, and knowledge sharing.

● **Theoretical Evaluation:** Assessing the theoretical robustness of each framework, including its ability to explain the interrelationships between different types of intelligence and their collective impact on organizational transformation.

By employing CFA, the study provides a deeper understanding of how the Tessema Model aligns with or diverges from existing frameworks, offering a structured basis for evaluating its theoretical contributions and practical relevance.

4.3. Integration of Methods

Combining QCA and CFA ensures a comprehensive evaluation of the Tessema Model about established intelligence frameworks. QCA enables the identification of overarching patterns and relationships, while CFA provides a detailed examination of theoretical constructs and assumptions. Together, these methods create a holistic approach to understanding the interplay of multiple intelligences and their role in driving sustainable organizational transformation. By leveraging these methods, this research

aims to contribute to the theoretical advancement of intelligence frameworks and offer practical guidelines for their application in organizational contexts, particularly in leadership development and strategic transformation initiatives.

4.4. Theoretical Implications

The Tessema Diagram provides a robust framework that reflects established theories on multiple intelligences. Building on Gardner's (1983) work on multiple intelligences, Goleman's (1995) emotional intelligence framework, and empirical studies such as Moon's (2007) research on cultural intelligence, the model demonstrates how these intelligences interact to drive sustainable change. The hierarchical structure aligns with empirical findings showing that developing a balanced combination of these intelligences is crucial for effective leadership in modern organizations.

Sustainable Organizational Transformation: Sustainable organizational transformation requires leadership beyond traditional cognitive intelligence, integrating emotional, spiritual, cultural, and social intelligence to foster long-term adaptability and resilience. The Tessema Multiple Intelligence Framework contributes to this transformation by demonstrating how intelligence progresses from individual to collective capacities, shaping organizational values, behaviors, and strategic decision-making. Leaders with high levels of cultural and social intelligence are better equipped to foster inclusive work environments, navigate cross-cultural interactions, and drive ethical leadership, all of which are critical to sustainable transformation (Ng et al., 2019; Zohar & Marshall, 2000).

Moreover, emotional and spiritual intelligence allows leaders to manage change effectively, inspire teams, and align decision-making with long-term organizational goals (Goleman, 2006; Moon, 2007). By applying a multidimensional intelligence approach, organizations can develop resilient leadership

structures that promote sustainability principles, ensuring continuous innovation and long-term success. This study highlights the need for organizations to integrate these intelligence dimensions into leadership training and organizational development programs to achieve sustainable transformation in a rapidly changing global environment.

Organizational Implementation and Comprehensive Intelligence Assessment: Khilmiyah and Wiyono (2021) have developed a validated Emotional and Social Intelligence (ESI) model that measures cognitive, affective, and psychomotor abilities, providing a practical tool for assessing and developing comprehensive intelligence capabilities. By integrating personal and social dimensions, this model aligns with the Tessema Diagram's approach to fostering a sustainable organizational culture. Goyal & Akhilesh's (2007) research on team intelligence further underscores the importance of integrating cognitive, emotional, and social capabilities to enhance team innovation and adaptability, particularly in complex environments where multifaceted challenges require multifaceted responses.

Global Leadership Context and Cultural Intelligence: In a globalized world, Presbitero & Teng-Calleja (2019) emphasize the role of cultural intelligence in leadership, especially when integrating ethical principles within diverse team settings. Leaders who combine high cultural intelligence with ethical clarity more effectively guide diverse teams and drive organizational transformation. Integrating ethical and cultural intelligence is essential in fostering a global leadership style that values inclusivity, sustainability, and ethical consistency across cultures.

The Tessema Diagram of Multiple Intelligences demonstrates that sustainable organizational transformation is best achieved by integrating various forms of intelligence. Leaders who cultivate a blend

of cognitive, emotional, spiritual, cultural, and social intelligence are better prepared to navigate complex organizational environments and foster a culture that values people, planet, and purpose. This model presents a pathway from personal intelligence (IQ, EQ, SQ) to broader social competencies (CQ and SI), supporting a holistic approach to organizational development. As organizations face pressures to adopt sustainable practices, the Tessema Diagram provides a comprehensive framework for understanding how multiple forms of intelligence drive collective transformation, aligning individual and organizational goals with a commitment to long-term resilience, inclusivity, and success.

