



Evaluation of Cultural Intelligence in Sports Management through Country Navigator Software

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The society in which we live is increasingly globalized and many of nowadays companies are automatically born global. Thus, employees working in such companies need different skills. These skills that help individuals adapt to a global work environment are related to cultural intelligence, a concept that has been developed to describe why some individuals can successfully adapt to a different cultural environment and others cannot. Unlike other intelligence types, cultural intelligence can be improved throughout life, but so far not many ways are known to improve it. Country Navigator is a software that identifies the cultural profile, compares the individual profile with the cultural profile of 100 countries and offers valuable clues for decreasing cultural differences. The present study shows the cultural profile of a Romanian football coach and a Brazilian football player. The purpose of this paper is to analyze the cultural profiles of the two, identify ways to improve cultural intelligence, and encourage the development of cultural intelligence skills.

Key words: cultural intelligence, adaptation, cultural differences, integration, Country navigator

1. Introduction

Each individual has a certain way of relating to life, and in each relationship that individuals have, certain differences and divergences of opinion are reflected. These relationships are becoming even more complex in organizations operating globally. Globalization has made the business environment more interconnected, more complex and more competitive. Thus, the ability to be effective in a different cultural context becomes a key issue. The role of Country Navigator is to provide some advice to facilitate the management of these differences that may occur when in contact with other cultures. All individuals, regardless of field, can benefit from the cultural intelligence improvement. (Country Navigator, 2021).

Culture has an impact on workplace relationships, motivations and even productivity. Underestimating the impact of cultural differences within global teams can lead to lost opportunities and to misunderstandings. On the other hand, paying more attention to cultural differences can lead to more effective collaboration.

Comparing different cultural profiles helps to identify differences that could lead to conflicts, but at the same time can suggest which candidate is more suitable for a specific task. A cultural profile may suggest how an individual works, communicates, or interacts within the group. Moreover, the cultural profile helps to identify the weaknesses and strengths of individuals working in a multicultural environment. Country Navigator can help global leaders

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better understand more than 100 cultures so that they can later develop their thinking and make decisions that will help them achieve their goals.

Relocation may excite the expat at first, but if the individual is not prepared for relocation, this experience can be stressful. Country Navigator helps individuals know everything they need to know about the new country by helping them adapt to their new professional and personal lives. International commitments are a high cost for organizations, and they want to make sure they get their investment back. Currently, 50% of relocations fail due to the fact that expats and their families are not preparing for the new challenges. Expats can use Country Navigator to see which cultures fit them and their family best.

Companies that operate globally and want to expand their business need to build their strategies based on intercultural analysis. Managers need different skills when working in a globalized and culturally diversified environment (Szymanski, 2019). They seek to find answers to questions such as: what are the motivations of an intercultural approach, what behavioural norms, value systems, customs, traditions, symbols must be understood when expanding business in foreign markets and why some employees have better skills in the moment of interaction with people belonging to other cultures while other employees do not cope at all in such situations (Căpățînă, 2013). Moreover, for being a competitive company in a globalized world, the enterprise must continually develop its leaders in order for them to be successful in the global tasks they have to perform (Adler, Bartholomew, 1992; Stroh, Caligiuri, 1998 a, b). Global leaders play an important role in developing and maintaining a competitive advantage (Bartlett, Ghoshal, 2003; Caligiuri, Di Santo, 2001).

Understanding cultural differences is the most important key success factor for managers in subsidiaries of multinational companies (Căpățînă, 2013). Moreover, nowadays, many companies are automatically born global, with more and more foreign employees, suppliers, partners, shareholders and customers (Evans, Pucik, Barsoux, 2002). When an organization operates globally, has culturally diverse employees or collaborates with people of other nationalities, the management of that organization must prevent misunderstandings and conflicts that may arise. Managers must have cultural intelligence skills and must ensure that the people in the organization they lead develop their intercultural skills and understand the motivations for such an intercultural approach. Multinational firms need to focus on hiring individuals with a high level of cultural intelligence, because hiring such individuals is a major competitive advantage. There is not much information about the aspects that lead to the formation of cultural intelligence skills, but knowing these factors is particularly important for the development of organizational plans (Crowne, 2008). Some studies suggest that firms do not sufficiently prepare individuals for international tasks (Johnson, 2006), and training and education are key factors in cultural adaptation (McNulty, Tharenou, 2004). Cultural intelligence is the ability of an individual to achieve his/her goals in a different cultural environment, through cognitive, motivational and behavioural skills (Earley, Ang, 2003). Andresen and Bergdolt (2017) found that cultural intelligence is a needed determinant in achieving a global way of thinking that allows for international success in business. Johnson (2006) states that cultural intelligence plays an important role in the development of intercultural skills and is related to success or failure in international business.

The development of cultural intelligence involves several aspects. Openness to new experiences is a very important issue in multicultural teams and must be viewed from two perspectives. On the one hand, it can be considered a personality trait, and on the other hand it can represent a series of lessons accepted following contacts with other cultures (Karma, Vedina, 2009). Four dimensions of intelligence associated with cultural intelligence have been



identified: (1) linguistic intelligence - which refers to a person's ability to interact with people from other cultures; (2) intra-personal intelligence - which refers to a person's ability to know their own cultural profile; (3) interpersonal intelligence - which refers to the ability to respond adequately to interlocutors from other cultures; (4) spatial intelligence - which refers to the ability to adapt behavior to other cultural contexts (Peterson, 2004).

Although it is obvious that cultural differences can cause misunderstandings and reduce the efficiency of multicultural organizations, there are often situations where cultural differences are used as a quick and superficial explanation for inefficient management or uninspired leadership style (Căpăţină, 2013).

