

The Impact of Cultural and Emotional Intelligence

On Corporate Board Governance

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Abstract

This study synthesizes research on the Influence of Cultural Intelligence (CQ) and Emotional Intelligence (EI) on corporate board governance to address gaps in understanding their combined effects on governance processes in culturally diverse boardrooms. The problem to be addressed in this study is the influence of CQ and EI and their antecedents on corporate board governance, strategic decision-making, and organizational performance. The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance. Multinational Corporations (MNCs) face challenges due to the lack of a unified framework that holistically addresses CQ and EI, impacting board decision-making, organizational performance, and innovation in a multidimensional, multicultural business environment. Data was drawn from experiential survey responses collected via Qualtrics Research Analytics from 68 C-level executives. The research questions assessed current knowledge of CQ and EI, benchmarked relevant theoretical frameworks (EI, CQ, and Global Mindset), identified mechanisms influencing communication and conflict resolution, compared their impacts on leadership effectiveness, and analyzed methodological approaches. Findings indicate that CQ and EI jointly enhance decision quality, inclusive communication, and conflict management, with CQ particularly important for cultural adaptability, while EI is critical for emotional regulation under uncertainty. Recommendations: future qualitative and quantitative studies should conduct multidimensional, culturally nuanced research to examine a holistic application of CQ and EI in corporate board governance. This also suggests the need for a unified framework to strengthen theoretical theory, guide practical applications, and provide training in a global business environment.

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Table of Contents

Chapter 1: Introduction	1
Statement of the Problem	4
Purpose of the Study	5
Introduction to Framework	6
Introduction to Research Methodology and Design	7
Research Questions	8
Significance of the Study	9
Definitions of Key Terms	10
Summary	11
Chapter 2: Literature Review	13
Documentation	13
Framework	13
Subtopic	19
Summary	28
Chapter 3: Research Method	30
Research Methodology and Design (Nature of the Study)	30
Population and Sample	32
Instrumentation	32
Operational Definitions	33
Study Procedures	34
Data Analysis	37
Assumptions	37
Limitations:	38
Delimitations	39
Ethical Assurances	40
Summary	43
Chapter 4: Findings	45
Trustworthiness of the Data	45
Results	46
Comparison of Results to the Literature Review	51
Summary	56
Chapter 5: Discussion, Recommendations, and Study Summary	59
Discussion	59
Recommendations for Practice	67
Recommendations for Future Research	68
Study Summary	69

References.....	73
Appendix A.....	85
Appendix B.....	86
Appendix C.....	87
Appendix D.....	92
Appendix E.....	94
Appendix F.....	95
Appendix G.....	96
Appendix H.....	97
Appendix I.....	98
Appendix J.....	101

List of Tables

Table 1 CQ/EQ/GM Phenomenological Matrix 24

List of Figures

Figure 1: Literature Review Model.....	14
Figure 2 Theoretical intersection of CQ/EI/MI and a Global Mindset Lens	18
Figure 3 Global Mindset Model.....	21

Chapter 1: Introduction

In today's interconnected and rapidly evolving global business environment, organizations face complex challenges, including cultural diversity, rapid technological advancements, and geopolitical uncertainties, requiring effective leadership and decision-making. The interplay of cultural intelligence (CQ) and emotional intelligence (EI) has garnered significant attention in scholarly literature, particularly as it pertains to corporate governance, strategic decision-making, and organizational performance within multinational corporations (MNCs; Davaei et al., 2022; Lee, 2023; McKinsey & Company, 2023). Researchers (e.g., Beshlawy & Ardroumli, 2021; Hassan & Hamid, 2023; Paiuc, 2021a) have highlighted CQ's theoretical role in navigating cultural diversity and fostering inclusive environments. EI has been recognized for influencing interpersonal relationships and emotional regulation in senior leadership contexts (Davaei et al., 2022).

Researchers, such as Earley and Ang (2003) and Goleman (1996), have laid the groundwork for foundational theories that highlight the significance of CQ and EI in enhancing individual effectiveness and adaptability across diverse settings. Van Dyne et al. (2019) further explored the impact of these intelligences on organizational performance beyond the original conceptualization of cognitive, meta-cognitive, motivational, and behavioral domains. CQ refers to the ability to interact effectively in multicultural environments (Van Dyne et al., 2019). EI regulates emotions and impulses within personal and professional contexts (Goleman, 1996) and is vital for maintaining positive workplace dynamics and making sound decisions.

The relevance of this research topic is underscored by the rapid globalization of markets and the increasing workforce diversity (McKinsey & Company, 2023). As MNCs expand their operations across international borders, leaders must not only be adept at managing diverse

teams but also at making strategic decisions that consider varying cultural contexts (Davaei et al., 2022; Eberz et al., 2020; El Beshlawy & Ardroumli, 2021; Ron & Singer, 2024). Foundational work by Salovey and Mayer (1990) established the framework for EI around controlling individual emotional responses to events.

The convergence of CQ and EI in this framework is warranted, as organizations that leverage multiple intelligences (MI; Chhibber, 2024; Gardner, 1983) are better positioned to drive innovation, enhance employee engagement, and improve overall performance (Eberz et al., 2020; Els & Jacobs, 2023). In a global environment where cultural misunderstandings can lead to economic and geopolitical missteps, understanding the dynamics of CQ and EI becomes essential for sustainable individual and organizational success (Cabral et al., 2020a; El Beshlawy & Ardroumli, 2021; Kai Liao et al., 2021).

While existing research has explored CQ and EI in isolation, a significant gap remains in understanding how these constructs interact within corporate board governance and strategic decision-making in MNCs. Researchers, such as Eberz et al. (2020) and Els and Jacobs (2023), have begun to explore these relationships. The practical implications for organizational performance remain under-examined (Abdeldayem et al., 2022; Hunt et al., 2020; Zattoni et al., 2023). This research has the potential to enhance organizational performance significantly. It is essential not only for its theoretical contributions to organizational behavior and leadership dynamics but also for its practical implications for improving the effectiveness of decision-making processes in diverse corporate environments (Goleman & Cherniss, 2024; Hassan & Hamid, 2023).

In a globalized and interdependent world, corporate leadership teams, organizations, and MNCs face the challenges of navigating dynamic multicultural environments (Davaei et al.,

2022; Eberz et al., 2020). The corporate board is a critical governance mechanism that shapes an organization's strategic direction and operational effectiveness (Davaei et al., 2023). Geopolitical changes, disruptive economic markets, and environmental crises create an urgent need to understand how CQ and EI can enhance board governance practices, inform strategic decision-making, and drive innovation and overall organizational performance (Ron & Singer, 2024).

Board members, chief executive officers, and organizational leaders possess unique perspectives shaped by their lived experiences, which can illuminate the intricate connections between CQ and EI within board dynamics in a multicultural environment (Hassan & Hamid, 2023; Mathew & Javalgi, 2024). Foundational research by Hofstede (1984) introduced the cultural dimensions theory, using International Business Machines' data from the early 1960s. However, his four dimensions (i.e., power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance) did not specifically address the interplay of CQ and EI within the realms of corporate governance, decision-making, and performance (Hofstede, 1984; Sent & Krouse, 2022; Vinney, 2024). The global impact of the COVID-19 pandemic in 2020 demonstrated the misunderstanding and lack of CQ and EI in individual, organizational, and governmental sectors to make effective decisions that guide policies to mitigate global threats (Hall et al., 2024).

This study will focus on corporate boards within culturally diverse industries, recognizing that the application and impact of CQ and EI may vary across different contexts. It is essential to acknowledge potential limitations, such as the subjective nature of perceptions, the inherent biases that may arise, and the variability in cultural contexts. This introduction creates an opportunity for a comprehensive exploration of CQ and EI within the construct of corporate

board governance, as well as chapters one through five of the dissertation study (National University, 2023).

Statement of the Problem

The problem to be addressed in this study is the influence of CQ and EI and their antecedents on corporate board governance, strategic decision-making, and organizational performance. Research emphasizes the necessity for a more extensive understanding of the various dimensions of CQ/EI that influence individual and organizational-level performance in a disruptive global environment (Mgammal, 2022; Zattoni et al., 2023). Mgammal (2022) conducted a study involving 133 companies and found that increased diversity among board members positively influenced decision-making and CQ. Rachmad (2022) indicated a strong correlation between CQ and innovation and suggested that future research was necessary on an organizational level. In addition, Zattoni et al. (2023) reviewed 184 papers on board diversity. They found that there needs to be more research on theory and methodology, clarifying the mixed results in understanding the relationship between CQ, EI, and organizational performance.

MNCs lack agility without a high degree of CQ and EI (Paiuc, 2021b; Rachmad, 2022). A multidisciplinary analysis is necessary to address the current knowledge barriers (i.e., homogeneity in boards) and fully capture the multidimensional nature of CQ and EI (Chidambaran et al., 2022). Despite some progress, global corporations still lack parity in gender, ethnicity, and cultural diversity at the CEO and board level, which limits CQ and EI and cross-cultural competence (Du et al., 2023; McKinsey & Company, 2023; Zattoni et al., 2023). These disconnects directly impact innovation, performance, and organizational success (Mathew & Javalgi, 2024). There is an urgent need for additional studies to explore organizational

leadership and corporate strategic decision-making to enhance performance outcomes (Du et al., 2023; Nwaigwe, 2022; Ron & Singer, 2024).

Purpose of the Study

The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance. By examining these constructs through both individual, team, and organizational lenses, this study seeks to uncover how CQ and EI, along with their antecedents, influence the effectiveness of corporate boards in navigating the contextualized perspective of a multicultural, globalized market (Davai et al., 2022; Faluyi & Mboga, 2025; Zattoni et al., 2023).

Board members, CEOs, and organizational leaders have unique perspectives shaped through lived experiences that can illuminate the subtle connections of CQ and EI within board dynamics in a multicultural environment (Du et al., 2023; El Beshlawy & Ardroumli, 2021; Zhang et al., 2023). Surveys and in-depth interviews can be utilized to protect privacy and address ethical concerns using secure methodologies facilitated by Qualtrics XM™ to obtain unbiased data and NVivo™ for coding the data (National University, 2023). The study sample will focus on 25 to 35 executive leaders, board members, and organizational leaders to capture lived experiences (Bloomberg, 2022; National University, 2023). Bibliometric studies and systematic literature reviews can validate saturation and thematic alignment with the research topic and relevant leadership theories, i.e., transformational leadership, stakeholder theory, or agency theory (Davai et al., 2022; Hassan & Hamid, 2023; Kai Liao et al., 2021). The goal of this study is to contribute to the body of knowledge and provide academic scholars, business leaders, and management practitioners with a greater understanding of the influence of CQ and

EI on corporate board governance dynamics, strategic decision-making, and performance sustainability in a disruptive global market (Els & Jacobs, 2023).

Introduction to Framework

The global business environment has become increasingly complex and dynamic, and traditional constructs of corporate board governance are being challenged. Understanding the integration of CQ and EI into board practices is essential for fostering effective leadership, enhancing market agility, and driving innovation. This proposed study aims to explore the intersection of CQ and EI within the context of corporate governance, focusing on how these frameworks influence board effectiveness and organizational outcomes (Anuragini Shirish et al., 2023; Davaei et al., 2022; Du et al., 2023; Kai Liao et al., 2025).

Foundational research by Gardner (1983) recognizes CQ and EI as complementary MI; however, it does not examine their interplay in corporate board governance and strategic decision-making related to organizational performance (Chhibber, 2024; Gardner, 1983; Morgan, 2021). Corporate board governance has traditionally been examined through the lenses of agency theory and stakeholder theory, emphasizing oversight, accountability, and the alignment of interests between executives and stakeholders (Davaei et al., 2022; Faluyi & Mboga, 2025; Wengel, 2023). However, in light of evolving corporate environments, this focus is shifting to include the role of CQ and EI in board governance. As corporate environments become more diverse and globally interconnected, CQ and EI have become crucial competencies for board members (Ng, Van Dyne, & Ang, 2012). *CQ*, the ability to function effectively in multicultural contexts, is particularly relevant for multinational corporations, where board members must navigate cross-cultural complexities (Ang & Van Dyne, 2015). In addition, emotional intelligence, which encompasses the ability to perceive, understand, and manage emotions, is

essential for fostering collaboration, resolving conflicts, and enhancing decision-making effectiveness within the board (Mgammal, 2022; Zhang et al., 2023).

Introduction to Research Methodology and Design

This study will use a qualitative phenomenological approach to investigate the research problem, purpose, and research questions, ensuring alignment throughout. The theoretical framework will focus on CQ and EI and their influence on corporate board dynamics (i.e., governance, strategic decision-making, and organizational performance). The literature review will identify gaps in theory and knowledge related to enhancing individual, team, and organizational performance and agility (Nwaigwe, 2022; Paiuc, 2021b; Yari et al., 2020).

Foundational works by Earley and Ang (2003), Van Dyne and Ang (2019), Gardner (1984), and Salovey and Mayer (1990) will serve as the theoretical underpinnings of CQ and EI outlined in this proposed study. The research design will collect in-depth interviews and questionnaire data via Qualtrics™ and secure coding procedures with NVivo™. The research questions are designed to facilitate an in-depth thematic analysis of CQ and EI within the context of board governance (Mubeen et al., 2024; Xie, 2020; Zhang et al., 2024). They are open-ended, encouraging in-depth qualitative data collection while maintaining alignment, relevance, and structured inquiry. The study will focus on questionnaires and 30-minute interviews with a sample population of approximately 25 to 35 executive leaders, board members, and organizational leaders to capture lived experiences (National University, 2023). Examining theoretical frameworks at the individual and organizational levels will broaden the understanding of CQ and EI as a multidimensional, multicultural governance tool to refocus board decision-making and performance outcomes (Abdeldayem et al., 2022; Davaei et al., 2022; Zattoni et al., 2023). The Organizational Cultural Intelligence Scale, postulated by Lima et al. (2016), can

serve as a lens to explore the antecedents and factors to reduce the data's endogeneity and bias (Musick, 2022).

Utilization of interpretative phenomenological analysis design (Smith et al., 2021) aims to develop in-depth knowledge and practical applications of CQ and EI, and their dimensions and antecedents. This research holds significant implications for both theory and practice. The study will contribute to the theoretical frameworks of CQ and EI within organizational studies by examining the role of both CQ and EI in board governance (Du et al., 2023). Practical insights from this research can inform the development of training programs and governance strategies that cultivate CQ and EI among board members, fostering a more adaptive and innovative corporate governance environment (Lee, 2023; Kai Liao & Thomas, 2025; Zhang et al., 2023). The proposed study will also explore methodologies such as open-ended questions, semi-structured interviews, triangulation, member checking, and data saturation, which will strengthen credibility, dependability, transferability, and confirmability, thereby ensuring methodological rigor throughout the research process to enhance the rigor and trustworthiness of the findings (Bloomberg, 2022). This study aims to reduce endogeneity (measurement) issues and improve data analysis (Lee, 2023; Zattoni et al., 2023). Adherence to Institutional Review Board guidance will ensure ethical compliance and integrity throughout the research process. The proposed study will follow protocols for confidentiality, informed consent (voluntary participation), risk assessment, and compliance with applicable laws, regulations, and guidelines (National University, 2023).

Research Questions

The research questions are designed to facilitate an in-depth thematic analysis of CQ and EI in the context of board governance. They are open-ended, encouraging rich, in-depth

qualitative data collection while maintaining alignment, relevance, and structured inquiry. The alignment with interpretative phenomenological analysis ensures that the inquiry remains structured while allowing for the exploration of participants' lived experiences and perceptions:

RQ1: What is the role of CQ/EI in influencing corporate board governance practices, strategic decision-making, and performance?

- This question examines the mechanisms of CQ and EI impacting governance practices (Davaei et al., 2022).

RQ2: How do corporate board members perceive the importance of CQ/EI in enhancing board effectiveness, market agility, innovation, and organizational performance in a global market?

- This question focuses on the subjective experiences of board members.

RQ3: What challenges and opportunities do board members identify in increasing CQ/EI in the board governance strategies?

- This question aims to identify barriers and facilitators to new opportunities and innovation (Du et al., 2023).