Impact of IQ on Organizational Decision-Making: Intellectual intelligence (IQ) is often viewed as the foundation of traditional leadership, emphasizing problem-solving, logic, and analytical abilities. In organizational contexts, high IQ in leaders facilitates better decision-making through rigorous evaluation of data and trends. However, while IQ enables strategic thinking, its limitation arises when emotional and cultural complexities are involved. In this section, the author explores the oversight of organizations that depend solely on IQ for leadership, overlooking the subtleties of human interaction, innovation, and sustainability-driven by emotional and social intelligence. By incorporating these forms of intelligence with IQ, leaders can make more holistic and informed decisions, favoring long-term sustainability over short-term gains.

Role of EQ in Leadership: Emotional Intelligence (EQ) is pivotal in leadership, particularly in fostering an inclusive and empathetic work environment. Leaders with high EQ are more adept at managing interpersonal relationships, resolving conflicts, and creating environments encouraging collaboration and innovation. EQ becomes critical when managing diverse teams and navigating complex organizational social

dynamics. By linking EQ to sustainability, the paper highlights how emotionally intelligent leaders are better equipped to transform organizations by aligning personal values with corporate responsibility and ethical leadership.

Spiritual Leadership and Long-Term

Vision: Spiritual Intelligence (SQ) introduces a higher self-awareness and purpose into leadership. Leaders with high SQ focus on values, ethics, and meaning, driving organizations toward long-term success rather than immediate profitability. This section elaborates on how SQ enables leaders to inspire their teams with a shared purpose, fostering sustainability initiatives aligned with the organization's mission. It also explores how spiritually intelligent leadership promotes ethical decision-making and a vision that transcends financial performance, focusing on creating positive societal and environmental impacts.

Cultural Intelligence for Global

Impact: Cultural Intelligence (CQ) has grown increasingly vital as organizations navigate global markets and diverse workforces. CQ equips leaders to adjust to various cultural contexts, communicate effectively across cultures, and foster inclusive environments that treat diversity as a competitive advantage. Moreover, leaders with high CQ often champion sustainability initiatives that account for the needs of a broad range of stakeholders, from local communities to global networks. This section explores how culturally intelligent leadership enhances globally conscious sustainability efforts, encouraging cross-border collaborations and international growth strategies.

Social Intelligence and Collective

Action: Social Intelligence (SI) reflects an organization's capacity to navigate social dynamics, build effective teams, and foster collective decision-making processes. It combines personal intelligence (IQ, EQ, SQ) and cultural intelligence (CQ) to create a holistic understanding of organizational

behavior. SI is crucial for driving collective action toward sustainability because it encompasses interpersonal relationships and large-scale organizational social change.

The Tessema Diagram of Multiple Intelligences demonstrates that sustainable organizational transformation is not solely dependent on intellectual capabilities. While IQ remains essential, the combination of emotional, spiritual, cultural, and social intelligence enables leaders and organizations to navigate complex global challenges. Leaders can create more adaptable, inclusive, and sustainable organizations by cultivating this intelligence. The discussion reiterates the importance of integrating multiple intelligences in leadership development. It proposes that the pathway from personal to social intelligence is critical to achieving organizational transformation that prioritizes long-term sustainability. This transformation requires shifting from traditional leadership models focused on profit and efficiency to a holistic approach that values people, the planet, and purpose.

5. Practical Implications and Recommendations

➤ Training and Development: Building Programs to Enhance IQ, EQ, and SQ among Leadership Teams

In today's organizations, leadership transcends beyond traditional metrics, embracing a triad of intelligence dimensions – Intellectual (IQ), Emotional (EQ), and Spiritual (SQ). Training initiatives must adopt a holistic approach, intertwining technical prowess with emotional intelligence (EQ) to manage interpersonal relationships adeptly and spiritual intelligence (SQ) to cultivate a sense of purpose and align the organization's ambitions with broader societal obligations. Coaches and mentors should actively provide personalized guidance to leaders, helping them harmonize their intellectual, emotional, and spiritual development.

This approach fosters a comprehensive model of leadership. Furthermore, it is essential to implement Continuous Learning Programs that encourage leaders to delve into the latest sustainable leadership research and case studies, thereby nurturing a culture of continuous growth and adaptability.

By enhancing IQ, EQ, and SQ within leadership teams, organizations can achieve efficient, inclusive decision-making that is driven by a clear purpose. This approach is foundational in achieving a transformative impact on the organization and its role in society.

➤ ***Cultural Adaptation: Integrating CQ into Global Leadership Programs for Cross-Border Initiatives***

Organizations operating across different countries and cultures in a globalized world must prioritize Cultural Intelligence (CQ). Training global leaders to adapt to and respect diverse cultural norms, values, and business practices is essential. A robust CQ program should comprise: cross-cultural training modules equip leaders with the skills to navigate cultural differences in the workplace and promote inclusivity across borders. These modules may include simulations of cross-cultural negotiations or case studies from global projects. Intercultural Communication Programs aim to help leaders develop the ability to communicate effectively in different cultural contexts, thus avoiding misinterpretations that can disrupt cross-border operations.