2. Research Methodology

Country Navigator is a web platform dedicated to exploring cultural intelligence that was developed by the consulting company TMA World. This company has designed an online questionnaire based on which respondents can create their own cultural profile. Then they can compare it with the cultural profiles specific to certain countries, even receiving instructions for adapting to that profile. Once differences and similarities are identified, the platform provides valuable information on how best to manage and resolve issues that may arise in different multicultural contexts. Country Navigator does not provide clear verdicts on adaptation or maladaptation, but highlights similarities, differences, opportunities and threats that may arise during the cultural transition to a new country. Basically, users can evaluate their cultural compatibility with a certain country (Căpăţină, 2013; Country Navigator).

The model for generalizing cultural intelligence skills within the Country Navigator platform

The model is based on nine dimensions of culture, which are grouped in three categories:

1. Relating

- 1.1 Task – relationship
- 1.2 Explicit - implicit
- 1.3 Individual - group

2. Decision making skills

- 2.1 Risk taking – risk avoiding
- 2.2 Tight – loose
- 2.3 Shared-concentred

3. Cognitive skills

- 3.1 Linear – circulant
- 3.2 Facts - thinking
- 3.3 Simple - complex

In a view of assessing the individual cultural intelligence, a questionnaire with 45 questions was designed.

1. I expect to be rewarded for my own efforts.
2. You better be patient. Things will happen in due course.
3. I refuse to change the rules for someone, even if we have a good relationship.
4. I probably won't test the authority of my superiors.
5. The world is complex, and our notes and reports must reflect this complexity.



6. You need to be prepared to take bold risks for things to happen in business.
7. I think it is important to feel a close connection with the people in my work group.
8. It is very important that people follow the chain of command.
9. Surprises should be avoided in business; I identify the risks and manage them correctly
10. I develop myself when I can work quite independently, not in a group.
11. It is important to get to the point quickly when introducing yourself to others.
12. My superiors expect me to question their decisions if I do not agree.
13. I prefer that surveillance levels be kept to a minimum.
14. I think it's important that the people I work to recognize my personal accomplishments.
15. I expect the meetings to start and end on time and to meet deadlines.
16. Change is good for a business. If it is not broken, then it breaks!
17. Any issue must be approached in a spirit of openness and flexibility.
18. It is important to make sure that the explanations reveal the full complexity of a problem and to take all the time necessary for it.
19. Absolute sincerity and sincerity are the best way to communicate.
20. During the meetings, it is important to get to work as soon as possible.
21. Schedules are for guidance only. Circumstances change, as do schedules.
22. I would rather do a good job than meet a deadline; haste only leads to mistakes.
23. In my opinion, business is relatively impersonal. We don't need to have close relationships to work well.
24. Problem-solving procedures should be ignored or quickly adapted to the circumstances.
25. I reveal what I really want to say through my body language, the way I say something, or what I don't say. You should consider the words you use in context.
26. Staying calm and connected is the way to get the results you want.
27. A good presentation provides a very detailed analysis of an issue and comprehensive background notes.
28. I communicate very directly so that my interlocutors do not have to decipher my thoughts.
29. I think it is very important to keep our word when making a decision.
30. It is important to analyze every possible scenario and minimize the risks.
31. Good problem solving requires a careful analysis of the facts.
32. For me, business is personal. I work best when I know someone and trust them.
33. I think time is money. Do the right thing and do it fast.
34. Statistics can say what you mean. I prefer a logical and well-argued reason.
35. Being polite and making people feel comfortable is more important than being completely honest with them.
36. I expect to be rewarded based on the achievements of the entire team.
37. I have no confidence in ideas that are not supported by convincing facts.
38. I tend to suggest rather than say something directly to someone.
39. I tend to be convinced of data, rather than concepts and theories.
40. The best way to address a problem is with a set of clearly defined step-by-step procedures. Procedures should only be changed after careful analysis.
41. Leaders should share their power and authority as much as possible.
42. It is important that explanations remain simple and concise.
43. Good problem solving requires intuition, spontaneity and experience.

44. I think it's important to spend time building relationships with individuals before working with them.

45. Nothing is more practical than a good theory.

Question	Statement	PAS D'ACCORD	D'ACCORD
01	Je m'attends à être récompensé(e) de mes propres efforts	[]	[]
02	Il vaut mieux être patient. Les choses se produiront en temps voulu.	[]	[]
03	Je refuse de faire des entorses au règlement pour quelqu'un, même si nous avons de bons rapports.	[]	[]
04	Je ne suis pas susceptible de défier l'autorité de mes supérieurs.	[]	[]
05	Le monde est complexe et nos notes de service et rapports doivent refléter cette complexité.	[]	[]

Figure 1. Creating cultural profile using Country Navigator Platform

Source: output Country Navigator

3. Results

I. Former football player, now football coach

The respondent profile

The questions presented above were answered by a 28-year-old respondent, male, Romanian nationality, parents and grandparents of Romanian nationality, doctoral student, former performance athlete, including in multicultural teams and second coach of a professional senior team. Former Erasmus student for one year university in Belgium La Haute Ecole de la Province de Liege. As for the personality, it is characterized by conscientiousness.