These questions will help uncover subtle insights into the roles of CQ and EI in board dynamics and strategic decision-making (Du et al., 2023). The study population, 25 to 35, will focus on 25 to 35 executive leaders, board members, and organizational leaders to capture lived experiences (Bloomberg, 2022; National University, 2023). See Appendix C for Research Questions.

Significance of the Study

This qualitative phenomenological study will explore the interplay between CQ and EI in corporate board governance and strategic decision-making. The study's impact can be understood in several key areas:

- Enhanced understanding of board dynamics: The study will explore the lived experiences of board members and organizational leaders, providing insights into how CQ and EI influence board interactions and decision-making processes.
- Implications for leadership development: The findings can inform leadership development programs by emphasizing the competencies associated with CQ and EI that are crucial for navigating multicultural environments.
- Strategic decision-making frameworks: The study can contribute to developing frameworks that integrate CQ and EI into strategic decision-making processes, leading to more inclusive strategies that consider diverse perspectives and ultimately improve organizational performance.
- Performance sustainability: By linking CQ and EI to organizational performance, the research can underscore the role of these intelligences in achieving long-term sustainability in a globalized market, motivating organizations to prioritize these attributes in their governance practices.
- Contribution to academic literature: This study can enhance the current body of knowledge on CQ and EI, especially in corporate governance. It can also act as a reference for future research and stimulate further exploration of these themes, potentially leading to new theories or models in leadership and management studies.

Definitions of Key Terms

- Agency theory - Focuses on the relationship between owners and managers, addressing conflicts of interest in an organizational context (Meckling & Jensen, 1976).
- Board decision-making - Understanding how boards make decisions (El Beshlawy & Ardroumli, 2021).

- Board governance - Understanding effective governance practices in a global environment (Davai et al., 2022).
- Board performance - Focusing on organizational performance in a global environment (Kai Liao et al., 2021; Ron & Singer, 2024).
- Cultural intelligence - Focuses on an individual's ability to adjust to various cultural environments (Earley & Ang, 2003).
- Emotional intelligence - Focuses on self-regulating emotions to adapt to changing environments and problem-solving (Goleman, 1996).
- Multiple intelligences - Focuses on multiple views of intelligence (eight dimensions) to provide a multidimensional lens (Gardner, 1983).
- Stakeholder theory - Emphasizes that organizations need to focus on stakeholder interests (Freeman, 1983).

Summary

In a globalized and interdependent world, corporate leadership teams, organizations, and MNCs face challenges navigating dynamic multicultural environments (Davai et al., 2022; Eberz et al., 2020). The corporate board is a critical governance mechanism that shapes an organization's strategic direction and operational effectiveness (Davai et al., 2022; Du et al., 2023). Given the complexities of geopolitical challenges, disruptive economic markets, and environmental crises, there is an urgent need to understand how CQ and EI can enhance board governance practices, inform strategic decision-making, and drive innovation (Els & Jacobs, 2023; Ron & Singer, 2024; Varvatsoulas, 2023).

While research has examined CQ and EI separately, a significant gap exists in understanding their interaction within corporate board governance and strategic decision-making

(Eberz et al., 2020; Goleman & Cherniss, 2024). Researchers (i.e., Eberz et al., 2020; Els & Jacobs, 2023) have started to investigate these relationships. However, the practical implications for organizational performance remain under-examined (Abdeldayem et al., 2022; Zattoni et al., 2023). Addressing this gap could substantially enhance organizational performance and innovation (Afsar et al., 2021).

This research is vital for its theoretical contributions to organizational behavior, leadership dynamics, and practical implications for improving decision-making processes in culturally diverse corporate environments (Goleman & Cherniss, 2024; Hassan & Hamid, 2023). A qualitative phenomenological research approach is well-suited for examining the subjective experiences and meanings attributed to CQ and EI by CEOs, board members, and leadership teams within corporate governance and organizational performance, thereby setting the stage for future studies (Caputo & Kargina, 2023).

Chapter 1 provides the study framework to address the problem statement, and Chapter 2 provides the foundational and current literature in the knowledge base to support the research topic, research questions, and design methodology (Zattoni et al., 2023). CQ and EI are separate constructs that impact board governance. The globalization trend requires leaders to understand and develop a global mindset that utilizes both frameworks to guide sustainable decision-making (Hasse, 2022).

Chapter 2: Literature Review

The problem to be addressed in this study is the influence of CQ and EI and their antecedents on corporate board governance, strategic decision-making, and organizational performance. The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance. The problem examined in Chapter 1 is the intersection of cultural intelligence (CQ) and emotional intelligence (EI), and their impact on board governance at both the individual and organizational levels, as postulated by Davaei et al. (2022). Understanding the roles of CQ and EI is crucial in enhancing effective board governance, particularly in diverse global environments (Agahi, 2025; Schlaegel et al., 2021). A recent literature review reveals significant gaps in research concerning CQ and EI, particularly regarding their relevance within a multiple intelligence (MI) framework (Els & Jacobs, 2023; Paiuc, 2021a; Perruci, 2022). Chapter 2 examines current theories that often overlook the multidimensional aspects of CQ and EI combined, which limits an understanding of their implications in board governance, decision-making, and performance contexts (Martusewicz et al., 2024). See Appendix D for literature triangulation.

Documentation

EBSCO, Google Scholar, and ProQuest were utilized to provide foundational and current literature. See Appendix J for search terms and keyword searches.

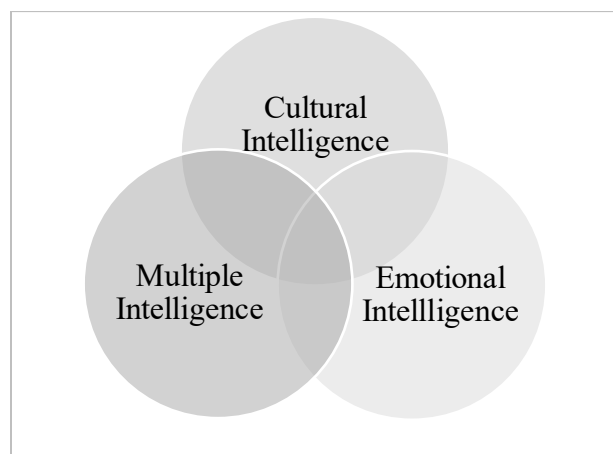
Framework

The global business environment has become increasingly complex and dynamic, and traditional constructs of corporate board governance are being challenged. Understanding the integration of CQ and EI into board practices is essential for fostering effective leadership,

enhancing market agility, and driving innovation (Eberz et al., 2020; Hasse, 2022; Relyea, 2025). This proposed study aims to explore the intersection of CQ and EI within the context of corporate governance, focusing on how these frameworks influence board effectiveness and organizational outcomes (Anuragini Shirish et al., 2023; Davaei et al., 2022; Du et al., 2023; Liao et al., 2025). Foundational research by Gardner (1983) recognized CQ and EI as complementary MI; however, it does not examine their interplay in corporate board governance and strategic decision-making related to organizational performance (Chhibber, 2024; Gardner, 1983; Morgan, 2021). In addition, recent theories of multiple intelligences (MI) and global mindset (GM) did not incorporate the interplay between MI and GM within a holistic framework (Gardner, 2008; Kjar, 2007; Ranker et al., 2015). Figure 1 for the Literature Review Model.

Figure 1

Literature Review Model



CQ and EI

Earley and Ang (2003) established foundational frameworks for CQ, while Salovey and Mayer (1990) laid the groundwork for EI. These theoretical contributions provide a foundation for examining CQ and EI separately; their combined impact on governance, decision-making, and performance is left for future studies (Davaei et al., 2022; Higgs & Dulewicz, 2024; Paul,

2025). Addressing these gaps could lead to a more nuanced understanding of how CQ and EI can enhance board governance, paving the way for future research in this critical area. Conducting a literature review on the interplay of CQ and EI through a multidimensional, multicultural lens involves several strategic steps within this chapter.

The significance of CQ lies in its ability to equip board members with the skills necessary to understand and adapt to various cultural contexts (Schlaegel et al., 2021). This adaptability fosters more inclusive decision-making processes and enhances collaboration among board members from diverse backgrounds. Similarly, EI plays a crucial role in understanding and managing interpersonal relationships, allowing board members to navigate the emotional complexities and conflicts that may arise during governance discussions (Paul, 2025). CQ and EI can lead to more effective governance practices, improved decision-making, and enhanced organizational performance (Eberz et al., 2020).

Previous research has established a strong correlation between board diversity and organizational performance, often emphasizing gender diversity (Paul, 2025). However, a significant gap remains in understanding the impact of CQ and EI as dimensions of diversity that extend beyond gender. Studies have underscored the importance of factors such as financial knowledge, experience (age), and personal values in shaping decision-making processes (Forget, 2022; Subrahmanyam, 2025). These elements can enhance governance effectiveness and positively influence organizational outcomes (Cormier et al., 2022).

Despite the growing interest in CQ and EI, there remains a lack of consensus regarding their value proposition for board performance and decision-making. Individual performance and organizational performance are not directly linked. This ambiguity is reflected in the literature, as evidenced by various studies (Boshanna, 2021; Miao-Yu Hsu et al., 2022; Worme, 2023) that

explore these themes but fail to provide a unified perspective. To address this gap, the literature review will include foundational frameworks such as shareholder theory, stakeholder theory, grounded theory, MI, agency theory, and resource dependency theory.

Multiple Intelligence

Integrating CQ and EI within Gardner's (2008) MI framework, which enriches the understanding of how individuals navigate diverse environments. By recognizing the intersection of CQ and EI, one can better appreciate the complexities of human interaction and develop strategies that enhance collaboration, communication, and organizational effectiveness (Gardner, 2011). This integrated approach aligns with the realities of the globalized world and provides practical insights for fostering inclusive and high-performing teams.

Shareholder Theory

These theories provide a lens through which to examine the roles of CQ and EI in governance. Shareholder Theory (Friedman, 1970; Strain et al., 2021) suggests that the board's primary responsibility is to maximize shareholder value, which can be enhanced through effective decision-making informed by diverse perspectives. Stakeholder theory (Freeman, 1984) moves away from shareholder primacy and expands the view by emphasizing the importance of considering all stakeholders. This is where CQ and EI can facilitate better understanding and engagement with diverse stakeholder groups. Juxtaposed to agency theory, which only highlights the relationship between board members and shareholders, EI can help mitigate conflicts of interest and improve internal and external communication.

Grounded Theory

The significance of Grounded Theory (Glaser, 2022) lies in its ability to generate theory from data, flexibility and adaptability, and its focus on participant perspectives. Its iterative

nature and emphasis on contextual understanding make it a powerful tool for exploring complex social phenomena and contributing to the development of new knowledge across various disciplines. By prioritizing the voices and experiences of participants, Grounded Theory enriches our understanding of social dynamics and informs practical applications in real-world settings.

Agency Theory

Agency Theory highlights the principal-agent relationship and the potential conflict of interest when managers prioritize their own interests over those of shareholders or other stakeholders (Jensen & Meckling, 1976). Agency Theory is widely used in corporate governance and provides a framework for understanding and addressing the agency problem (Panda & Leepsa, 2017). Introducing performance-based incentives and monitoring systems aims to align managers' goals with those of shareholders, reduce agency costs, and improve firm performance (Chuma & Qutieshat, 2023).

When discussing the relationship between Agency Theory and CQ, it is essential to note that agency theory primarily focuses on the relationship between shareholders and managers, emphasizing financial performance (Davaei et al., 2022; Jensen & Meckling, 1976). This aligns with the goal of agency theory, which is to reduce agency costs and ensure the organization's long-term success. Agency Theory provides a framework to address the principal-agent problem by aligning the interests of managers with those of shareholders (Jensen & Meckling, 1976). Unfortunately, there are gaps in the literature connecting CQ/EI with agency theory. When examining stakeholder relationships through an agency lens, CQ/EI can foster open communication and mitigate internal conflict (Faluyi & Mboga, 2025).

Finally, it is worth mentioning that board diversity is another important aspect in the context of agency theory (Schlaegel et al., 2021). A diverse board regarding gender, ethnicity,

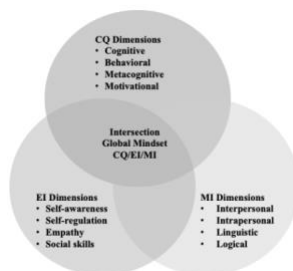
and expertise can bring a range of different perspectives and insights to decision-making processes (Eberz et al., 2020). This diversity can help mitigate the risk of groupthink and increase the likelihood of considering a broader range of stakeholder interests (Hamad & Cek, 2023).

Resource Dependency Theory

Finally, the Resource Dependency Theory (Babelytė-Labanauskė, 2022) posits that diverse boards can access a broader range of resources and information, enhancing decision-making capabilities. By integrating these theoretical frameworks with the practical implications of CQ and EI, this analysis aims to contribute to a deeper understanding of how these competencies can enhance board governance and organizational performance (Schlaegel et al., 2021). Each article included in this review provides insights into the relationship between CQ, EI, board performance, and decision-making, emphasizing the need for further research to explore these dimensions both qualitatively and quantitatively (Higgs & Dulewicz, 2024; Presbitero, 2022; Relyea, 2025). This analysis aims to elucidate how the interplay between CQ and EI can lead to more effective governance practices and enhanced organizational outcomes in an increasingly complex global business environment. Figure 2 to understand the theoretical intersection of CQ/EI/MI and a GM:

Figure 2

Theoretical Intersection of CQ/EI/MI and a Global Mindset Lens



Subtopic

CQ

Understanding the four dimensions of CQ (cognitive, physical, emotional/motivational) and their relevance in a multicultural context. The accepted CQ framework is a multidimensional construct that focuses on working in a diverse environment (Caputo & Kargina, 2022; Yari et al., 2020). The four dimensions of CQ are "cognitive CQ, emotional CQ, behavioral CQ, and meta-cognitive CQ" (Earley & Ang, 2003, p. 9); each behavioral skill can increase performance, but it is conceptualized independently of EI and MI frameworks (Earley & Ang, 2003; Van Dyne et al., 2019).

CQ Dimensions and Conceptualizations

Davaei and Gunkel (2023) present a commonly accepted definition for the four dimensions of CQ:

1. Cognitive CQ refers to individual knowledge about different cultures, including knowledge of norms, beliefs, values, and dynamics.
2. Emotional CQ refers to individual motivations to adapt to culturally different engagements. This requires higher self-efficacy and a willingness to learn new cultural subsets.
3. Behavioral CQ encompasses both verbal and nonverbal communications, as well as interpersonal interactions. Communication flexibility and language skill sets play an integral role in interpersonal settings.
4. Motivational CQ refers to an individual's willingness to take risks and persistence in overcoming challenges.

The four conceptualizations of CQ can be linked with authentic leadership theory to build on the original framework (Els & Jacobs, 2023). Additional instruments for CQ are recommended for future study (Sternberg et al., 2021). The intersection of CQ and EI, as a single domain, has not been explored.

Yari et al. (2020) postulate that CQ directly influences global leadership outcomes, suggesting that future studies should focus on emerging topics that define the relationships and impacts of CQ on both individual and organizational levels. Their study also indicated a knowledge transfer and management gap as emerging topic areas for CQ (Yari et al., 2020). This substantiates the need for additional empirical studies to fully understand the individual-level and organizational-level conceptualizations of CQ/EI and their outcomes on governance and performance. Additionally, the study highlights the need to investigate the predictive validity of the CQ dimensions' outcomes (Yari et al., 2020). Cabral et al. (2020a) highlight a gap in understanding the correlation between EI and CQ in decision-making to understand their impact on organizational performance. The study highlights that the upper echelon theory does not adequately account for the context of CQ and EI (Cabral et al., 2020b) in future research opportunities. Following emerging research into CQ, EI, and their antecedents, it is vital to develop a GM in leadership development to address the challenges in a volatile global market (Martusewicz et al., 2024). Within the context of leadership skill sets, CQ and EI are essential for individual and organizational performance outcomes (Lee, 2023). CQ measurement can provide a unique lens for better understanding networking relationships in culturally diverse environments (Afsar et al., 2021).