➤ ***Inclusive Leadership Workshops***

They teach leaders how to effectively lead diverse teams by promoting inclusivity, reducing unconscious bias, and fostering a sense of belonging within the organization. Cross-cultural training modules aim to equip leaders with the necessary skills to navigate cultural differences in the workplace and foster inclusivity across borders. These modules often feature simulations of cross-cultural negotiations and case studies from global

projects. Intercultural Communication Programs aim to help leaders develop the ability to communicate effectively in different cultural contexts, thus avoiding misinterpretations that can disrupt cross-border operations.

➤ ***Enhancing Social Dynamics: Developing Organizational Frameworks that Prioritize SI for Collective Decision-Making***

Social Intelligence (SI) is critical for fostering teamwork, enhancing collaboration, and improving organizational decision-making. Developing frameworks to encourage the use of SI can lead to better problem-solving, innovation, and a culture of sustainability. To embed SI within the organizational framework:

- **Team Collaboration Frameworks** prioritize inclusive and participative decision-making processes. Leaders encourage group discussions that solicit and value diverse viewpoints, which lead to more holistic solutions.

- **Peer Review Systems** where employees and leaders engage in structured feedback loops, improving self-awareness, interpersonal relations, and group cohesion.

- **Sustainability Councils, or Cross-functional Teams**, bring together employees from various departments to work on sustainability initiatives. This collaborative approach helps ensure consistent decision-making and allows the organization to achieve its sustainability goals by leveraging diverse insights and expertise.

- **Regular Social Intelligence Assessments:** The organization periodically measures the SI levels of teams through surveys, self-assessments, and peer feedback to continually adapt and improve the collaborative culture.

By integrating these practical strategies, organizations can effectively operationalize the Tessema Diagram of Multiple Intelligences to foster sustainable practices, drive cultural inclusivity, and

enhance social dynamics. This approach ensures that leadership development aligns with modern organizational needs while fostering long-term resilience and adaptability in the face of global challenges.

The analysis is consistent with the research conducted by Presbitero et al. (2019), which underscores the critical relationship between ethical leadership and cultural intelligence. Their study indicates that leaders managing culturally diverse teams must possess ethical leadership qualities and cultural intelligence to influence the behavior of team members effectively. The study implies that organizations should prioritize the development of these skills among their leaders, especially in global or multicultural settings.

Furthermore, this analysis reinforces Goyal & Akhilesh's (2007) assertion that team innovativeness requires integrating cognitive, emotional, and social capabilities. Their model emphasizes that organizations should focus on developing these capabilities in collaboration rather than understanding their interconnected nature. As they argue, the complexity of modern business environments requires teams to possess and effectively integrate multiple forms of intelligence to maintain competitive advantage through continuous innovation.

The research also underscores the role of leadership and collaboration in fostering sustainability within organizations. Leaders who possess high levels of social intelligence (SI) are more likely to engage their teams in collaborative efforts, breaking down silos and encouraging cross-departmental communication. These leaders are critical in driving organizational transformation, ensuring sustainability efforts are a corporate mandate and a shared organizational mission. Collaboration within organizations and across sectors is crucial, as it allows for pooling resources, knowledge, and expertise to address global sustainability challenges.

6. Future Research Directions

Future research should build on the foundational insights of the Tessema Diagram of Multiple Intelligences by exploring its practical application in leadership development and organizational transformation. To address the gaps identified, the following elements are recommended for future research:

➤ Integration of the Tessema Model into Leadership Development Programs

Future studies should investigate how organizations can systematically incorporate the Tessema Diagram into leadership development frameworks. This research should explore the design, implementation, and evaluation of training programs that emphasize the development of Intellectual Quotient (IQ), Emotional Quotient (EQ), Spiritual Quotient (SQ), Cultural Intelligence (CQ), and Social Intelligence (SI). Using action research methodologies, researchers could collaborate with organizations to pilot and refine these programs, capturing real-time insights into their effectiveness and areas for improvement. Such research would provide actionable guidelines for embedding the model into diverse organizational contexts.