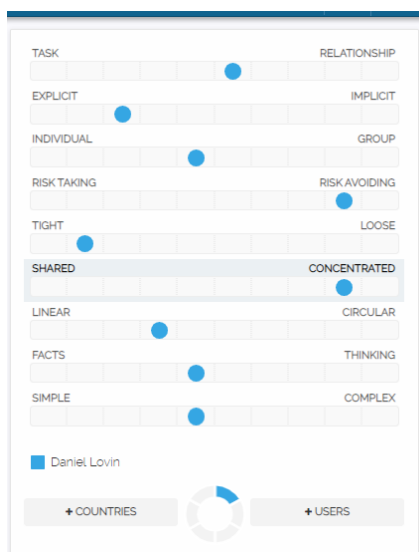


Figure 2. The cultural profile of the romanian respondent (ex-sportiv, now coach)

Source: output Country Navigator

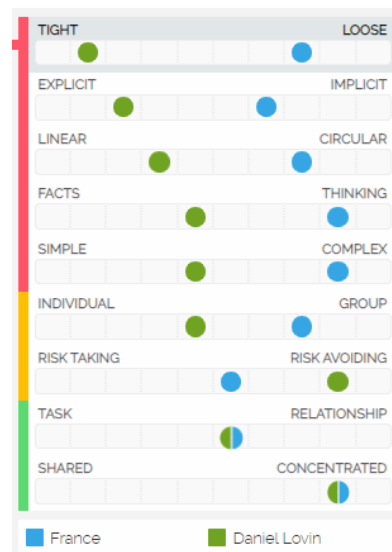


Figure 3. Comparing the cultural profile of the Romanian respondent with cultural features of the France:

Source: output Country Navigator

1. Task - relationship

A rather relationship-oriented person, such as the respondent, tends to believe that, in most cases, business should be transactional. Moreover, he believes that a legal contract is a fixed agreement that should not be changed, unless circumstances change dramatically and trust should be based on consistency. Moreover, such a person prefers to react to a possible specific situation and not take a "one size fits all" approach. However, such a person believes that a certain degree of flexibility should be allowed for any unavoidable changes in circumstances.

Even between the cultural profile of the respondent and the cultural profile of the France there is some compatibility, the Country Navigator soft offers some tips for more efficient and fast adaptation:

- ✚ For French, the work-life balance is important, as they protect their privacy.
- ✚ Speaking French is very important. The French are very proud of their language. Even if a person speaks very little French, they should use it as much as possible, as the person's efforts will be appreciated by the French.
- ✚ It is very important to use a local contact to create new business connections. And socializing is also a very effective method in France.
- ✚ It is recommended that individuals do not try to promote a transaction as it is possible for the French business partner to move away if harsh negotiation techniques are used. Patience is very important for building a trust-based relationship.
- ✚ The French like to invest in the future and they also like long-term relationships.
- ✚ It is very important to avoid business discussions, being accepted only if the host initiates them.
- ✚ Formality and politeness are very important at a first meeting with the French. Over time, the relationship will become more informal.
- ✚ The key to business in France is the development of personal relationships, both within a company and with customers and suppliers.
- ✚ Face-to-face meetings or even phone calls are preferred over email.

2. Explicit - implicit

In general, a person with an explicit profile (rather than implicit) prefers a sincere and direct communication. Such a person tries to get straight to the point and thinks that the long explanations are a waste of time. Such a person is more likely to say what he thinks than to imply something indirectly. An explicit person often uses direct questions and does not take the context too seriously. A disadvantage of this classification is that it can generate the impression of rudeness and can lead to loss of harmony in cases of relationships with other people.

Regarding this cultural framework, there is a large difference between the profile of the respondent and the French cultural profile, which is rather implicit. Thus, the software provides some suggestions that could reduce these cultural differences.

- ✚ An explicit person should not confuse the lively debate with the conflict; the French are people who debate intensely and will often play the devil's advocate to provoke discussion.
- ✚ It is important to be aware that loud voices and hand gestures are not necessarily an indicative of conflict.
- ✚ An individual who wants to adapt successfully to French culture must avoid speaking accusingly to the French; guilt and failure are sensitive issues, so a diplomatic approach is important.
- ✚ In French culture it is considered unworthy for a person to speak openly about wealth and wages.
- ✚ In France, good debate and conversation are appreciated. Individuals should not be afraid to take part of a debate, because if they can support their point of view they will gain respect.
- ✚ The French are direct communicators and justice and honesty are considered basic virtues.
- ✚ It is very important to be aware that saving the image is very important for French; if someone has trouble meeting a deadline, they may not be able to report it.
- ✚ It is considered rude to launch directly into business discussions, so individuals should expect that meetings in France to start with small discussions.

3. Individual - group

A person who tends more towards individualism, tries to rely on his own efforts and resources. Moreover, such a person tends to believe that the individual should take responsibility for his or her mistakes, but should also be personally praised and rewarded when their constructive efforts are beneficial to the group or team. When it comes to problem solving, an individualist person tends to carefully weigh the pros and cons to reach consensus or decisive individual action. The advantage of this framework is given by the implementation of skills to solve problems as quickly as possible and to achieve goals. On the other hand, the negative points of such a classification are given by the accentuated interest for one's own person and the lack of concern for the needs of others.

There are noticeable differences between the respondent's cultural profile and the French cultural profile, which is why the software makes certain suggestions to help a more efficient adaptation:

- ✚ Respect for the individual is very important. At the same time, no classifications or generalizations should be made about the French. The French are individualists, and this must be taken into account when leading a team.

- ✚ France is a multicultural society and many different cultural influences can occur in the workplace, so individuals who want to adapt to France must be open minded to multiculturalism.
- ✚ Goals must be clearly defined, and people must be treated as individuals, not as a group.
- ✚ It is very important to build strong relationships with other team members.
- ✚ The French appreciate networks and education, which is why communication in a diplomatic way is so important. Equally important in meetings with the French is the presentation of the educational institutions that the individual attended, but also the skills.