Emotional Intelligence

EI with its components (e.g., self-awareness, self-regulation, motivation, empathy, social skills) and how they manifest across cultures (Els & Jacobs, 2023).

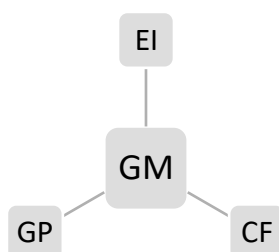
Multidimensional and Multicultural lens helps to clarify the complexity of CQ/EI dimensions. Multidimensional may refer to various aspects of CQ and EI, while multicultural emphasizes the influence of different cultural backgrounds. When examining the antecedents of CQ/EI theory, they do not align with traditional organizational leadership theories, such as stakeholder theory (Higgs & Dulewicz, 2024).

Global Mindset (GM)

Ranker et al. (2015) postulated that a Global Mindset can be conceptualized as an understanding and navigating culturally diverse environments by leveraging cross-cultural communication, cultural competencies, and decision-making skill sets to interact effectively individually and organizationally (Yari et al., 2020). The study did not establish a comprehensive framework that links CQ, EI, and MI within the GM framework (Eberz et al., 2020; Hasse, 2022; Sylwia et al., 2024). A GM requires cultural awareness and cognitive flexibility (Yari et al., 2020). However, GM does not provide a holistic lens, creating a disconnect that prevents linking CQ and EI within a comprehensive framework (Hasse, 2022; Paul, 2025; Schlaegel et al., 2021; Sylwia et al., 2024). Figure 3 is a holistic GM framework.

Figure 3

Global Mindset Model



1. GM - Operating in a global environment, high cultural awareness, innovative focus, and ability to inspire diverse teams (Yari et al., 2020).
2. EI – Self-awareness, emotional regulation, practicing empathy, motivational development (Paul, 2025).
3. CF – Flexibility - Critical thinking, multidimensional analysis, multitasking (Hasse, 2022).
4. GP – Perspective - Social dynamics, strong ethical balance, power dynamics (Hasse, 2022; Yang et al., 2025).

Databases and Keywords

Utilizing a variety of academic databases is essential to gathering a comprehensive literature set. Each database can focus on different publications that will help reach data saturation. Combining searches across multiple databases validates the saturation point. The relevant articles, books, and conference papers can be found using ProQuest, EBSCO, JSTOR, Google Scholar, SAGE Journal, PsycINFO, and the Web of Science. The **keywords** guide the search parameters and filter extraneous responses. Using a combination of keywords such as *cultural intelligence, emotional intelligence, multicultural teams, cross-cultural communication, risk tolerance, global virtual teams, global mindset, performance, decision-making, CQ, and EI interaction, and multiple intelligences*.

Inclusion Criteria

Establishing clear criteria to form a comprehensive, credible understanding of the interplay of CQ and EI in a multicultural/multidimensional context is critical to expanding the body of knowledge. This forms an effective strategy for enhancing governance, decision-making,

and organizational performance globally and utilizing qualitative and quantitative peer-reviewed studies to strengthen the body of knowledge for theoretical and practical applications.

Literature Themes

Based on the problem and purpose statements, several literature themes can be explored to address the gaps in research concerning CQ and EI within a single framework that impacts board governance. The introduction of the GM provides a multidimensional lens that can be expanded to provide a more holistic view of the antecedents. Here are some potential literature themes.

Integrative Frameworks of CQ/EI/MI/GM

Exploring the intersection of CQ and EI within a multiple intelligence framework provides a broader lens than the individual theories (Eberz et al., 2020; Forget, 2022). This theme can investigate how these intelligences complement each other and contribute to effective governance practices. Integrating CQ and EI within Howard Gardner's MI Framework enriches the understanding of how individuals navigate diverse environments (Morgan, 2021). By recognizing the intersection of CQ and EI, one can better appreciate the complexities of human interaction and develop strategies that enhance collaboration, communication, and organizational effectiveness. This integrated approach aligns with a globalized world reality and provides practical insights for fostering inclusive and high-performing teams (Ledi & Ameza–Xemalordzo, 2023). Table 1: CQ/EQ/GM Phenomenological Matrix.

Table 1

CQ/EQ/GM Phenomenological Matrix

Dimension	Global Mindset	CQ/EI interaction
Cognitive	Understanding global complexity, and cognitive flexibility.	CQ provides knowledge of cultural differences; EI includes self-awareness.
Psychological	Provides intellectual curiosity, and resilience.	EI supports emotional resilience; CQ focuses on motivation to engage across cultures.
Behavioral	Ability to operate in culturally diverse environments.	CQ guides culturally appropriate behavior; EI ensures emotionally intelligent interactions.

In a recent meta-analysis, Schlaegel et al. (2021) found that CQ and EI positively influence decision-making processes in global virtual teams (GVTs). Eberz et al. (2020) conducted a configurational analysis and found that EQ impacted the performance of GVTs. The missing link was the interplay between CQ and EI about individual and organizational performance and decision-making (Lynden, 2024).

EI and MI intersect the self-awareness dimension to influence decision-making and the ability to moderate and develop emotionally intelligent interactions (Muthukumar et al., 2025; Paul, 2025). Similarly, MI and CQ intersect in their ability to understand cross-cultural

differences and moderate decision-making in a rapidly changing cultural environment (Kumar et al., 2022; Schlaegel et al., 2021). Finally, under the lens of a GM framework, CQ/EI and MI create a holistic perspective that impacts cognitive, psychological, and behavioral dimensions to enhance decision-making. This creates a comprehensive approach to understand and manage the complexities of a global business environment.

CQ and EI in Diverse Environments

Investigating the role of CQ and EI in enhancing governance effectiveness in culturally diverse organizations increases organizational performance (Paul, 2025; Schlaegel et al., 2021). This theme can highlight case studies or examples where high CQ and EI lead to better governance outcomes. Independent studies of CQ and EI identify them as essential components in communications and decision-making, and performance at both the individual and organizational levels (Eberz et al., 2020; Muthukumar et al., 2025; Schlaegel et al., 2021)

Measuring CQ and EI in Governance Contexts

Existing tools for measuring CQ and EI (e.g., CQs and EQ-I) provide valuable insights but may require adaptations to address the challenges of GM. This theme can address the need for reliable metrics to assess these intelligences within boards.

Training and Development of CQ and EI for Board Members

This theme can explore the effectiveness of training programs to enhance CQ and EI among board members. It can also evaluate such initiatives' best practices, challenges, and outcomes (Hasse, 2022; Presbitero, 2022).

Crisis Management and CQ/EI

Examining the Role of CQ and EI in crisis situations, focusing on how boards with high levels of CQ perform effectively. In addition, EI enables individuals to navigate emotional

challenges more effectively (Agahi, 2025). Leaders with high EI can communicate clearly and empathetically, fostering team alignment, coordinated response management, and effective conflict resolution. This theme can provide insights into governance and organizational resilience (Monahan, 2023). Multinational corporations (MNCs) and non-governmental organizations both utilize leaders with high CQ/EI levels to navigate culturally sensitive environments (Agahi, 2025; Muthukumar et al., 2025).

Cultural Competence in Governance Practices

The importance of cultural competence (CC) as a component of CQ and EI in board governance provides a cohesive link to GM (Liao et al., 2021; Sylwia et al., 2024). This theme can explore how understanding cultural dynamics enhances board effectiveness. Comparative Studies of CQ and EI in Different Governance Models: Conduct comparative analyses of how CQ and EI manifest in various governance models (e.g., corporate, nonprofit, public sector) and their respective impacts on governance practices.

Longitudinal Studies on CQ and EI Impact

Longitudinal studies that track the impact of CQ/EI/GM on board governance over time, providing insights into the long-term benefits of developing this intelligence (Forget, 2022; Hasse, 2022; Hillman & Dalziel, 2003). Exploring these themes can contribute to a deeper understanding of the roles of CQ and EI in board governance, leading to improved practices and outcomes in diverse organizational contexts (Davai & Gunkel, 2023; Schlaegel et al., 2021). A recent study by Yari et al. (2020) examined CQ, GM, and cross-CC, revealing that a holistic framework linking the three theories required additional study (Kai Liao et al., 2021; Sylwia et al., 2024). Note that EI was not a part of the study.

The interplay of CQ and EI is vital for effective board decision-making in today's diverse organizational landscape (Davai et al., 2022). The CQ and EI frameworks individually impact decision-making processes by enhancing communication, promoting inclusivity, facilitating conflict resolution, and fostering adaptability. The CQ and EI frameworks individually impact decision-making processes (Kai Liao et al., 2021). A quantitative study by Moon (2010) posited that CQ and EI intersect within the dimensions of interpersonal and intrapersonal cultural awareness and emotional awareness. The significance of this intersection can affect decision-making and performance at both the individual and organizational levels. As organizations continue to navigate global complexities, the global mindset framework can help boards cultivate both CQ and EI, positioning them better to make informed, culturally sensitive, and emotionally intelligent decisions that drive success and foster positive relationships with stakeholders (Paiuc et al., 2024; Relyea, 2025). An integrative study conducted by Moon (2010) examined the interplay of CQ and EI using the four-factor model of CQ (Ang & Van Dyne, 2015; Earley & Ang, 2003). The results demonstrated that CQ and EI are related but individually distinct in their conceptual frameworks, specifically highlighting CQ's social awareness dimensions of CQ versus EI's self-awareness dimensions (Moon, 2010). The missing link was the impact of CQ and EI on expanding leadership competencies in an integrated board governance framework. Understanding this impact is vital for enhancing leadership effectiveness and decision-making in culturally diverse organizational settings.

Future research could explore strategies for developing CQ and EI within a holistic global mindset framework to increase board member decision-making and organizational performance (Higgs & Dulewicz, 2024; Ibanez et al., 2025; Schlaegel et al., 2021). Davai and Gunkel (2023) proposed that MI, viewed through a multicultural lens, can enhance team-level

communication and GVT performance; however, the global mindset framework should be updated to incorporate the interplay between CQ and EI in a holistic lens (Kjar, 2007; Paul, 2025; Schlaegel et al., 2021).

Summary

In a globalized and interdependent world, corporate leadership teams, Global Virtual Teams (GVTs), organizations, and MNCs face challenges navigating dynamic multicultural environments (Davai et al., 2022; Eberz et al., 2020). The corporate board is a critical governance mechanism that shapes an organization's strategic direction and operational effectiveness (Davai et al., 2022; Du et al., 2023). Given the complexities of geopolitical challenges, disruptive economic markets, and environmental crises, there is an urgent need to understand how CQ, EI, and a global mindset can enhance board governance practices, inform strategic decision-making, and drive innovation (Els & Jacobs, 2023; Ron & Singer, 2024; Varvatsoulas, 2023).

While existing research has examined CQ and EI separately, a significant gap remains in understanding their interaction within the context of corporate board governance and strategic decision-making in MNCs (Eberz et al., 2020; Goleman & Cherniss, 2024). Researchers (Eberz et al. 2020; Els & Jacobs 2023) have started to investigate these relationships. However, the practical implications for organizational performance remain under-examined (Abdeldayem et al., 2022; Hunt et al., 2020; Zattoni et al., 2023). Howard Gardner's (1983) MI theory broadened the understanding of the multidimensional antecedents of intelligence; however, the linkage of CQ, EI, and GM is traditionally addressed in isolation. Addressing this gap in a holistic framework could enhance organizational performance and innovation (Afsar et al., 2021). The practical implications for increased performance align with the current study's goals.

This research is vital for its theoretical contributions to organizational behavior, leadership dynamics, and practical implications for improving decision-making processes in diverse corporate environments (Goleman & Cherniss, 2024; Hassan & Hamid, 2023). Previous studies have been viewed through a psychometric lens rather than a global, holistic framework, where CQ, EI, and GM complement each other to serve as the foundation for future theoretical and operational applications in the global business market. The complexity of these multidimensional frameworks suggests the need for additional study. Moon's (2010) empirical study highlights the need for further review due to gaps in the existing literature. Yari et al.'s (2020) Bibliometric study reviewed 158 publications on CQ, cross-CC, and GM and found gaps in knowledge and understanding of the individual theories. This study suggests that additional research will enhance the application of CQ/EI/GM and CC in global knowledge management (Yari et al., 2020).

A qualitative phenomenological research approach is well suited for examining the subjective experiences and meanings attributed to CQ, EI, and a GM by chief executive officers, board members, and leadership teams within the context of corporate governance and organizational performance, thereby setting the stage for future studies (Caputo & Kargina, 2022; Thomas et al., 2023). The link to a GM creates a robust lens for evaluating cross-cultural competencies from a multidimensional framework (Hasse, 2022; Kjar, 2007; Subrahmanyam, 2025). The literature review in Chapter 2 substantiates the foundation in Chapter 1 and provides the groundwork for the research methods presented in Chapter 3.

Chapter 3: Research Method

Research Methodology and Design (Nature of the Study)

The problem to be addressed in this study is the influence of CQ and EI and their antecedents on corporate board governance, strategic decision-making, and organizational performance. The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance.

Chapter 1 of this proposal outlined the problem to be addressed in this qualitative study, which is the influence of CQ and EI and their antecedents on corporate board governance, strategic decision-making, and organizational performance. MNCs lack agility without a high degree of CQ and EI (Paiuc, 2021b; Rachmad, 2022). A multidisciplinary analysis is necessary to address the current knowledge barriers (i.e., homogeneity in boards) and fully capture the multidimensional nature of CQ and EI (Chidambaran et al., 2022). The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance. By examining these constructs through both individual, team, and organizational lenses, this study seeks to uncover how CQ and EI, along with their antecedents, influence the effectiveness of corporate boards in navigating the contextualized perspective of a multicultural, globalized market (Davai et al., 2022; Faluyi & Mboga, 2025; Zattoni et al., 2023).

Chapter 3 of the proposal will use a qualitative phenomenological approach to investigate the research problem, purpose, and questions, ensuring alignment throughout. The theoretical framework will focus on CQ and EI with subtopics including MI and global mindset (GM), their

influence on corporate board dynamics, i.e., governance, strategic decision-making, and organizational performance (Hasse, 2022). The literature review identified gaps in theory and knowledge related to enhancing individual, team, and organizational performance and agility (Nwaigwe, 2022; Paiuc, 2021b; Yari et al., 2020).

Utilization of the Interpretative Phenomenological Analysis design (IPA) aims to develop in-depth knowledge and practical applications of CQ and EI, as well as their dimensions and antecedents (Smith et al., 2021). This research holds significant implications for both theory and practice. The study will contribute to the theoretical frameworks of cultural and emotional intelligence within organizational studies by examining the role of both CQ and EI in board governance (Du et al., 2023). Practical insights gained from this research can inform the development of training programs and governance strategies that cultivate CQ and EI among board members, thereby fostering a more adaptive and innovative corporate governance environment (Lee, 2023; Liao & Thomas, 2025; Zhang et al., 2023). To enhance the rigor and trustworthiness of the findings, the proposed study will also explore methodologies such as open-ended questions, semi-structured multiple-choice questions, triangulation, and data saturation, which will strengthen credibility, dependability, transferability, and confirmability, thereby ensuring methodological rigor throughout the research process (Bloomberg, 2022).

Foundational works by Earley and Ang (2003), Van Dyne and Ang (2019b), Gardner (1983), and Salovey and Mayer (1990) highlight the theoretical frameworks of CQ and EI outlined in this proposed study. The research design will collect in-depth interview data and questionnaire responses via Qualtrics and secure coding procedures using NVivo. The research questions are designed to facilitate an in-depth thematic analysis of CQ and EI within the context of board governance (Mubeen et al., 2024; Xie, 2020; Zhang et al., 2024). They are open-ended,

encouraging in-depth qualitative data collection while maintaining alignment, relevance, and structured inquiry.

Population and Sample

The study will use questionnaires with approximately 25-35 executive leaders, board members, and organizational leaders to capture lived experiences (National University, 2023). The target population of 25-35 executive leaders should be valid for this study, particularly if it aligns with the research questions and allows for in-depth exploration of lived experiences. Careful consideration of the recruitment strategy, diversity of perspectives, and contextual relevance will further enhance the validity of the findings. The study provided 68 participants who responded to the survey. See Appendix H.