➤ Exploration of Spiritual Intelligence in Organizational Settings

Despite foundational work by Zohar and Marshall (2000), the role of Spiritual Intelligence (SQ) in organizational transformation remains underexplored. Future research should investigate the mechanisms through which SQ interacts with other intelligences, particularly Emotional Intelligence (EQ) and Social Intelligence (SI), in shaping ethical decision-making and purpose-driven leadership. Action research could be instrumental here, allowing organizations to experiment with SQ-focused interventions and evaluate their effects on organizational culture and employee engagement.

7. Conclusion

The Tessema Diagram establishes a comprehensive framework for understanding how multiple forms of intelligence interact within organizational settings to drive sustainable transformation. At its core, the model integrates five essential dimensions of intelligence: Intellectual (IQ), Emotional (EQ), Spiritual (SQ), Cultural (CQ), and Social Intelligence (SI). This integration demonstrates how different forms of intelligence work collectively to enhance leadership effectiveness and foster organizational development in an increasingly complex global environment.

The foundation of the Tessema model begins with personal intelligence components, which form the bedrock of leadership capability. Intellectual intelligence (IQ) provides the analytical and strategic thinking capabilities essential for sound decision-making and problem-solving in organizational contexts. The model is complemented by emotional intelligence (EQ), which enables leaders to effectively manage interpersonal relationships, understand and regulate emotions, and create inclusive work environments that foster collaboration and innovation. Spiritual intelligence (SQ) adds another crucial dimension by incorporating purpose-driven leadership and ethical decision-making, helping leaders align organizational actions with deeper values and long-term sustainability goals.

Building on this personal intelligence foundation, the model extends to more sophisticated forms of intelligence crucial for modern organizational success. Cultural intelligence (CQ) has become increasingly vital as organizations operate in global markets and manage diverse workforces. Leaders with high CQ can effectively navigate different cultural contexts, foster inclusive environments, and develop strategies that resonate across cultural boundaries. Social intelligence (SI) represents the pinnacle of this progression,

enabling leaders to orchestrate collective action, facilitate organizational change, and build cohesive teams that can effectively pursue common objectives.

The Tessema Diagram's practical application reveals its value in organizational transformation. Leaders who successfully develop and balance these multiple intelligences demonstrate superior capability in making holistic decisions that consider both immediate outcomes and long-term impacts. They excel at creating inclusive environments that acknowledge and actively leverage diversity as a competitive advantage. These leaders are particularly effective at driving sustainable organizational change because they understand the complex interplay between individual motivations and collective action.

The pathway to sustainable transformation, as illustrated by the Tessema Diagram, suggests that organizations must evolve beyond traditional success metrics. This evolution requires developing leadership capabilities to address complex challenges while maintaining a solid commitment to sustainability, ethics, and inclusive practices. The model demonstrates how organizations can move from conventional profit-focused approaches to more holistic frameworks considering multiple stakeholder interests, environmental impact, and long-term societal benefits. This transition is essential for building organizational resilience and ensuring sustained success in an increasingly interconnected world.

In synthesizing these elements, the Tessema Diagram provides a robust framework for understanding how different forms of intelligence contribute to organizational effectiveness. The model's significance lies in its ability to bridge individual leadership development with broader organizational objectives, creating a roadmap for developing well-rounded leaders capable of driving sustainable transformation. This comprehensive approach to intelligence and leadership development suggests that

organizations must invest in cultivating all forms of intelligence among their leaders, recognizing that sustainable organizational transformation requires a multifaceted approach to capability building and leadership development.

The Tessema Diagram of Multiple Intelligences addresses a significant gap in management science by offering a comprehensive framework that integrates multiple dimensions of human intelligence – Intellectual Quotient (IQ), Emotional Quotient (EQ), Spiritual Quotient (SQ), Cultural Intelligence (CQ), and Social Intelligence (SI) – and demonstrates their hierarchical and interactive contributions to sustainable leadership, organizational strategy, and corporate social responsibility (CSR). Traditional models in management science often focus on isolated aspects of intelligence, such as IQ or EQ, neglecting the cumulative and integrative impact of multiple intelligences on organizational development and transformation. The

Tessema model advances this understanding by conceptualizing intelligence as an interconnected hierarchy, symbolized through the metaphor of an inverted wedding cake, where each layer builds on and enriches the others.

This model fills a critical knowledge gap by linking individual cognitive and emotional growth (IQ and EQ) with broader competencies that are essential for navigating cultural and social complexities (CQ and SI). For sustainable leadership, the progression through these intelligences emphasizes the leader's ability to transition from self-awareness and interpersonal empathy to cultural adaptability and societal engagement. This layered approach aligns with the demands of modern organizational strategy, where effective leaders must integrate diverse cultural perspectives, foster inclusive environments, and address systemic challenges like sustainability and CSR.

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