4. Risk-taking - risk-avoiding

A person who avoids risks constantly directs his/her efforts towards coherent approaches that lead to known results. Such a person values what he/she has and prefers to always stick with what he knows than to bet on an unpredictable future. A disadvantage of this orientation is the fact that by avoiding excessively risks, opportunities can be lost in relation to those who take risks.

There are some differences between the cultural profile of the respondent and the cultural profile of France, which is why the software makes some suggestions for resolving these differences:

- ✚ It is important for a person to know the role of each individual in a company.
- ✚ The French don't like to make mistakes, so lower-ranking employees don't take the initiative just to not take responsibility for any bad decisions.
- ✚ It is important to understand that there may be some resistance to change as the French protect traditional ways, so clear logic and a solid business idea can help.
- ✚ It is also important to know that once a decision has been taken and agreed it must be respected because otherwise the respect will be lost.
- ✚ If a person comes up with new ideas, they need to make sure that the ideas have been researched carefully. In general, the French do not take risks, so it is very important that a person carefully explains their reasoning.
- ✚ In French culture it is very important to follow the rules because everything is done according to a set of protocols.
- ✚ The French like to take things slow, so there is a gradual approach to a business relationship.

5. Tight - loose

According to the results provided by the Country Navigator platform, the respondent has a tight orientation towards control. Such a person believes that time is a precious irretrievable resource. Because time means money, control-oriented individuals try to meet deadlines and schedules, and at the same time, they believe that other people value their own time just as much. A control-oriented person does not waste time and tries to use it as efficiently as possible.

Unlike the respondent profile, that relieves a tight-control oriented person, the cultural profile of France is characterized by flexibility, in this respect noting the biggest difference between all the orientations. To counteract these differences, the software proposes a series of suggestions:

- ✚ It is very important to avoid scheduling meetings for a long time and it is also important to avoid public holidays and August.

- ✚ It is important to prepare for an unstructured meeting with interruptions, answered calls and off-topic discussions; the French like to give everyone a chance to contribute and see how the arguments are presented.
- ✚ Punctuality is very important, but it must be taken into account that the proximity to the south of France will lead to a lower punctuality of individuals.
- ✚ The French do not have a culture of very long working days, but work hard when necessary. The French have a healthy work-life balance.
- ✚ The French do not like to be in a hurry, but they must understand the need for time constraints, deadlines are not met automatically.
- ✚ The French are analytical and deliberate a lot, so it is very important to allocate enough time for negotiations, because the French do not make decisions on the spot.
- ✚ Lunch can take longer to be used to strengthen relationships than to talk about business.
- ✚ •The French take all the facts into account, analyze, discuss and only then try to reach a consensus, so a foreigner must avoid pressuring them to make quick decisions.

6. Shared - concentrated

An individual who is part of a culture with a shared power strongly believes that a clear chain of command is needed for effective leadership. Although the software does not request data on the individual's nationality, it identifies that the individual is part of a culture in which inequality between individuals is both expected and desired. This aspect is also confirmed by the Hofstede Insights website (<https://www.hofstede-insights.com/country-comparison/>) which attributes to the Romanian culture a very high power distance. Romania has a score of 90, where 100 represents the maximum level of distance power. An advantage of this orientation is that when the power distance is higher, there is less uncertainty and less confusion in what involves the communication of tasks and decision-making. On the other hand, a major disadvantage is the lack of flexibility.

Although, there is a compatibility between the individual orientation and the French cultural orientation, the software offers a series of suggestions that could help in the interactions with the French:

- ✚ One of the first suggestion is the importance of specifying in detail what is expected of individuals.
- ✚ Generally, the information flow may be slow and requests for information may be necessary for verification by superiors.
- ✚ However, not all decisions are filtered by top management.
- ✚ In France, information is power and information is not always shared openly and free.
- ✚ It is important to know that French leaders have technical expertise, eloquence and charisma.
- ✚ It is important to be aware that under the hierarchical structure there is an influential web-type network of personal relationships and alliances that shape the daily work.
- ✚ French workers often complain about the lack of empowerment, which demotivates them. Therefore, it is very important that employees are equipped with the tools they need.

7. Linear - circulant

When it comes to problem solving, a person who tends more towards an analytical way of thinking (linear) usually prefers a straight line of reasoning to achieve the goal quickly and efficiently. Often, a linear thinking person quickly identifies what needs to be done and tries to force a quick implementation. Although he acknowledges that some problems are

complicated, he knows how to reduce unnecessary information and divide the problems into manageable pieces. The advantage of this framework is given by the efforts to identify and implement a solution. On the other hand, the disadvantage is the stereotyped way of thinking and the insufficient analysis of all potential solutions.

There is a huge difference between the respondent's cultural profile and France's cultural profile, where the French have a rather circular thinking way. Country Navigator software offers a series of suggestions that help to balance these differences.

- ✚ The French are passionate about arguments and intellectual logic.
- ✚ The individual who presents an argument is highly valued, which is why it is important for a person working in the French environment to support his opinion.
- ✚ Encouraging team discussions is seen as a positive exchange of ideas, not as a contradictory discussion.
- ✚ The French contradict and analyze every issue from an intellectually point of view, so it is very important to know that in the French environment interruptions for questions are very common.
- ✚ Discussions can often be out of the question, so it's important to have a time management person.
- ✚ Conclusions can be lost during the meeting, so it is very useful to make a summary.
- ✚ It is important to be aware that meetings do not always have a specific purpose and are often held for exchange of ideas, debate and listening, and most of the time, decisions are usually made after the meeting.