Instrumentation

Exploring lived experiences from leaders and organizational teams can provide in-depth perspectives on the importance of CQ and EI in board decision-making and their impact on organizational performance. Utilizing thematic questions in a semi-structured interview format can provide rich qualitative data. Aligning interview questions with the utilization of the Cultural Intelligence Scale (CQs) developed by Ang et.al. (2007) to measure individual functional competencies in cognitive, metacognitive, motivational, and behavioral dimensions. Behavioural interview questions demonstrate a subject's emotional intelligence through past experiences. Utilizing questions inspired by Salovey et al. (2003) (Mayer-Salovey-Caruso Emotional Intelligence Test – MSCEIT) provides a structured way to assess emotional intelligence in candidates. By focusing on emotional perception, self-management, and self-awareness, the researcher can gain valuable insights into how candidates navigate their emotions and interact

with others in the workplace. This approach can help identify individuals who possess strong emotional intelligence, which is crucial for effective collaboration and leadership.

Operational Definitions

The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance. By examining these constructs through both individual, team, and organizational lenses, this study seeks to uncover how CQ and EI, along with their antecedents, influence the effectiveness of corporate boards in navigating the contextualized perspective of a multicultural, globalized market (Davai et al., 2022; Faluyi & Mboga, 2025; Zattoni et al., 2023).

In this qualitative phenomenological study, the factors can be identified as follows:

Independent Factors

1. Cultural Intelligence (CQ): Refers to the capability to relate and work effectively across cultures. It is considered an independent variable because it is expected to influence other constructs in the study (Ang et al., 2007; Schlaegel et al., 2021).
2. Emotional Intelligence (EI): This is the ability to recognize, understand, and manage one's own emotions and the emotions of others. EI is an independent variable that may affect strategic decision-making and organizational performance (Muthukumar et al., 2025).

Dependent Factors

1. Strategic Decision-Making: This is the process through which corporate boards make decisions that shape the organization's direction and strategy. It is

considered a dependent variable because it is influenced by CQ and EI (Relyea, 2025).

2. **Organizational Performance:** This refers to how well an organization achieves its objectives and goals. It is also a dependent variable, as it is expected to be impacted by both CQ and EI, as well as the effectiveness of strategic decision-making.

In this study, the researcher is exploring how the independent factors (CQ and EI) influence the dependent factors (strategic decision-making and organizational performance) within the context of corporate board governance.

Study Procedures

This chapter outlines the procedures of this qualitative phenomenological study, which investigates the relationship between cultural intelligence (CQ), emotional intelligence (EI), strategic decision-making, and organizational performance, and involves several key steps:

1. **Research Design - Qualitative Phenomenological Approach.** The phenomenological approach captures participants' lived experiences regarding CQ, EI, strategic decision-making, and organizational performance. The qualitative framework provides contextual insight into lived experiences that can not be gained through quantitative frameworks (Relyea, 2025).
2. **Literature Review -** Conduct a comprehensive review of existing literature on CQ, EI, strategic decision-making, and organizational performance, focusing on their interrelationships and relevance to corporate board governance.
3. **Participant Selection - Target Population:**
 - a. **Inclusion Criteria -** Establish criteria for participant selection.

- b. Experience in leadership roles within multicultural or global organizations.
 - c. Familiarity with strategic decision-making processes.
- 4. Recruitment Strategy: Use Qualtrics to identify and define the target population as approximately 25-35 executive leaders, board members, and organizational leaders.
 - a. As a secondary procedure, consider using professional networks, industry associations, and direct outreach to identify potential participants.
 - b. Send invitations explaining the study's purpose, significance, and confidentiality.
- 5. Data Collection Methods:
 - a. Structured Questionnaires – Developed to assess participants' perceptions of CQ, EI, and their impact on strategic decision-making and organizational performance.
 - b. Open-ended questions will allow for deep qualitative insights.
 - c. Interviews - Conduct 30-minute semi-structured interviews with participants to explore their lived experiences related to CQ and EI in the context of corporate governance.
 - d. Develop an interview guide with key questions and prompts to facilitate discussion while allowing flexibility for participants to share their insights.
- 6. Data Collection Process:
 - a. Scheduling - Coordinate with participants to schedule interviews at their convenience, ensuring a comfortable and private setting (in-person or virtual).
 - b. Informed Consent - Obtain informed consent from participants, ensuring they understand the study's purpose, their rights, and confidentiality measures.
- 7. Data Analysis:

- a. Thematic Analysis - Employ a thematic analysis approach to identify key themes and patterns related to CQ, EI, strategic decision-making, and organizational performance.
 - b. Use thematic coding techniques to categorize data into meaningful themes and constant comparative methods to ensure the analysis remains grounded in the data.
 - c. Using the software NVivo, Qualtrics Research Analysis (QRMA) tools, and MS Excel for qualitative data analysis (Multiple application model).
8. Validation and Trustworthiness:
- a. Member Checking - Share findings with participants to validate interpretations and ensure accuracy of their experiences. Was not used due to the anonymity survey format.
 - b. Triangulation - Incorporating multiple data sources (questionnaires) to enhance the credibility of findings. Qualitative and Quantitative Literature Review.
 - c. Ethical Considerations - Ensure ethical approval from an Institutional Review Board (IRB). See Appendix A.
 - d. Maintain confidentiality and anonymity of participants throughout the study.
 - e. Address any potential conflicts of interest.
9. Reporting Findings:
- a. Compile and analyze the data to draw conclusions about the relationships between CQ, EI, strategic decision-making, and organizational performance.
 - b. Prepare a comprehensive dissertation that includes:
 - i. Introduction and literature review

- ii. Methodology
- iii. Findings and themes
- iv. Discussion and implications
- v. Conclusion and recommendations for practice and future research.
- vi. Dissemination - Share findings through academic publications, conferences, and workshops to contribute to the field of corporate governance and leadership studies.

Data Analysis

Utilizing a Thematic Analysis technique supported by NVivo coding adds significant value to qualitative research by enhancing the organization, rigor, and depth of analysis. It facilitates a systematic approach to identifying and exploring themes within qualitative data, ultimately leading to richer insights and more robust findings. By leveraging NVivo's capabilities, researchers can streamline their analysis process, foster collaboration, and ensure that their thematic analysis is both comprehensive and transparent. NVivo helps maintain consistency in coding by allowing the researcher to apply the same codes across multiple data segments, which enhances the reliability of the analysis.

Assumptions

The research questions are designed to facilitate an in-depth thematic analysis of Cultural Intelligence (CQ) and Emotional Intelligence (EI) within the context of board governance. The mixed-method of open-ended questions and multiple-choice questions encourages rich, qualitative data collection, ensuring alignment and relevance while maintaining a structured inquiry. The alignment with interpretative phenomenological analysis (IPA) is crucial, as it provides a structured framework for exploring participants' lived experiences and perceptions.

IPA is particularly well-suited for understanding how individuals make sense of their experiences, which is essential for this study. To support data collection and analysis, the researcher will use Qualtrics Research Database to collect responses, and NVivo and Qualtrics to code qualitative data. This combination will enhance the rigor of the data management processes. In addition, the research strategy will implement member checking and triangulation to ensure robust validation, alignment, and credibility of the research findings.

Limitations:

Experiential studies that highlight participants' lived experiences, perceptions, and biases have several limitations:

1. **Subjectivity:** Interpreting personal experience can be influenced by bias, memory distortions, or motivations. Developing open-ended questions can provide greater context and triangulate with anchored multiple-choice questions, reducing data-collection bias.
2. **Difficulty in replication:** The research topic is highly contextual and dependent on participant selection. Using Qualtrics to assist in developing both the participant sample pool and the research questionnaire increases the study's validity.
3. **Limited Sample Size:** While limited sample sizes in experiential studies involving senior leadership teams can pose challenges, careful research design and thoughtful data collection strategies can help mitigate these limitations. By focusing on the depth of insights and the specific context of leadership experiences, researchers can still derive valuable findings that contribute to understanding leadership dynamics, decision-making processes, and organizational culture. Senior leaders often have demanding schedules, making it challenging to secure their participation in research (Relyea, 2025). This can further limit the sample size and necessitate a more flexible or adaptive research design

(Subrahmanyam, 2025). In addition, senior leaders may be hesitant to share their experiences or insights, especially if they perceive the research as potentially critical of their leadership practices or organizational challenges. Qualtrics support will provide rigor to the design and process validation.

4. The research design must be carefully tailored to accommodate the unique context of senior leadership teams. This may include using specific question protocols that recognize their roles, challenges, and decision-making processes.

Delimitations

Delimitations are an essential part of the research design process, as they define the boundaries within which the study will operate. By clearly stating the delimitations, the researcher will provide transparency about the scope of the study and the specific contexts in which their findings should be interpreted. Delimitations refer to the boundaries or parameters that the researcher sets for a study to define what will and will not be included in the research. These are intentional choices made by the researcher to narrow the scope of the study and focus on specific aspects that are relevant to the research questions. Delimitations help to clarify the study's objectives and ensure that the research remains manageable and focused. The scope of the study will examine the influence of CQ and EI and their antecedents on corporate board governance, strategic decision-making, and organizational performance (Agahi, 2025; Kumar et al., 2022). The study will contribute to the theoretical frameworks of cultural and emotional intelligence within organizations by examining the role of both CQ and EI in board governance (Du et al., 2023). By focusing on specific experiences within a qualitative lens, a richer understanding of the intersection of CQ and EI was provided. Practical insights gained from this research can inform the development of training programs and board governance strategies that

cultivate CQ and EI among board members, thereby fostering a more adaptive and innovative corporate governance environment (Lee, 2023; Liao & Thomas, 2025; Zhang et al., 2023).

Researcher bias was limited by using mixed-method data capture and analysis. The Qualtrics Research Database provided additional anonymity.

Ethical Assurances

Adherence to Institutional Review Board (IRB) guidance will ensure ethical compliance and integrity throughout the research process. The proposed study will follow protocols for confidentiality, informed consent (voluntary participation), risk assessment, and compliance with applicable laws, regulations, and guidelines outlined in the NU IRB Application. (National University, 2023). IRB approval will mitigate risks and ensure ethical processes are followed. The researcher will follow prescribed guidelines and established policies and procedures outlined by the IRB. See Appendix A, and Appendix B for IRB Approval and Closure. In a qualitative study, the researcher plays several critical roles that influence the design, execution, analysis, and interpretation of the research. Here are some of the key roles and responsibilities of the researcher in qualitative research:

1. Research Designer:
 - a. Formulating Research Question: The researcher develops clear and focused research questions that guide the study.
 - b. Choosing Methodology: The researcher selects appropriate qualitative methods (e.g., interviews, focus groups, observations) that align with the research objectives. Using semi-structured interviews will provide in-depth data collection.

- c. Data Collector: Survey design collaboration with the Qualtrics Research Team.
The researcher used Qualtrics to gather data, employing semi-structured formats to enable in-depth exploration of topics.
 - d. Building Rapport: Establishing trust and rapport with participants is essential for encouraging open and honest responses.
 - e. Facilitator: Guiding Discussions. In interviews, the researcher facilitates conversations, prompting participants with questions while allowing for organic dialogue.
 - f. Active Listening: The researcher must listen attentively to participants, responding appropriately to encourage further exploration of ideas and experiences.
 - g. Observer: Contextual Understanding: When conducting observations, the researcher takes detailed notes on the setting, interactions, and behaviors to capture the context in which participants operate.
 - h. Non-Intrusive Presence: The researcher must balance being present without influencing the behavior of participants or the dynamics of the setting. Using anonymous surveys can reduce researcher bias and increase validity.
2. Data Analyst: Analyzing Data. The researcher is responsible for analyzing the data for themes, patterns, and insights.
- a. Coding: The researcher may develop a coding scheme to categorize data, identifying recurring themes or significant findings.

- b. **Interpreting Findings: Contextualization.** The researcher interprets findings within the broader context of existing literature and theoretical frameworks, providing insights into the implications of the results.
 - c. **Reflexivity:** The researcher reflects on their own biases, perspectives, and experiences, considering how these may influence the research process and findings.
 3. **Ethical Considerations: Informed Consent.** The researcher ensures that participants understand the study's purpose, procedures, and their rights, obtaining informed consent before data collection.
 - a. **Confidentiality:** Protecting participants' identities and sensitive information is a critical responsibility of the researcher.
 4. **Reporting and Dissemination: Writing the Report.** The researcher compiles findings into a coherent narrative, presenting data in a way that conveys the richness of participants' experiences.
 - a. **Sharing Results:** The researcher disseminates findings through academic publications, presentations, or community reports, contributing to the body of knowledge in the field (National University, 2023).

The role of the researcher in qualitative studies is multifaceted and requires a combination of skills to mitigate conscious or unconscious bias, including interpersonal, analytical, and ethical competencies. Researchers must navigate the complexities of human experience while maintaining rigor and integrity throughout the research process. Their active engagement and reflexivity are essential for producing meaningful and credible qualitative research outcomes (National University, 2023).

Summary

Chapter 3 of the proposal outlines a qualitative phenomenological approach to explore the research problem, purpose, and questions, ensuring coherence throughout the study. The theoretical framework emphasizes Cultural Intelligence (CQ) and Emotional Intelligence (EI), including subtopics like Multicultural Intelligence (MI) and Global Mindset (GM), and their impact on corporate board dynamics such as governance, strategic decision-making, and organizational performance (Agahi, 2025; Kjar, 2007; Kumar et al., 2022). The literature review reveals gaps in understanding how to enhance individual, team, and organizational performance and agility.

The study will employ Interpretative Phenomenological Analysis (IPA) to gain in-depth insights into CQ and EI, their dimensions, and antecedents. Quantitative methodology can not explore the multidimensional complexities of CQ and EI within a global mindset framework. The lived experiences of the leadership teams are nuanced and better addressed within a qualitative lens (Relyea, 2025). This research aims to contribute to the theoretical foundations of CQ and EI in organizational studies by examining their roles in board governance. Practical implications include informing the development of training programs and governance strategies that promote CQ and EI among board members, fostering a more adaptive corporate governance environment.

To ensure rigor and trustworthiness, the study will utilize open-ended questions, semi-structured multiple-choice questions, triangulation, and data saturation, enhancing the findings' credibility, dependability, transferability, and confirmability. Foundational works by notable scholars in CQ and EI will support the theoretical frameworks GM/CQ/EI proposed in this study (Relyea, 2025).

The research design in Chapter 3 addresses critical gaps in understanding Cultural Intelligence (CQ) and Emotional Intelligence (EI) within corporate governance; it fills a significant void and employs a rigorous methodological approach. This enhances the credibility and applicability of the findings, positioning the design to contribute meaningfully to theoretical advancements and practical applications in organizational studies. After IRB approval, participants can be recruited, data collected, managed, and analyzed, and findings can be reported in a final report. Data security and confidentiality are critical to the overall process under the NU document retention guidelines and policy (National University, 2023).

Chapter 4: Findings

This chapter presents the findings from the Qualtrics Survey data analysis. The problem to be addressed in this study is the influence of CQ and EI and their antecedents on corporate board governance, strategic decision-making, and organizational performance. The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance. This chapter will detail the results of a qualitative phenomenological survey using thematic analysis, grounded in participants' lived experiences. Research on the influence of Cultural Intelligence (CQ) and Emotional Intelligence (EI) on corporate board decision-making has emerged as a critical area of inquiry due to the increasing complexity of global business environments and the growing diversity within organizational leadership teams (Freking, 2025). Thematic analysis of the Qualtrics Survey links the problem, purpose, and research questions to the direct experiences of over 35 C-suite executives. The survey included several specific questions designed to gather insights into respondents' perceptions and experiences with Cultural Intelligence (CQ) and Emotional Intelligence (EI) within corporate governance and organizational contexts (See Appendix H). These questions focused on defining these concepts, their influence on decision-making, team dynamics, organizational culture, employee engagement, strategic outcomes, cross-cultural communication, leadership effectiveness, market adaptability, overall board/team performance, and overall success.

Trustworthiness of the Data

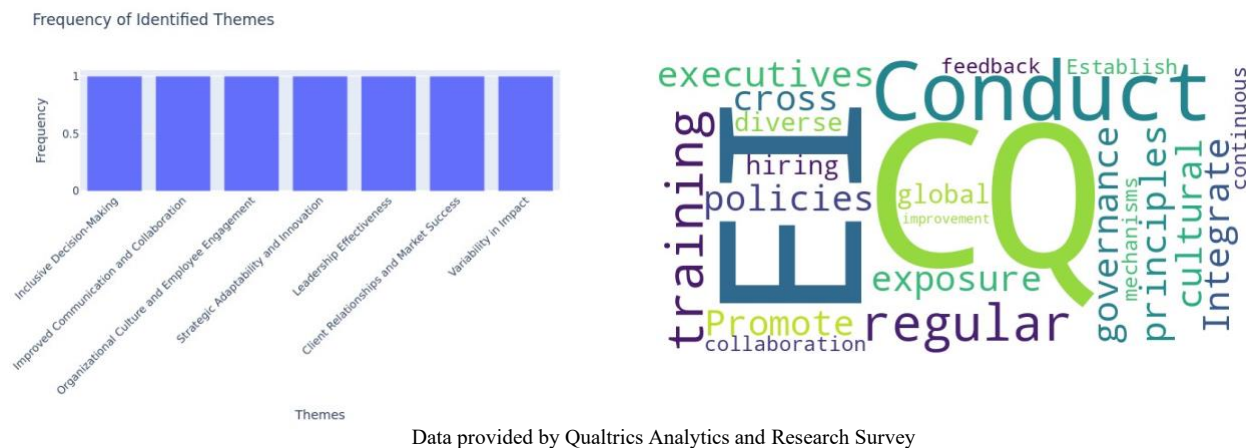
To enhance the rigor and trustworthiness of the findings, the survey used a mix of open-ended and multiple-choice questions to elicit a deeper understanding of participants' lived

experiences. The mixed-method approach is designed to elicit rich thematic responses. It was supported by a Literature review triangulating CQ and EI theoretical perspectives. See Appendix D. Using multiple data sources, such as questionnaires and literature reviews, enhances the credibility of the findings. Using both CQ, EI, and Grounded Theory frameworks to interpret and validate the lived experiences of C-Suite executives provides a richer data set (Freking, 2025; Glaser & Strauss, 2017; Wam et al., 2025). The Qualtrics analysis in Appendix F and the Literature Review Triangulation Matrix in Appendix D provide additional rigor to the study.

Member-checking, interviews, and confirmability were not suitable due to the small sample size and the nature of experiential data sets. Confidentiality and access controls for participants, embedded in the Qualtrics Research Database, fostered a safe, ethical environment that enabled a higher response rate. The combination of open-ended and multiple-choice questions, anchored to the research questions, provided rich thematic responses.

Results

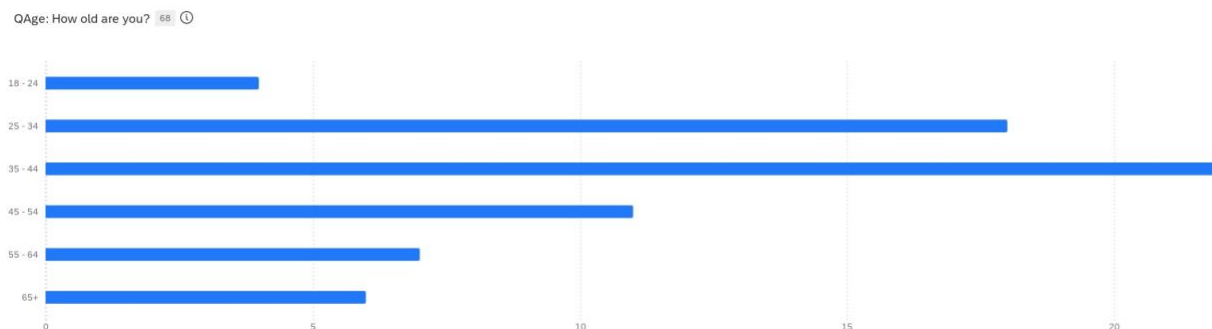
The qualitative responses provided by 68 respondents highlighted several thematic insights into how Cultural Intelligence (CQ) and Emotional Intelligence (EI) influence governance, decision-making, innovation, and cultural adaptability. The attached word count highlights these themes. The Word Cloud figure 1.

Figure 1*Highlighted themes and word cloud*

The word cloud indicated a high frequency of responses linked to the themes. The formulation of research questions specifically aimed at CQ and EI is central for guiding the thematic analysis. Each participant expressed their thoughts in a semi-structured environment, providing insights into these complex issues. The diversity of global experience was evident. From Board Chairman, CEO's, Business Owners and Presidents, SVPs of manufacturing, Chief Technical Officers, Chief Financial Officers, to Chief Information Officer. The survey covers several key areas:

Demographics and Professional Experience

1. **Age Distribution:** The survey includes responses from individuals across various age groups, with a significant portion falling into the 25-34 and 35-44 age categories, indicating a diverse age range among respondents. See Appendix F for additional analysis.



2.

Data provided by Qualtrics Analytics and Research Survey

3. Professional Experience: A substantial number of respondents (100%) indicate having direct experience with corporate executive leadership (C-suite) and board governance within the last five years.

Impact of CQ and EI in Organizations

1. Decision-Making: The integration of CQ and EI in board governance is perceived to lead to more inclusive decision-making, improved emotional awareness, and enhanced quality of discussions, contributing to more informed decisions.
2. Team Dynamics: Integrating CQ and EI has fostered stronger collaboration and trust among board members, encouraged open communication, and created a more supportive environment for sharing ideas and feedback.
3. Organizational Culture: The integration of CQ and EI is n to promote a culture of inclusivity and respect for diverse perspectives, enhance emotional intelligence across the organization, and strengthen adaptability to change and innovation.
4. Employee Engagement: This integration has led to higher employee satisfaction and morale, encouraged greater employee involvement in decision-making, and improved retention rates .

5. Strategic Outcomes: CQ and EI contribute to better navigation of global markets and cultural challenges, facilitate innovation and creative problem-solving, and improve the alignment of strategic goals with employee needs .
6. Cross-Cultural Communication: The integration has significantly improved communication effectiveness across diverse teams, fostered a greater understanding of cultural nuances, and reduced misunderstandings .
7. Leadership Effectiveness: CQ and EI empower leaders to navigate cultural complexities, improve their ability to motivate diverse teams, and enable empathetic responses to team members' needs.
8. Market Adaptability: These factors enhance an organization's responsiveness to diverse customer needs, facilitate the development of culturally relevant products, and improve the ability to enter new markets .
9. Overall Board/Team Performance: The integration leads to higher creativity and innovation, improved cohesion, and better achievement of goals and objectives within board/teams .
10. Overall Success: CQ and EI are considered critical factors that play a significant role, complemented by other factors, in an organization's overall success in a multicultural global market.

Research Question 1 (RQ1)

What is the role of CQ/EI in influencing corporate board governance practices, strategic decision-making, and performance?

Figure 2

Response Count for Decision-making

CQ_EI_Decisions: How has integrating CQ and EI in board governance influenced decision-making processes within your organization? 25

CQ_EI_Decisions - How has integrating CQ and EI in board governance influenced decision-making processes within your organization?	Count	Count
It has led to more inclusive decision-making by incorporating diverse perspectives.	20%	5
It has improved the emotional awareness of board members, resulting in more empathetic decisions.	24%	6
It has enhanced the quality of discussions, leading to more informed decisions.	40%	10
There has been little to no impact on decision-making processes.	16%	4

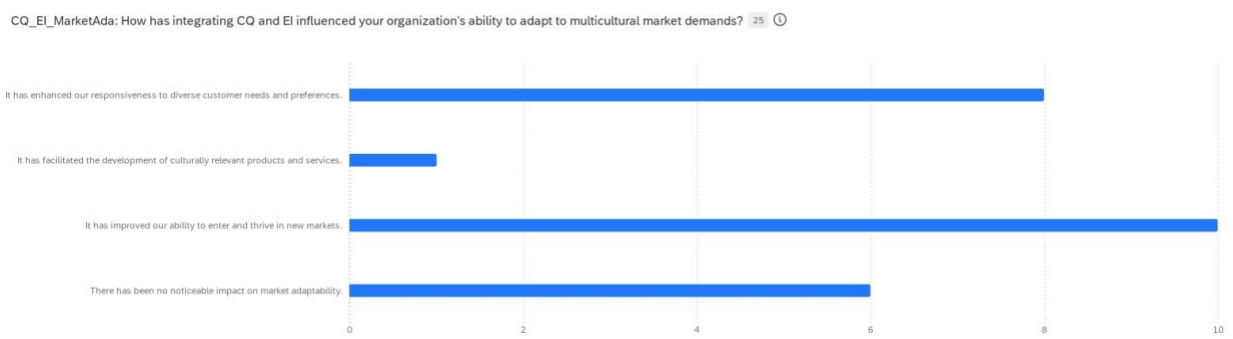
Data provided by Qualtrics Analytics and Research Survey

Research Question 2 (RQ2)

How do corporate board members perceive the importance of CQ/EI in enhancing board effectiveness, market agility, innovation, and organizational performance in a global market?

Figure 3

Response Count Multi-Cultural Market Agility



Data provided by Qualtrics Analytics and Research Survey

CQ_EI_MarketAda: How has integrating CQ and EI influenced your organization's ability to adapt to multicultural market demands? 25 ⓘ

CQ_EI_MarketAda - How has integrating CQ and EI influenced your organization's ability to adapt to multicultural market demands?	Count	Count
It has enhanced our responsiveness to diverse customer needs and preferences.	32%	8
It has facilitated the development of culturally relevant products and services.	4%	1
It has improved our ability to enter and thrive in new markets.	40%	10
There has been no noticeable impact on market adaptability.	24%	6

Data provided by Qualtrics Analytics and Research Survey

Research Question 3 (RQ3)

What challenges and opportunities do board members identify in increasing CQ/EI in the board governance strategies?

Figure 4

Strategic outcomes



Data provided by Qualtrics Analytics and Research Survey

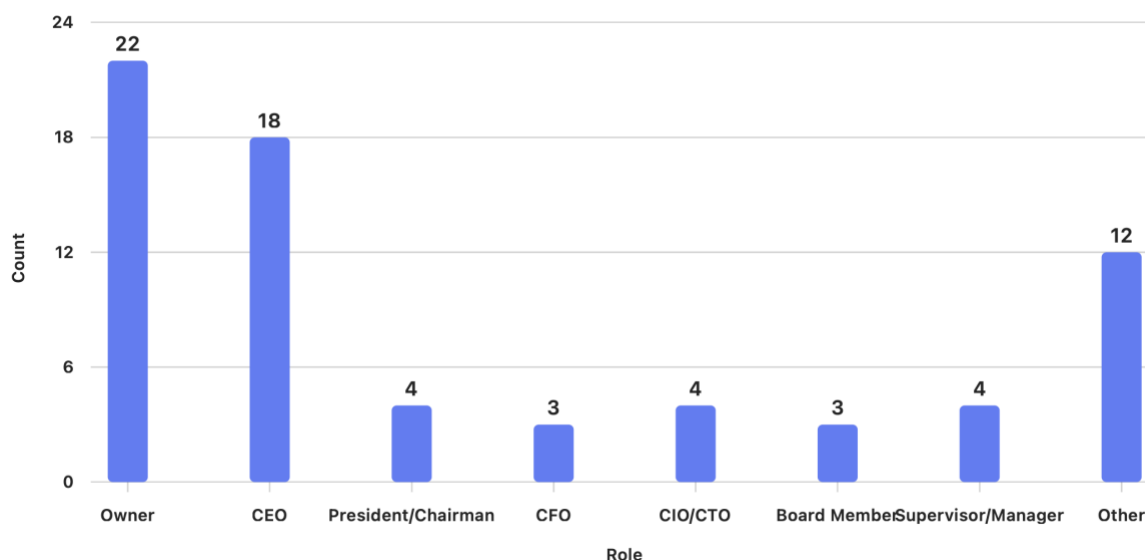
Comparison of Results to the Literature Review

This section interprets the results of the qualitative phenomenological study in light of the theoretical frameworks and literature reviewed in Chapters 1 and 2. The findings provide compelling evidence that Cultural Intelligence (CQ) and Emotional Intelligence (EI) are critical competencies influencing corporate board governance, strategic decision-making, and organizational performance in multicultural contexts. The thematic analysis of survey responses

from 72 participants, including board chairs, CEOs, and senior executives, revealed strong alignment with existing research while also uncovering nuanced insights that extend current theoretical understanding. Figure 5.

Figure 5

Role and Engagement



Alignment with Research Questions and Literature

RQ1: What is the role of CQ/EI in influencing corporate board governance practices, strategic decision-making, and performance?

The findings indicate that CQ and EI jointly enhance governance effectiveness by fostering inclusive decision-making, improving emotional awareness, and elevating the quality of boardroom discussions. Respondents consistently reported that boards integrating CQ and EI demonstrated greater adaptability and resilience in navigating global market complexities. These results corroborate prior studies emphasizing the positive impact of CQ and EI on decision-making and conflict resolution in diverse teams (Davai et al., 2022; Schlaegel et al., 2021). Furthermore, the observed synergy between CQ and EI supports Gardner's Multiple

Intelligences framework, which advocates for multidimensional competencies in leadership (Gardner, 1983).

RQ2: How do corporate board members perceive the importance of CQ/EI in enhancing board effectiveness, market agility, innovation, and organizational performance?

Participants overwhelmingly perceived CQ and EI as essential for sustaining competitive advantage in global markets. High CQ enabled boards to interpret cultural nuances and mitigate cross-cultural misunderstandings, while EI facilitated empathetic leadership and constructive dialogue. These perceptions align with global mindset theory, which emphasizes cognitive flexibility and cultural awareness as prerequisites for innovation and strategic agility (Ranker et al., 2015; Hasse, 2022). Notably, respondents linked CQ/EI integration to improved organizational culture, employee engagement, and client relationships—dimensions that extend beyond traditional governance metrics and underscore the holistic benefits of these intelligences (Appendix F).

RQ3: What challenges and opportunities do board members identify in increasing CQ/EI in board governance strategies?

The study revealed two primary challenges: (a) limited availability of structured training programs for CQ/EI development and (b) resistance to cultural change among senior leaders accustomed to traditional governance models. Conversely, opportunities include embedding CQ/EI into leadership development curricula and leveraging technology-driven tools (e.g., Qualtrics, NVivo) for competency assessment and continuous improvement. These insights echo calls in the literature for targeted interventions to cultivate cross-cultural competencies and emotional resilience in leadership (Presbitero, 2022; Hasse, 2022).

Consistency with Theoretical Frameworks

The findings strongly validate the proposed integrative framework linking CQ, EI, and global mindset (GM). The CQ/EI interaction observed across cognitive, psychological, and behavioral dimensions mirrors the phenomenological matrix presented in Chapter 2 (Table 1), reinforcing the argument that these intelligences complement each other in shaping governance effectiveness. Boards that demonstrated high CQ and EI were better equipped to manage cultural complexity, resolve conflicts, and align strategic objectives with stakeholder expectations—outcomes consistent with stakeholder theory and agency theory when viewed through a multicultural lens.

Unexpected or Divergent Findings

While the majority of responses affirmed the strategic value of CQ and EI, a minority indicated minimal impact on market adaptation and innovation. This divergence may reflect industry-specific dynamics or organizational maturity levels, suggesting that CQ/EI benefits are more pronounced in sectors with high global exposure. Additionally, some respondents expressed skepticism regarding the measurability of CQ and EI, highlighting a need for more robust assessment tools tailored to governance contexts. These findings underscore the importance of methodological rigor and longitudinal studies to capture the evolving influence of CQ/EI over time.

Agreement and Divergence Across Studies

The reviewed literature generally agrees on the positive impact of cultural intelligence (CQ) and emotional intelligence (EI) on corporate board decision-making, leadership effectiveness, and conflict resolution processes (Cabral et al., 2020). Many studies highlight CQ and EI as complementary capabilities that enhance communication, inclusiveness, and strategic

outcomes in culturally diverse board settings (Wam et al., 2025; Zhang et al., 2022). However, divergences arise concerning the relative importance of CQ versus EI, the contexts in which they exert stronger influence, and the methodological approaches employed. These discrepancies are often attributable to differences in research design (qualitative vs. quantitative), sample characteristics (e.g., SMEs vs. large corporations), cultural contexts, and measurement tools (See Appendix D).