8. Facts - thinking

The respondent is rather a facts-oriented person, tending to believe that a dispute can be resolved by presenting factual evidence. Whenever possible, a data-driven individual seeks to structure his projects so that the results are measurable. Moreover, such an individual likes to gather the right evidence, but he/she doesn't base exclusively on empirical facts and data. At the same time, he/she believes it is important to support the evidence with a logical argument and sound reasoning. At the same time, such a person thinks deeply about situations and presents arguments from several points of view.

As there are differences between the cultural profile of the respondent and the cultural profile of France, the software also offers some suggestions to facilitate the adaptation:

- ✚ The French appreciate a logical and careful presentation, which involves explaining all the key points, so the presentation style is very important.
- ✚ The French appreciate both the facts (data) and the logical presentation of conceptual (abstract) ideas.
- ✚ It is important to repeat an important part of a presentation in different terms.
- ✚ A first presentation should focus on the verbal arguments and the big picture; the French will examine the content at the right time.
- ✚ Because the French always argue, it is very important to allocate time for clarifying some issues.

9. Simple -complex

The respondent has rather a simple way of thinking, which suggests a predilection for getting results in a simple way and without wasting time, whenever possible. To do this, it is important to reduce complex issues to easier-to-manage pieces without totally neglecting the impact of context and supporting data. If necessary, a problem can be explored in detail and

you can present your ideas from several points of view. The advantage of this framework is given by the search for the easiest solutions to manage, without wasting time. The disadvantage is the priority for simple solutions that seem easier to implement.

With regard to this cultural framework, there is a difference between the cultural profile of the respondent and the cultural profile specific to France. While the respondent has a simple way of thinking, the French stand out with a more complex way of thinking. Also in this case, the software offers a series of suggestions to facilitate faster understanding and adaptation:

- ✚ It is important to avoid simple generalizations but also to demonstrate an understanding of the complexity of any idea, but also of unique situations.
- ✚ Is it important to use a logical format such as: 1) this is my proposal 2) these are the objections 3) can we agree on this?
- ✚ It is important to avoid specific details, as the detailed explanation may seem exaggerated to the French.
- ✚ It is good to know that French plans are often far-reaching and detailed, but at the same time flexible.
- ✚ Equally important is listening to the subtleties.
- ✚ Individuals are often assessed on how they present an argument, as well as on the content of the speech.

Even there are notable differences between the respondent's cultural profile and French cultural profile, language competences (DALF certificate level C1) can help balance these differences because French people appreciate foreigners who speak and write their language properly.

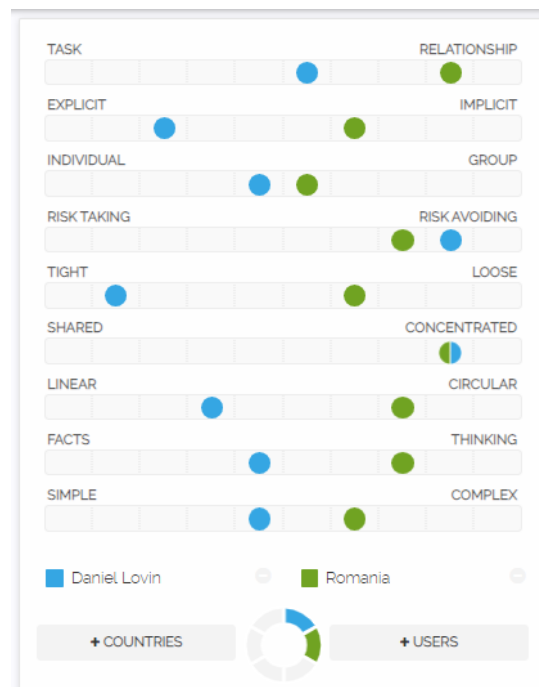


Figure 4. Comparison of the respondent cultural profile with Romanian profile - the native country;
Source : output Country Navigator