Implications for Theory and Practice

The evaluation confirms that CQ and EI are not merely complementary constructs but interdependent drivers of governance effectiveness in multicultural environments. By integrating these intelligences into board practices, organizations can enhance decision quality, foster innovation, and sustain performance in volatile global markets. The findings extend existing theories by demonstrating the practical applicability of CQ/EI within corporate governance frameworks, thereby contributing to the development of multidimensional leadership models that prioritize cultural adaptability and emotional competence. See Table 2. The opportunity for additional quantitative and qualitative study may focus on a Unified CQ/EI framework.

Table 2

Summary table: Research Questions, Key Findings, Alignment with Literature.

Research Question	Key Findings	Alignment with Literature
RQ1: What is the role of CQ/EI in influencing corporate board governance practices, strategic decision-making, and performance?	<ul style="list-style-type: none"> - CQ and EI jointly enhance governance effectiveness. - Foster inclusive decision-making and improve emotional awareness. - Elevate quality of boardroom discussions and strategic agility. 	<ul style="list-style-type: none"> - Supports Davaei et al. (2022) and Schlaegel et al. (2021) on CQ/EI impact on decision-making and performance. - Reinforces Gardner’s MI theory for multidimensional leadership.
RQ2: How do corporate board members perceive the importance of CQ/EI in enhancing board effectiveness, market agility, innovation, and organizational performance?	<ul style="list-style-type: none"> - CQ/EI perceived as essential for global competitiveness. - Improves organizational culture, employee engagement, and client relationships. - Drives innovation and adaptability in global markets. 	<ul style="list-style-type: none"> - Aligns with global mindset theory (Ranker et al., 2015; Hasse, 2022). - Extends Gardner’s MI framework to governance contexts.
RQ3: What challenges and opportunities do board members identify in increasing CQ/EI in board governance strategies?	<ul style="list-style-type: none"> - Challenges: Limited training programs; resistance to cultural change. - Opportunities: Leadership development initiatives; structured CQ/EI assessments. 	<ul style="list-style-type: none"> - Presbitero (2022) and Hasse (2022) on need for targeted interventions and competency-building strategies.

Note: *CQ* = *Cultural Intelligence*; *EI* = *Emotional Intelligence*; *MI* = *Multiple Intelligences*; *GM* = *Global Mindset*.

Summary

This chapter presented the findings of a qualitative phenomenological study exploring the influence of Cultural Intelligence (CQ) and Emotional Intelligence (EI) on corporate board governance, strategic decision-making, and organizational performance. Expirential-Thematic analysis of survey responses from 72 participants—including board chairs, CEOs, and senior

executives—revealed that CQ and EI are critical competencies for navigating multicultural environments and enhancing governance effectiveness.

The results strongly aligned with the research questions and theoretical frameworks outlined in Chapters 1 and 2. First, CQ and EI jointly foster inclusive decision-making, improve emotional awareness, and elevate the quality of boardroom discussions. Boards integrating these intelligences demonstrated greater adaptability and resilience in global markets, corroborating prior studies emphasizing their positive impact on governance and strategic agility (Davaei et al., 2022; Schlaegel et al., 2021). Second, participants perceived CQ and EI as essential for sustaining competitive advantage, linking these constructs to improved organizational culture, employee engagement, and innovation. These perceptions align with global mindset theory, which emphasizes cognitive flexibility and cultural awareness as prerequisites for innovation and strategic agility (Ranker et al., 2015; Hasse, 2022).

The study also identified challenges and opportunities in integrating CQ and EI into board governance strategies. Key challenges included limited availability of structured training programs and resistance to cultural change among senior leaders accustomed to traditional governance models. Conversely, opportunities involved embedding CQ and EI into leadership development curricula and leveraging technology-driven tools (e.g., Qualtrics, NVivo, Excel) for competency assessment and continuous improvement (Presbitero, 2022; Hasse, 2022).

The findings validated the proposed integrative framework linking CQ, EI, and global mindset (GM), demonstrating their complementary roles across cognitive, psychological, and behavioral dimensions (Ranker et al., 2015; Hasse, 2022). Boards with high CQ and EI exhibited greater adaptability, conflict-resolution capacity, and alignment with stakeholder expectations—outcomes consistent with stakeholder theory and agency theory when viewed through a

multicultural lens (Freeman, 1984; Jensen & Meckling, 1976). While most responses affirmed the strategic value of CQ and EI, some participants expressed skepticism regarding their measurability and impact on market adaptation, highlighting the need for robust assessment tools and longitudinal research.

Finally, Chapter 4 confirms that CQ and EI are interdependent drivers of governance effectiveness and organizational resilience in multicultural contexts (Appendix F). These insights extend existing theories and underscore the practical importance of embedding CQ and EI into board governance strategies to enhance decision quality, foster innovation, and sustain performance in an increasingly globalized business environment. Chapter Five will discuss implications, recommendations, and the study summary.

Chapter 5: Discussion, Recommendations, and Study Summary

Discussion

This chapter presents the implications, recommendations, and study summary based on the findings from the Qualtrics Survey in Chapter 4. This chapter analyzes survey data from 72 C-Suite professionals to examine the perceived influence of Cultural Intelligence (CQ) and Emotional Intelligence (EI) on corporate board governance. The findings suggest that integrating CQ and EI is viewed as beneficial across several key areas of organizational performance. These areas include decision-making processes, team dynamics, overall organizational culture, and the ability to adapt to multicultural market demands (Appendix F).

Problem Statement

The problem addressed in this study is the influence of CQ and EI, and their antecedents, on corporate board governance, strategic decision-making, and organizational performance.

Purpose Statement

The purpose of this qualitative phenomenological study is to investigate the relationship between the following factors: (a) CQ and EI within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance.

Methodology, Design, Results

This study used a qualitative Phenomenological - Thematic approach to investigate the research problem, purpose, and research questions, ensuring alignment throughout. The theoretical framework focused on CQ and EI as distinct constructs and their influence on corporate board dynamics (i.e., governance, strategic decision-making, and organizational performance).

Key points included

- 1. The utilization of a qualitative Phenomenological-Thematic approach for investigation.**
- 2. Emphasis on the influence of CQ and EI on corporate board dynamics, such as governance and strategic decision-making.**
- 3. Alignment of the research problem, purpose, and questions throughout the study.**

The literature review identified gaps in theory and knowledge related to enhancing individual, team, and organizational performance and agility (Nwaigwe, 2022; Paiuc, 2021b; Yari et al., 2020). The literature review conducted in the study aimed at pinpointing gaps in theories and knowledge related to boosting individual, team, and organizational performance, plus agility (Davai et al., 2022). Additionally, the review integrated triangulation of various studies to bolster the robustness of the findings and validate the study results effectively. (Appendix D).

Insights from Qualitative Responses

Qualitative responses in the study provided several insights into how Cultural Intelligence (CQ) and Emotional Intelligence (EI) are perceived to influence various aspects of

organizational function, particularly in areas of risk assessment, innovation, and diversity. See Appendix I for additional analytics.

Risk Assessment and Innovation in Global Markets

1. **Vital for Global Market Assessment:** CQ and EI are considered vital for assessing risks and opportunities in global markets. CQ helps boards understand regional differences, regulatory nuances, and cultural expectations, while EI supports collaboration and balanced discussions, even when perspectives differ.
2. **Facilitating Innovation and Adaptability:** Emotional intelligence is seen as very useful for leading to innovation and adaptability through collaborative problem-solving and good leadership. Adaptability is also described simply as getting up early and thriving .
3. **Comprehensive Approach:** Some respondents emphasize using CQ and EI to assess global risks, identify opportunities, and effectively foster innovation and adaptability. This involves listening and considering many different factors, not just one's own perspective .
4. **Information Gathering:** Researching before making moves and gathering feedback from blogs and insights are also mentioned as ways to inform decisions and identify suitable markets .

Influence of Diverse Cultural Perspectives

1. **Enhanced Governance and Decision-Making:** Diverse cultural perspectives are seen to enhance governance by bringing broader insights, innovative ideas, and balanced decision-making. CQ helps board members appreciate and integrate differing viewpoints, while EI fosters open communication and mutual respect.

2. **Improved Understanding and Respect:** Exposure to different backgrounds helps individuals understand others better, leading to better development of EQ and CQ. This also helps everyone get along and understand each other.
3. **Balanced and Respectful Decision-Making:** Diverse perspectives have been found to enhance governance, with CQ and EI used to support balanced and respectful decision-making. This ensures that everyone is on the same page and that everyone has an equal footing, preventing anyone from feeling out of place.
4. **Leadership Role:** Leaders play a role in managing situations and keeping everyone calm. Some respondents emphasize the importance of stepping into others' shoes to understand their perspectives and experiences, integrating these into roles and decisions .

The qualitative responses highlight the perceived importance of CQ and EI in fostering a more adaptive, collaborative, and culturally aware organizational environment, particularly in leadership, decision-making, and navigating global markets.

Impact on Decision-Making and Governance

1. A majority of survey respondents indicated that integrating CQ and EI into board governance enhanced the quality of decision-making processes within their organizations (Appendix H: 96.2%; high impact on board performance).
2. Qualitative responses emphasize that CQ and EI are vital for assessing risks and opportunities in global markets. CQ enables the board to understand regional differences and cultural expectations, while EI supports collaboration and balanced discussions. This is consistent with new research by Mulyaseva & Wisesa (2024).

3. Respondents also noted that diverse cultural perspectives, when guided by CQ and EI, improve governance by introducing broader insights, fostering innovative ideas, and promoting balanced, respectful decision-making.

Influence on Organizational Dynamics and Culture

1. The survey data shows a strong consensus that the integration of CQ and EI fosters stronger team dynamics and encourages more open communication, both within the board and across the broader organization.
2. A significant number (87.5%) of participants perceive that integrating CQ and EI positively impacts the overall organizational culture, with many reporting that it enhances emotional intelligence throughout the company (Appendix H).
3. The analysis reveals a strong positive correlation between the integration of CQ and EI in corporate governance and improvements in decision-making, team collaboration, and organizational culture (70-96% across all dimensions, Appendix H). The data suggests that these competencies are critical for effective governance and adaptability in a globalized business environment.

Implications Aligned to Research Questions

Role of CQ/EI in Corporate Board Governance linked to (RQ1)

1. **Enhanced Governance Effectiveness:** The findings strongly indicate that Cultural Intelligence (CQ) and Emotional Intelligence (EI) jointly enhance the effectiveness of board governance (Appendix H). This occurs by fostering inclusive decision-making, improving emotional awareness among board members, and elevating the quality of boardroom discussions. Boards that integrate CQ and EI demonstrate greater adaptability

and resilience in navigating complex global markets. This aligns with existing research on their positive impact on decision-making and conflict resolution in diverse teams .

2. **Support for Multidimensional Leadership:** The observed synergy between CQ and EI reinforces Gardner's Multiple Intelligences framework, which advocates for multidimensional competencies in leadership (Gardner, 2008).

Perceived Importance of CQ/EI by Board Members Linked to (RQ2)

1. **Essential for Competitive Advantage:** Participants overwhelmingly perceive CQ and EI as crucial for maintaining a competitive advantage in global markets. High CQ allows boards to interpret cultural nuances and mitigate misunderstandings, while EI facilitates empathetic leadership and constructive dialogue .
2. **Alignment with Global Mindset Theory:** These perceptions are consistent with global mindset theory, which emphasizes cognitive flexibility and cultural awareness as prerequisites for innovation and strategic agility (Ranker et al., 2015; Hasse, 2022). The integration of CQ/EI is linked to improved organizational culture, employee engagement, and client relationships, extending beyond traditional governance metrics.

Challenges and Opportunities in Integrating CQ/EI, Linked to (RQ3)

1. **Key Challenges:** The study identified two primary challenges: a limited availability of structured training programs for CQ/EI development and resistance to cultural change among senior leaders accustomed to traditional governance models.
2. **Opportunities for Development:** Conversely, significant opportunities exist to embed CQ/EI into leadership development curricula and to utilize technology-driven tools (e.g., Qualtrics, NVivo) for competency assessment and continuous improvement. These

insights support calls for targeted interventions to cultivate cross-cultural competencies and emotional resilience.

Consistency with Theoretical Frameworks and Divergent Findings

1. **Validation of Integrative Framework:** The findings strongly validate the proposed integrative framework linking CQ, EI, and global mindset (GM), demonstrating their complementary roles across cognitive, psychological, and behavioral dimensions. Boards with high CQ and EI exhibit greater adaptability, conflict resolution, and alignment with stakeholder expectations, consistent with stakeholder and agency theories when viewed through a multicultural lens (Appendices D and H).
2. **Unexpected Results:** While most responses affirmed the strategic value of CQ and EI, a minority reported minimal impact on market adaptation and innovation (73.1% Market Adaptation, Appendix H). This divergence may be due to industry-specific dynamics or organizational maturity levels, suggesting that CQ/EI benefits are more pronounced in sectors with high global exposure. Some skepticism regarding the measurability of CQ and EI highlights the need for more robust assessment tools and longitudinal research.

Broader Implications and Societal Outcomes

1. **Organizational Resilience:** The study confirms that CQ and EI are interdependent drivers of governance effectiveness and organizational resilience in multicultural contexts. Embedding these intelligences into board governance strategies can enhance decision quality, foster innovation, and sustain performance in an increasingly globalized business environment (96.2% positive sentiment, Appendix H).
2. **Contribution to Knowledge:** This research contributes to existing theories by demonstrating the practical applicability of a Unified CQ/EI Framework within corporate

governance frameworks, aiding in the development of multidimensional leadership models that prioritize cultural adaptability and emotional competence (Appendix G).

Theoretical Implications

1. The synthesis of findings underscores the integral role of both cultural intelligence (CQ) and emotional intelligence (EI) as complementary constructs that enhance decision-making processes in corporate boards, supporting and extending existing leadership and behavioral strategy theories by highlighting their combined influence on communication, conflict resolution, and strategic outcomes (Freking, 2025; Marques et al., 2024; Cabral et al., 2020). See Appendix E for participant role correlation.
2. Evidence from longitudinal and cross-sectional studies challenges the traditional view of EI and CQ as fixed traits, instead positioning them as dynamic, developable capabilities that interact over time to influence organizational knowledge management and decision quality, thus enriching dispositional and capability-based theoretical frameworks (Zhang et al., 2022; Rosine et al., 2024).
3. The reviewed literature advances network and leadership theories by demonstrating that CQ and EI significantly predict external networking behaviors and leadership effectiveness in multicultural and international contexts, emphasizing the psychological underpinnings of leadership performance beyond cognitive intelligence alone (Cabral et al., 2020; Kanwal et al., 2017; Groves & Feyerherm, 2011).
4. Theoretical models integrating upper echelons theory and behavioral strategy are supported by empirical findings showing that top managers' CQ and EI shape strategic decision-making quality and board effectiveness, thereby reinforcing the importance of

psychological competencies in governance and strategic risk management theories (Mammadov & Wald, 2025; R.Thanigaiyarasu et al., 2025).

5. The mediation and moderation roles of EI and CQ in conflict management and organizational performance provide nuanced insights into the mechanisms through which these intelligences influence boardroom dynamics, suggesting refinements to existing conflict resolution and leadership effectiveness models (Waseem et al., 2025; Hizarci-Payne & Çelikdemir, 2025).
6. Emerging frameworks propose that CQ functions as a meta-competence encompassing emotional, cognitive, and behavioral regulation, which aligns with paradoxical leadership theories and supports the conceptualization of CQ as a critical antecedent to adaptive and inclusive leadership behaviors in diverse corporate environments (Brătianu et al., 2024) (Navigating Cultural Paradoxes: An Integrative Framework of Leader Cultural Intelligence and Paradoxical Leadership Behaviors, 2023).