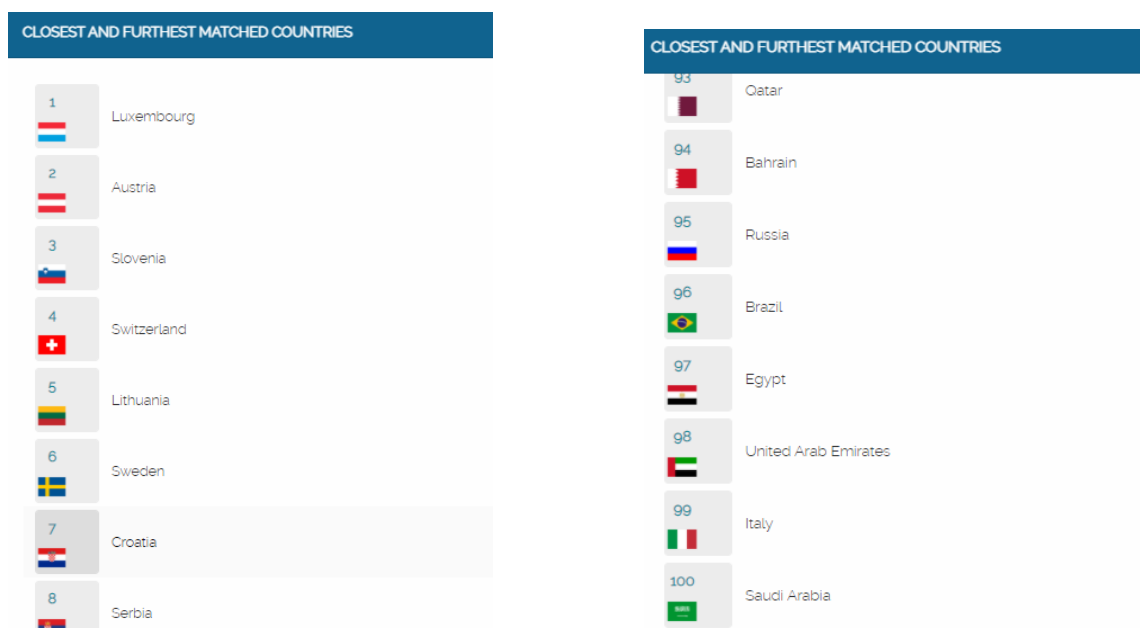


Figure 5. Countries with the closest and farthest cultural profile

Source: output Country Navigator

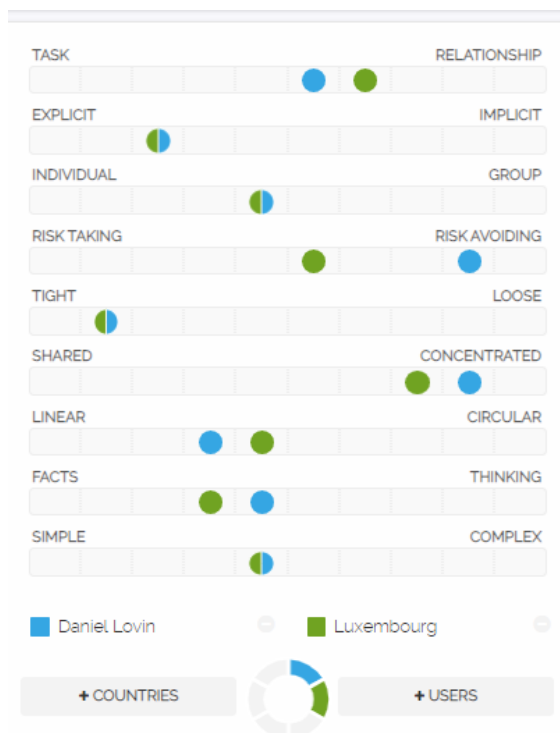


Figure 6. Comparison of the cultural profile with the most compatible country - Luxembourg

Source: output Country Navigator

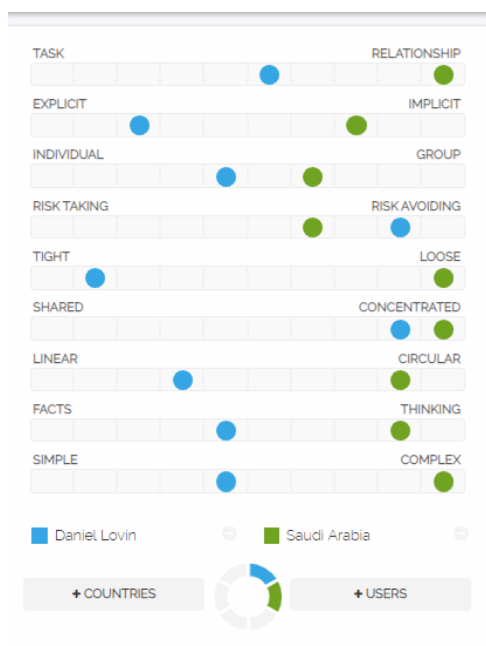


Figure 7. Comparison of the cultural profile with the least compatible country

Source: output Country Navigator

The Country Navigator website allows users who have created their cultural profile to compare it to 100 countries. The figures above show the first and last countries in the top of compatibility. An interesting aspect is given by the fact that although the respondent is Romanian, in the compatibility ranking the country of origin is on the 40th place. The country where the respondent studied for a year is on the 26th place, but it is with many positions ahead of the native country. This fact can be explained by the influence of the education he had that year in the cultural training. The most compatible country according to the Country Navigator ranking is Luxembourg. However, the respondent has never visited this country, the only connections can be associated with visits and contacts with individuals living in the Province of Luxembourg which belongs to Belgium, but which in the past was part of the Grand Duchy of Luxembourg. An interesting aspect is that during the studies, many of the young people with whom the respondent interacted wanted to work in Luxembourg.

Another very interesting aspect is the fact that countries of Latin origin are very far in the ranking of cultural compatibility: Italy (99) - the penultimate place being only ahead of Saudi Arabia; Brazil (96); Mexico (90); Spain (85); Argentina (84); France (76). The closest Latin country in the compatibility ranking is Uruguay, position 18. The fact that in the top 10 compatibilities are Austria (2), Switzerland (4), Germany (10) can be explained by personality traits. It was found that personality traits influence adaptation to a particular cultural environment, and cultural closeness to these countries could be explained by the respondent's conscientiousness. Another very interesting aspect is the fact that Balkan countries such as Slovenia are at the top of compatibility (3); Croatia (7) and Serbia (8).

II. Professional football player from Brazil

Respondent profile

Another respondent to the questionnaire presented above is a 28-year-old Brazilian player, unmarried and first came to Europe at the age of 22. Openness and agreeableness are

personality traits of the respondent. It has evolved in several countries including: Romania (2 years), Azerbaijan (1 year), Uruguay (1 year), Lithuania (1 year) and Indonesia (1 year).

Table 1. Competitions where the Brazilian football player performed

CAREER STATS					
competition	 ±	 ↑	 ↑	 ↑	 ↑
 Liga 1	51	11	6	299	3.288
 Liga 1 Indonesia	28	7	4	352	2.463
 A Lyga	27	4	3	356	1.423
 Série B	19	1	-	668	668
 Premyer Liqa	13	1	-	787	787
 Cupa României	6	2	-	218	435
 Europa League Qualifying	6	-	1	-	350
 Primera División Apertura	6	-	-	-	180
 Primera División	4	-	1	-	239
Total :	160	26	15	378	9.833

Source: transfermarkt.de

The table above shows, the competitions where the Brazilian player performed, the matches, the goals scored, the goal passes, the ratio of minutes played/goals and the total minutes played. It can be seen that the most matches played, the most goals, the best goal passes, the most minutes and the best ratio of minutes played/goals scored were scored in the first football league in Romania. To these can be added the matches from another competition in Romania, the Romanian Cup, where the player has an even better rate of minutes played goals, instead there are fewer minutes played due to the fact that the competition is organized with fewer matches than a championship.

The player's best market share (according to the specialized site transfermarkt.de) was reached when he was playing in Romania and in Azerbaijan. At the same time, the player evolved in European competitions when he played in Romania and Lithuania. Analyzing these facts, it can be said that the player has adapted best in Romania. The determinants of his adaptation can be represented by the fact that the Romanian language is appropriate to the Portuguese language, the respondent's mother tongue and personality traits. During the two years spent in Romania, the player managed to learn the Romanian language very well, and this fact corroborated with openness and agreeableness allowed him to adapt and integrate both in the team and in the local culture.

The player answered the questionnaire provided by the Country Navigator website in Portuguese, his mother tongue, so no problems in understanding the questions should be taken into account.

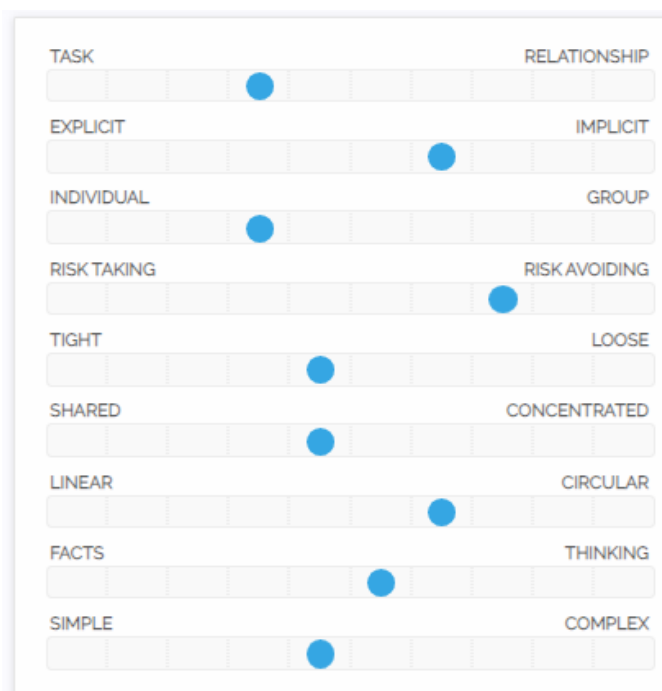


Figure 8. Cultural profile of the Brazilian player
Source: output Country Navigator

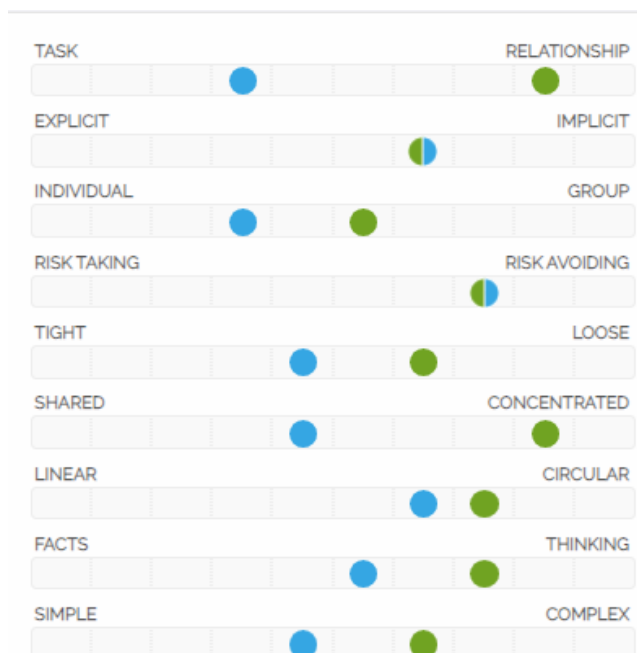


Figure 9. Comparison of the player's cultural profile with Romanian profile
Legend: blue - the cultural profile of the player; green - the cultural characteristics of Romania.
Source: output Country Navigator

CLOSEST AND FURTHEST MATCHED COUNTRIES		CLOSEST AND FURTHEST MATCHED COUNTRIES	
1	Ireland	93	Russia
2	Croatia	94	Mongolia
3	Slovenia	95	Hong Kong (SAR PRC)
4	Tanzania	96	Dominican Republic
5	Slovakia	97	Brazil
6	Philippines	98	USA
7	South Africa	99	Denmark
8	Chile	100	Saudi Arabia

Figure 10. Countries with the closest and the farthest cultural profile from the Brazilian player profile
Source: output Country Navigator

The figures above show the first and last countries in the top of compatibility. Except Lithuania, which ranks 66th in the compatibility list, the countries where the player played are in the first part of the ranking: Uruguay (15), Azerbaijan (22), Indonesia (31), Romania (35). An interesting aspect is given by the fact that although the respondent is Brazilian, with Brazilian origins, in the compatibility ranking the country of origin is on the 97th place, being at the bottom of the ranking.