Recommendations for Practice

Practical Implications

1. Organizations should prioritize the development of both CQ and EI among board members and senior leaders through targeted training programs, as these intelligences enhance communication equity, conflict resolution, and inclusive decision-making, which are vital for effective governance in culturally diverse and complex business environments (Freking, 2025; Cabral et al., 2020; Patel, 2025).
2. The demonstrated positive impact of female emotional intelligence on board crisis management and conservative policy adoption during turbulent periods suggests that

diversity initiatives focusing on emotional competencies can improve organizational resilience and strategic responsiveness (Mohammed et al., 2024).

3. Firms operating in international and multicultural contexts are advised to integrate CQ and EI assessments into leadership selection and development processes to foster transformational leadership styles that mediate the relationship between these intelligences and leadership effectiveness (Kanwal et al., 2017; Singh et al., 2023).
4. The findings advocate for the incorporation of CQ and EI into international human resource management practices, including cross-cultural training and global leadership development programs, to enhance leaders' adaptability, credibility, and influence across diverse cultural settings (Dwiarto et al., 2025; Groves & Feyerherm, 2011).
5. Practical strategies for improving board decision-making quality include fostering emotionally intelligent leadership that leverages emotional contagion and shared sense-making, thereby enhancing strategic discussions and reducing decision biases (Haag & Getz, 2016; Oever & Shropshire, 2024).
6. Policymakers and corporate governance bodies should encourage frameworks that move beyond compliance to actively cultivate psychological competencies, such as CQ and EI, within boards, as these contribute to superior risk oversight, strategic monitoring, and ultimately to organizational performance (Charas & Gaskin, 2013; R. Thanigaiyarasu et al., 2025).

Recommendations for Future Research

Future Research and Next Steps

1. Need for additional empirical studies to fully understand individual and organizational-level conceptualizations of a Unified CQ/EI Framework and their outcomes on governance and performance.
2. Explore strategies for developing CQ and EI within a holistic global mindset framework that unifies CQ and EI into a single framework to increase board member decision-making and organizational performance.
3. Future studies should focus on emerging topics that define the relationships and impacts of Cultural Intelligence (CQ) on individual and organizational levels, and address knowledge transfer and management training gaps.
4. Longitudinal studies tracking the impact of CQ/EI/GM on board governance over time to understand long-term benefits.
5. Additional quantitative and qualitative studies could focus on a Unified CQ/EI framework.
6. Develop Robust Assessment Tools. Some respondents expressed skepticism regarding the measurability of CQ and EI, highlighting a need for more robust assessment tools tailored to governance contexts. This suggests that a Unified framework should also consider integrated measurement approaches.

Study Summary

1. The study utilized a qualitative phenomenological approach, analyzing survey data from 72 experienced C-suite professionals to investigate the perceived influence of CQ and EI on corporate board governance. The Experiential-Thematic approach is nuanced to find a deeper understanding based on individual sentiments.

2. The findings consistently suggest that integrating CQ and EI is highly beneficial across various key areas of organizational performance, including decision-making processes, team dynamics, organizational culture, and adaptability to multicultural market demands.
3. The survey revealed overwhelmingly positive sentiment regarding the impact of CQ and EI, with high positive rates across all dimensions, including 96.2% for board performance (Appendix H).

Problem Addressed

1. The study specifically addressed the influence of CQ and EI, along with their antecedents, on corporate board governance, strategic decision-making, and organizational performance (Appendix D).
2. It aimed to understand how these intelligences contribute to effective governance and performance in increasingly complex and diverse global business environments (Appendix H).

Conclusions

The study provides compelling evidence that CQ and EI are critical competencies for effective corporate board governance, strategic decision-making, and organizational performance in multicultural environments. Integrating CQ and EI is highly beneficial across key governance areas such as decision-making, conflict resolution, team dynamics, organizational culture, and adaptability in multicultural markets. The study revealed an overwhelming positive sentiment regarding the impact of CQ and EI across all dimensions, 70-96% (Appendix H). Increased Board Performance had a sentiment score of 96.2% (Appendix H). While challenges in implementation exist, the opportunities for leadership development and enhanced organizational outcomes are significant, underscoring the need for further research and practical application of

these intelligences (Appendix G). The survey collected 72 responses on various aspects, including demographic information and the perceived influence of CQ and EI (Qualtrics Study, 2025).

Importance of the Study

1. **Enhanced Decision-Making and Governance:** Integrating CQ and EI into board governance significantly enhances the quality of decision-making processes, fosters inclusive decision-making, and improves emotional awareness among board members. This leads to more informed discussions and greater adaptability in navigating complex global markets.
2. **Positive Organizational Outcomes:** The integration of CQ and EI fosters stronger team dynamics, encourages open communication, and positively impacts overall organizational culture. It is also critical for effective governance and adaptability in a globalized business environment.
3. **Organizational Resilience and Competitive Advantage:** CQ and EI are interdependent drivers of governance effectiveness and organizational resilience, enhancing decision quality, innovation, and sustained performance in multicultural contexts. Participants perceive these intelligences as crucial for maintaining a competitive advantage in global markets by allowing boards to interpret cultural nuances and facilitating empathetic leadership.

This study underscores that opportunities for leadership development and enhanced organizational outcomes through a Unified CQ and EI Framework are significant (96.2% positive sentiment of respondents), making these intelligences vital to dynamic organizational success. The synergy between CQ and EI is perceived as beneficial across key areas of

organizational performance, including decision-making processes, team dynamics, organizational culture, and adaptability to multicultural market demands (Appendix H). The survey sentiment responses in Appendix H offer a rich area for future qualitative research. This integration fosters a more adaptive, collaborative, and culturally aware organizational environment, particularly in leadership, decision-making, and navigating global markets.

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Appendix A

IRB Approval Letter

From: do-not-reply@cuayuse.com
Subject: IRB-FY25-26-205 - Initial: Exempt from Further Review
Date: September 26, 2025 at 12:15
To: jdonnellan@ncu.edu, Karl Minter K.Minter2314@o365.ncu.edu



9388 Lightwave Ave.
 San Diego, CA 92123
 irb@nu.edu

Notice of Exemption

September 26, 2025

To: Karl Minter

Project Title: The Impact of Cultural and Emotional Intelligence on Corporate Board Governance
NU IRB Number: IRB-FY25-26-205

Determination: Exempt from further review 45 CFR 46.101 Category 2.(i). Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording) if at least one of the following criteria is met: The information obtained is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained, directly or through identifiers linked to the subjects;

Status: Active - Research activities may begin as of September 26, 2025

Dear Karl Minter:

The study referenced above has been reviewed by the National University IRB. The IRB has determined your research is exempt from further review under 45 CFR 46.104, which means you will not need to renew your study and may begin your study effective immediately. However, if you find the need to change your study in any way, you will need to submit a modification to the IRB prior to implementing the changes. This will allow the IRB to determine whether or not the study still meets exemption criteria.

Please review your Post Approval Responsibilities here: [Approved Documents Guidelines](#)

For any questions regarding your protocol, please reach out to the IRB at irb@nu.edu.

Sincerely,

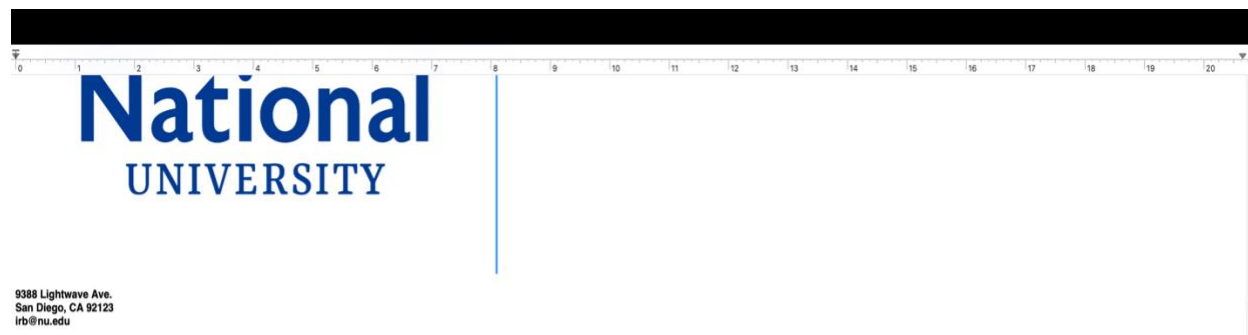
Dr. Joseph Marron, IRB Chair

Dr. Brianne Mongeon, Director, HRPP & IRB

Jenessa Eberhardt, Associate Director, HRPP & IRB

Appendix B

IRB Closure Letter



**National
UNIVERSITY**

9388 Lightwave Ave.
San Diego, CA 92123
irb@nu.edu

Notice of Protocol Closure

November 26, 2025

To: Karl Minter

Project Title: The Impact of Cultural and Emotional Intelligence on Corporate Board Governance
NU IRB Number: IRB-FY25-26-205

Status: Closed as of November 26, 2025


Dear Karl Minter:


Thank you for your submission of materials for this research study. The National University Institutional Review Board has CLOSED your project. **You must adhere to the following conditions:**


1. Once a study has been officially closed via a Request to Close Study, it cannot be re-opened.
2. If a later use for the research data is identified, you must submit a new research proposal for the use of the previously collected data.
3. The later use of the data may qualify for an exemption, if the existing data is recorded without identifiers; however, you must submit a new research proposal prior to using the data.
4. You will maintain the confidentiality of all data collected and will adhere to the federal policy of storing all data and consent documents in a secured environment for a minimum of 3 years.

If you have any questions, you may contact the IRB at irb@nu.edu. Please include your study title and reference number in all correspondence with this office.

Sincerely,


Dr. Joseph Marron, IRB Chair


Dr. Brianne Mongeon, Director, HRPP & IRB


Jenessa Eberhardt, Associate Director, HRPP & IRB

Appendix C

CQ-EI Survey Questionnaire

The purpose of this qualitative phenomenological study is to investigate the relationship between the following: (a) Cultural Intelligence (CQ) and Emotional Intelligence (EI) within the context of corporate board governance, (b) strategic decision-making, and (c) organizational performance. The name of this research is “The Impact of Cultural and Emotional Intelligence on Corporate Board Governance.” This survey is completely voluntary.

You may participate in this research if you meet all the following criteria:

1. You are age 18 or older.
2. You must have direct corporate executive leadership (C-suite) experience and have participated in board governance within the last 5 years.

Section 1: Background Information

1. Position and Role:

- a. What is your position on the corporate board, and how long have you been serving in this role? _____

2. Experience with Diversity:

- a. Can you briefly describe your experience working in diverse cultural environments? _____

Section 2: Understanding CQ and EI

3. Definitions and Experience:

- a. In your experience as a board member, how do you define Cultural Intelligence (CQ) and Emotional Intelligence (EI) in the context of corporate governance, and _____

can you provide an example of how these concepts have influenced your decision-making?

4. Diversity in Strategic Decision-Making:

- a. Based on your experience, how do diverse cultural perspectives on the board influence governance and oversight functions, and how do CQ and EI play a role in this dynamic? _____

5. Risk Assessment and Innovation:

- a. In your experience, how do CQ and EI shape your board's approach to assessing risks and opportunities in a global market, and how do you facilitate innovation and adaptability in your approach?

Section 3: Decision-Making and Organizational Performance:

6. How has integrating CQ and EI in board governance influenced decision-making processes within your organization?

- a. It has led to more inclusive decision-making by incorporating diverse perspectives.
- b. It has improved the emotional awareness of board members, resulting in more empathetic decisions.
- c. It has enhanced the quality of discussions, leading to more informed decisions.
- d. There has been little to no impact on decision-making processes.

7. In what way has the integration of CQ and EI affected team dynamics within the board and the broader organization?

- a. It has fostered stronger collaboration and trust among board members.
- b. It has encouraged open communication and reduced conflicts.

- c. It has created a more supportive environment for sharing ideas and feedback.
- d. There has been no significant change in team dynamics.

Section 4: Effect on Organizational Culture and Employee Engagement:

8. How do you perceive the impact of CQ and EI integration on the overall organizational culture?
 - a. It has promoted a culture of inclusivity and respect for diverse perspectives.
 - b. It has enhanced emotional intelligence across the organization, improving interpersonal relationships.
 - c. It has strengthened the organization's adaptability to change and innovation.
 - d. There has been no noticeable impact on organizational culture.
9. How has integrating CQ and EI within board governance influenced employee engagement levels?
 - a. It has led to higher employee satisfaction and morale.
 - b. It has encouraged employees to be more involved in decision-making processes.
 - c. It has improved retention rates by fostering a supportive work environment.
 - d. There has been no significant impact on employee engagement.
10. In your experience, how has the integration of CQ and EI contributed to achieving the organization's strategic outcomes?
 - a. It has enabled the organization to better navigate global markets and cultural challenges.
 - b. It has facilitated innovation and creative problem-solving in strategic initiatives.
 - c. It has improved the alignment of strategic goals with employee values and needs.
 - d. There has been no measurable contribution to strategic outcomes.

Section 6: The impact of CQ, EI, and board governance practices in a multicultural global market:

11. How has integrating CQ and EI influenced cross-cultural communication within your organization?
 - a. It has significantly improved communication effectiveness across diverse teams.
 - b. It has fostered a greater understanding of cultural nuances and differences.
 - c. It has reduced misunderstandings and misinterpretations in interactions.
 - d. There has been little to no impact on cross-cultural communication.
12. How do you perceive the role of CQ and EI in enhancing leadership effectiveness in a global context?
 - a. They have empowered leaders to navigate cultural complexities with confidence.
 - b. They have improved leaders' abilities to motivate and engage diverse teams.
 - c. They have enabled leaders to respond empathetically to team members' needs.
 - d. There has been little to no effect on leadership effectiveness.

Global Market Adaptability and Customer Relationships:

13. How has integrating CQ and EI influenced your organization's ability to adapt to multicultural market demands?
 - a. It has enhanced our responsiveness to diverse customer needs and preferences.
 - b. It has facilitated the development of culturally relevant products and services.
 - c. It has improved our ability to enter and thrive in new markets.
 - d. There has been no noticeable impact on market adaptability.
14. In what ways have CQ and EI contributed to building successful relationships with international clients?

- a. They have improved our understanding of clients' cultural backgrounds and expectations.
- b. They have led to more personalized and effective client communication.
- c. They have built stronger client relationships.
- d. There has been little to no effect on customer relationships.

Overall Organizational Success:

15. Do you believe CQ and EI integration has affected overall board/team performance in a multicultural environment?
 - a. It has led to higher levels of creativity and innovation within the board/teams.
 - b. It has improved board/team cohesion and collective problem-solving.
 - c. It has resulted in better achievement of board/team goals and objectives.
 - d. There has been no significant impact on board/team performance.
16. To what extent do you believe that CQ and EI contribute to your organization's overall success in a multicultural global market?
 - a. They are critical factors that drive our success.
 - b. They play a significant role but are complemented by other factors.
 - c. They have a moderate impact on our success.
 - d. They drive innovation.
 - e. They do not significantly contribute to our overall success.