4. How to develop cultural intelligence

Cultural intelligence is a key skill in today's world. We live and work in a multicultural world and thus the acquisition of knowledge and skills are important aspects for achieving success. Nowadays individuals need to be ready to communicate and work with people with different identities and cultures. Thus, for understanding and managing multicultural situations in a competent manner, acquiring knowledge about other cultures is no longer an option. Unlike other forms of intelligence, cultural intelligence can be improved throughout life. So, there are several ways in which cultural intelligence can be developed in the workplace (Country Navigator).

- For the development of cultural intelligence, identifying the cultural profile through the Country Navigator platform can be an important step. With the help of such a profile, individuals can become aware of their own behaviour at work and can identify the differences that arise in contact with the cultural environment in which they work.
- Also important is to find a common ground that allows the connection with other cultures and leads to a better understanding of individuals. Thus, a mutual connection can be created for the development of trust and respect but also for the overcoming of communication barriers.
- For the development of cultural intelligence, it is important to avoid the use of stereotypes because they can lead to the formation of unfounded hypotheses. People in other cultures

have their own practices and beliefs that may be different from other cultures. It is very important that a person is treated individually and not labelled as belonging to a majority group.

- ✚ In a view of developing the cultural intelligence level it is very important that an individual be open minded and curious. Curiosity is the starting point for discovering new aspects related to another culture.
- ✚ Awareness and acceptance are two other important determinants for developing the cultural intelligence of an individual. Awareness allows the individual to be more attentive to the practices and habits of people belonging to other cultures. Accepting their cultural practices denotes empathy and allows for careful observation of who they really are. How an individual treats another person will reflect how that person will be treated in turn. Acceptance of other cultures leads to increased cultural intelligence level.
- ✚ Although it may seem like simplistic advice, tasting different foods specific to a cultural area is a good and effective way to understand others. Traditional food can provide details about the country's traditions.

5. Guidance for effective adaptation of expats

Preparing to start a new life abroad can be both a captivating and stressful experience at the same time. Among the challenges caused by a relocation abroad are: renting a house, solving medical problems or finding a school for children. The Country Navigator platform offers a series of tips to prepare for an expat life.

- ✚ When leaving for a new destination, it is very important to improve your health. Moving to a new destination can lead to a new climate, polluted air or unusual food. All this requires a reaction from the body and it is very important that an expat is in good health before leaving.
- ✚ When an expat arrives in a new location he/she will suffer a culture shock, but he/she must keep an open mind and understand that this shock will pass if certain efforts are made.
- ✚ It is very good for an expat to try to form a group of friends just before leaving. Social media can be a facilitator in this case.
- ✚ Excessive analysis of things is stressful and may not always be helpful. An expat can analyze his future life for a long time, but even so there may be certain things that will surprise him/her.
- ✚ Before leaving, each individual should think about how to solve certain obvious problems they will face, such as heat, rainy weather, excessive congestion, or polluted air.
- ✚ For expats moving to a new country with children, it is very important that expats do not pour their frustrations on children. Most of the time, children adapt much faster than adults.
- ✚ It is equally important for an expat to know very well from the beginning what things he wants to take with him and what things he can leave behind.
- ✚ No matter how difficult it may be, it is very important for an expat to make an effort to learn the local language. Locals appreciate a stranger's effort to speak their language.
- ✚ Studying local traditions and customs and mastering them as soon as possible is another very important element to consider before relocating to a new country.
- ✚ Last but not least, it is very important for an expat to prepare for his return, because on his return he may suffer a reverse culture shock.

6. Conclusion and discussions

When an organization decides to collaborate with partners in other countries or decides to hire individuals from other cultural areas, it is vital to prevent misunderstandings and conflicts. A culturally intelligent manager will analyse cultural differences as well as the motivations, attitudes and opportunities generated by these differences. The web platform for analysing cultural intelligence offers many advantages: complex analysis of different cultural styles, better communication with people from other cultures and the development of skills in intercultural interactions.

As far as sports organizations are concerned, it is hard to believe that an athlete can answer such a set of questions before signing a contract with a team from another country. The ideal situation would be for the new club to have the cultural profile of the athlete before he signs an agreement. However, the platform does not give verdicts and highlights the similarities and differences that stakeholders should be aware of. After identifying the athlete's cultural profile, the organization's managers should consider all cultural traits and highlight them for a quick and effective adaptation of athletes.

Cultural differences have existed and will continue to exist. These differences may make it difficult to adapt to a new cultural context, but this does not necessarily mean that very large differences also lead to the impossibility of adaptation. Personality type, ability to learn a foreign language, the ability to acquire cultural values or the ability to socialize with locals are factors that can compensate for very large differences.

Each country has certain cultural peculiarities and implicitly a certain cultural profile. This cultural profile is an average and there are also cases of individuals who have a cultural profile more or less different from that of the majority. In these situations, these individuals may be more compatible with other cultures and do not feel very comfortable in the native culture. These individuals make some efforts to adapt to the local culture and come to perceive them as normal.

Another aspect that must be taken into account is the fact that nowadays there are many multicultural teams in which the number of local athletes is very small. In the case of these teams, we can speak of a different cultural profile than the cultural profile of the country that the club represents. In this situation, the cultural profile of the team can be realized in order to better notice the cultural similarities and differences.

Culture exploration is a complex issue that deserves to be explored in depth. Identifying the cultural profile as well as compatibility with other cultures is an important step in adapting to a new culture. Such a profile identifies differences and helps to find aspects that could improve performance in a multicultural group.

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