Final Thoughts:

17. Based on your experiences, what recommendations would you make for enhancing CQ and EI in corporate board practices? _____

Appendix D

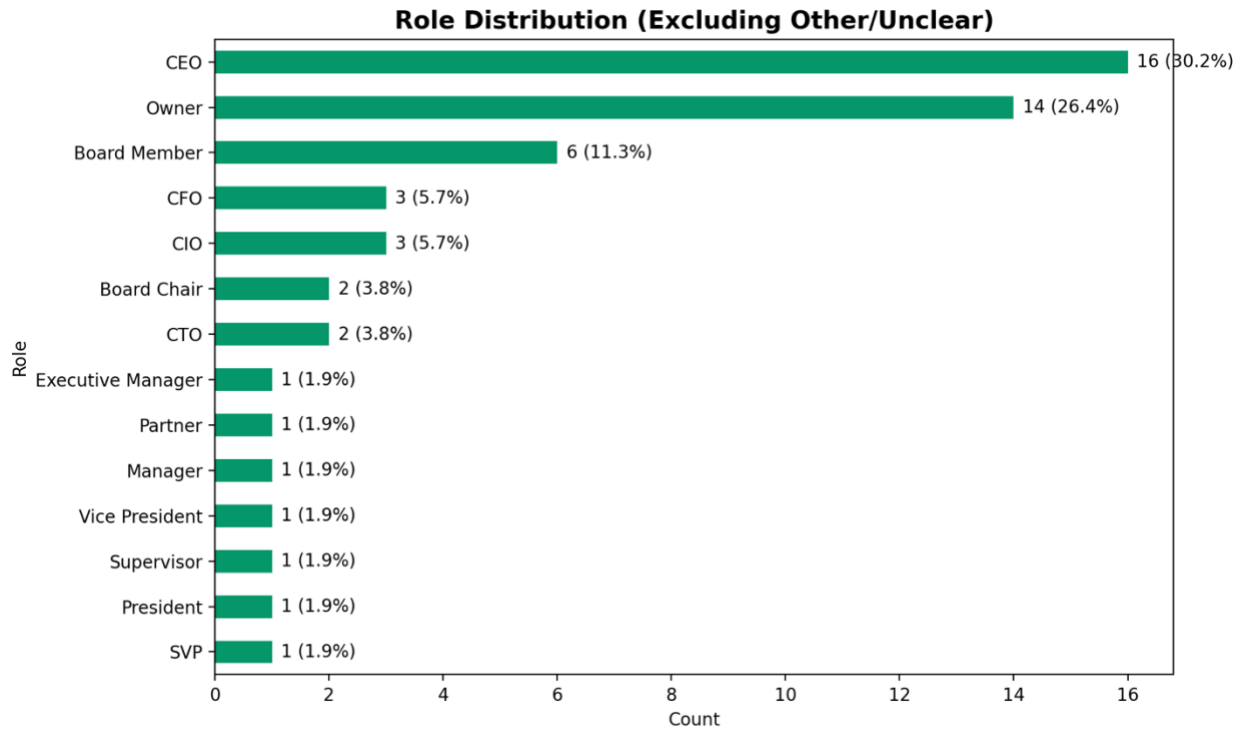
Literature Triangulation

Comparison Criterion	Studies in Agreement	Studies in Divergence	Potential Explanations
Conceptual Frameworks	CQ and EI are critical and interrelated constructs influencing board decision-making and leadership effectiveness; models often integrate both (e.g., CQ as a meta-competence encompassing emotional and social intelligence) (Freking, 2025) (Cabral et al., 2020) (Navigating Cultural Paradoxes: An Integrative Framework of Leader Cultural Intelligence and Paradoxical Leadership Behaviors, 2023). Transformational leadership mediates EI and CQ impact on leadership effectiveness.	Some frameworks emphasize CQ as dominant in multicultural contexts (Cabral et al., 2020), while others prioritize EI for leadership outcomes (Ridho, 2024). The paradox theory-based model highlights meta-cognitive and emotional self-regulation elements within CQ (Navigating Cultural Paradoxes: An Integrative Framework of Leader Cultural Intelligence and Paradoxical Leadership Behaviors, 2023).	Differences in disciplinary focus (e.g., leadership studies vs. international business), target populations (SMEs, boards), and theoretical orientation (behavioral strategy vs. leadership theory).
Decision-Making Outcomes	CQ and EI enhance strategic decision quality, inclusiveness, and adaptability in complex environments, promoting higher decision effectiveness (Freking, 2025) (Marques et al., 2024) (Alzoubi & Aziz, 2021). EI supports integrating cognitive and emotional inputs for better decisions (Sharma et al., 2023). EI positively influences project and board-level decisions, particularly under uncertainty (Hall et al., 2024) (Rodrigues & Matos, 2024).	Some studies find CQ more predictive for external networking and internationalization decisions in SMEs than EI, which remains significant but secondary (Cabral et al., 2020) (Mammadov & Wald, 2025). Others suggest EI's role is more pronounced in crisis management and internal board dynamics (Mohammed et al., 2024) (Oever & Shropshire, 2024).	Variations in organizational context (SMEs vs. large boards), decision types (strategic vs. operational), and measurement focus (self-reports vs. observed behaviors).

Conflict Resolution Processes	EI and CQ are jointly important for managing conflict and facilitating communication in diverse boards, with EI often mediating conflict resolution styles (Wam et al., 2025) (Hizarci-Payne & Çelikdemir, 2025). Emotional regulation and cultural awareness improve conflict outcomes (Freking, 2025) (Marques et al., 2024).	Some research emphasizes EI's full mediation in conflict strategies linked to cultural dimensions, whereas others show partial or context-specific effects (Hizarci-Payne & Çelikdemir, 2025). A few studies focus more on CQ's role in reducing intercultural misunderstandings (Alexandra, 2023).	Differences in cultural settings (expatriates vs. multinational boards), methodological approaches (SEM models vs. qualitative), and scope (individual vs. organizational level).
Leadership Effectiveness	Both CQ and EI improve leadership behaviors, team cohesion, and adaptability in multicultural boards (Chen & Traiwannakij, 2024) (Singh et al., 2023) (Ridho, 2024). EI is linked to transformational leadership and credible influence across cultures (Mehta, 2025) CQ supports inclusion and flexibility in diverse teams (Alexandra, 2023) (Patel, 2025).	Some studies argue CQ's importance rises with cultural diversity level, sometimes surpassing EI in predicting team performance (Cabral et al., 2020). Others focus on EI as the core driver of leadership success regardless of cultural context (Li, 2025) (Ridho, 2024).	Variation in sample composition (cultural diversity level), leadership roles studied (top management vs. middle managers), and cultural context (developed vs. developing countries).
Methodological Rigor	Mixed methods are common, with many studies using SEM to test relationships between CQ, EI, and decision-making or leadership outcomes (Wam et al., 2025) (Zhang et al., 2022) (Kanwal et al., 2017). Qualitative designs provide rich contextual insights on boardroom dynamics (Abdeldayem et al., 2022). Common measures include validated CQ and EI scales, with some studies controlling for biases (Cabral et al., 2020).	Divergences occur in sample size and representativeness (e.g., student teams (Zhou et al., 2020), SMEs (Mammadov & Wald, 2025) (Cabral et al., 2020), large corporations, longitudinal vs. cross-sectional designs (Zhang et al., 2022), and reliance on self-reports vs. behavioral data (Haag & Getz, 2016). Some older studies apply conceptual models without empirical validation.	Differences reflect research aims (exploratory vs. confirmatory), resource availability, industry focus, and evolution of measurement tools over time.

Appendix E

Role Distribution

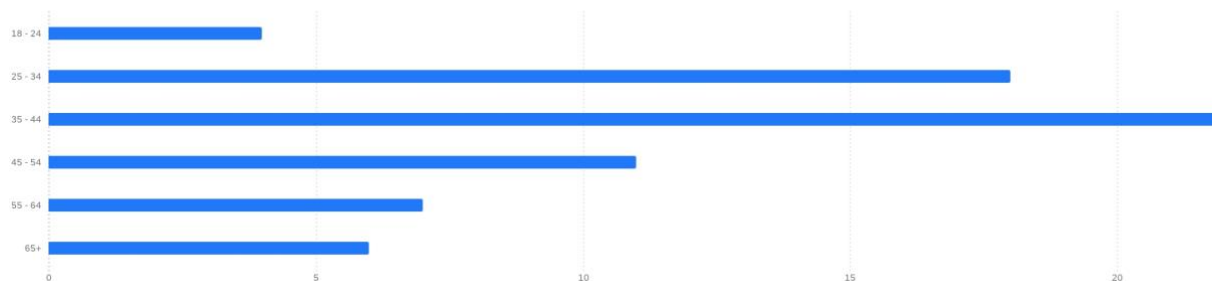


Data provided by Qualtrics Analytics and Research Survey

Appendix F

Qualtrics Dashboard C-level Response Analysis

QAge: How old are you? 68 ⓘ



QAge: How old are you? 68 ⓘ

QAge - How old are you?	Count	Count
18 - 24	6%	4
25 - 34	26%	18
35 - 44	32%	22
45 - 54	16%	11
55 - 64	10%	7
65+	9%	6

QAge: How old are you? 70 ⓘ

Average (QAge - How old are you?)	4.25
Minimum (QAge - How old are you?)	2.00
Maximum (QAge - How old are you?)	7.00
Standard Deviation (QAge - How old are you?)	1.34
Count	70

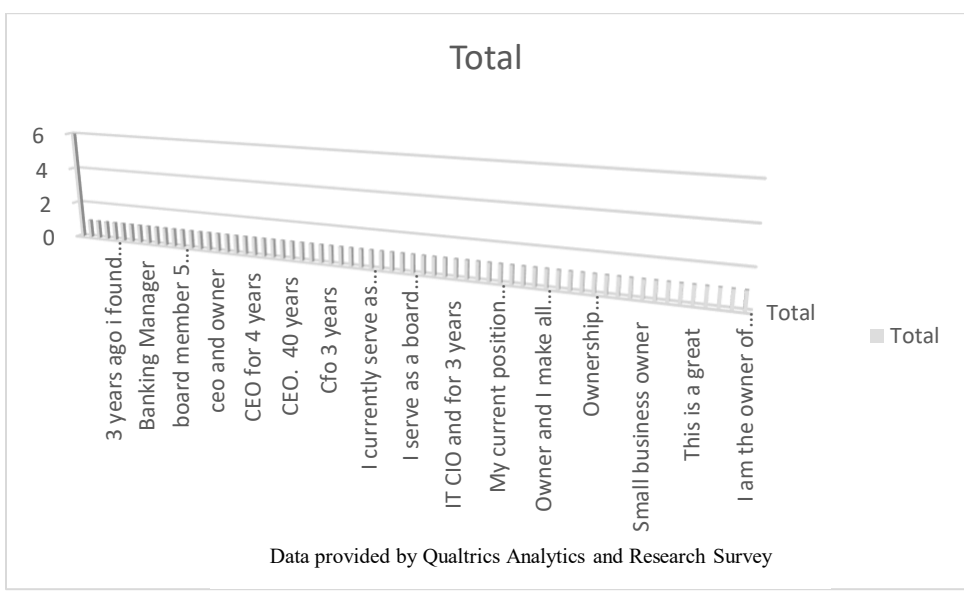
CQ_EI_Decisions: How has integrating CQ and EI in board governance influenced decision-making processes within your organization? 25 ⓘ



Data provided by Qualtrics Analytics and Research Survey

Appendix G

Role/ Duration Response



CQ-EI Word Cloud

CQ-EQ Word Cloud 70



Data provided by Qualtrics Analytics and Research Survey

Appendix H

Qualtrics Descriptive Data Summary

Metric Category	Metric	Value	Interpretation
Sample Size	Total Respondents	72	Adequate sample for exploratory analysis
Sample Size	Total Variables	77	Comprehensive survey coverage
Sample Size	Survey Period	Oct 16 - Oct 23, 2025	7-day data collection window
Demographics	Most Common Age Group	35-44 years	Mid-career professionals dominate
Demographics	Age Group Percentage	30.6% (n=22)	Largest demographic segment
Demographics	Most Common Experience	2-5 years	Early-to-mid career C-suite experience
Demographics	Experience Percentage	40.3% (n=29)	Largest experience segment
Survey Quality	Mean Duration	7.06 minutes	Reasonable engagement time
Survey Quality	Median Duration	5.30 minutes	Half completed in under 5.3 min
Survey Quality	Progress 100% Complete	55 (76.4%)	Good completion rate
Survey Quality	Mean Progress Rate	82.51%	High overall engagement
CQ/EI Engagement	CQ/EI Response Rate	36.1% (26/72)	Selective but focused engagement
CQ/EI Engagement	Avg Questions Completed	3.97 out of 11	Low mean due to bimodal pattern
CQ/EI Engagement	Completion Pattern	Bimodal (all or nothing)	Engaged group completed fully
Sentiment	Overall Positive Rate	70-96% across all dimensions	Strong positive perception overall
Sentiment	Highest Positive Area	Board Performance: 96.2%	Internal organizational impact highest
Sentiment	Lowest Positive Area	Market Adaptation: 73.1%	External market impact still positive
Sentiment	Negative Responses	10-20% (varies by dimension)	Minimal negative sentiment
Top Impact Areas	Board Performance	96.2% positive sentiment	Strongest perceived impact
Top Impact Areas	Organizational Culture	87.5% positive sentiment	High internal culture impact
Top Impact Areas	Client Relations	84.6% positive sentiment	Strong external relationship impact
Statistical Tests	Experience vs Duration Correlation	$r = 0.060$	No correlation between variables
Statistical Tests	Statistical Significance	$p = 0.629$ (not significant)	Experience doesn't predict engagement

Data provided by Qualtrics Analytics and Research Survey

Appendix I

Analysis of Qualtrics Descriptive Data Summary

This analysis interprets the results from a Qualtrics survey, providing insights into the sample characteristics, survey engagement, participant sentiment, and key impact areas. Data collection occurred over 7 days, from October 16 to October 23, 2025.

Sample and Demographics

- **Total Respondents:** The survey collected responses from 72 individuals, which is considered an adequate sample size for an exploratory analysis (Appendix H).
- **Demographic Profile:** The largest age group represented was **35-44 years old**, accounting for 30.6% (n=22) of respondents, indicating a dominance of mid-career professionals (Appendix H, and Appendix F).
- **Experience Level:** The most common experience level among respondents was **2-5 years**, comprising 40.3% (n=29) of the sample, suggesting a prevalence of early-to-mid career C-suite experience (Appendix H).

Survey Quality and Engagement

- **Duration:** The mean survey duration was 7.06 minutes (median 5.30 minutes), indicating a reasonable engagement time (Appendix H). Half of the respondents completed the survey in under 5.3 minutes (Appendix H).
- **Completion Rate:** A good completion rate was observed, with 76.4% (55 respondents) completing 100% of the survey (Appendix H). The mean progress rate was high at 82.51%, reflecting overall strong engagement (Appendix H).

- **CQ/EI Engagement:** Engagement with CQ/EI (Cultural Intelligence/Emotional Intelligence) questions was selective but focused, with a 36.1% response rate (26 out of 72 respondents) minutes (median 5.30 minutes), indicating a reasonable. The completion pattern for these questions was bimodal ('all or nothing'), suggesting that an engaged group completed this section fully, despite a low mean of 3.97 questions completed out of 11 overall minutes (median 5.30 minutes), indicating a reasonable.

- **Sentiment and Impact Areas**

- **Overall Sentiment:** The survey revealed a strong positive perception, with an overall positive rate ranging from 70-96% across all dimensions (Appendix H). Negative responses were minimal, generally between 10-20% depending on the dimension (Appendix H).
- **Highest Positive Area: Board Performance** received the highest positive sentiment at 96.2%, indicating a strong perceived internal organizational impact (Appendix H).
- **Lowest Positive Area: Market Adaptation** had the lowest positive sentiment at 73.1%, though still positive, suggesting it might be an area for potential improvement or closer monitoring regarding external market impact (Appendix H).
- **Top Impact Areas:** Beyond Board Performance, **Organizational Culture** showed a high positive sentiment of 87.5%, and **Client Relations** had 84.6% positive sentiment, highlighting strong internal culture and external relationship impacts (Appendix H).

- **Statistical Findings**

- **Experience vs. Duration:** A statistical test indicated no correlation between respondents' experience level and the duration they spent on the survey ($r = 0.060$) (Appendix H).

- **Statistical Significance:** The p-value of 0.629 further confirms that this correlation is not statistically significant, meaning experience does not predict engagement duration in this context (Appendix H).

In summary, the survey successfully gathered data from a relevant demographic of mid-career professionals with good engagement. The results show overwhelmingly positive sentiment, particularly concerning internal factors like Board Performance and Organizational Culture, while Market Adaptation, though still positive, stands out as the area with the relatively lowest positive perception. Statistically, respondent experience did not influence survey completion time.

The findings suggest that enhancing Cultural Intelligence and Emotional Intelligence within organizations can lead to improved decision-making, stronger team dynamics, and better adaptability in global markets.

Appendix J

Search Strategy

- EBSCO Search: Board “of” directors leadership AND structure: control AND performance implications.
- EBSCO Search (SU “cultural intelligence” AND “cq” OR “cultural competence” OR “emotional intelligence” OR “eq”) AND AB (decision making OR decision-making OR decision making process OR decision-making process OR performance OR productivity OR efficiency OR success OR outcomes OR achievement OR board governance)) NOT medical) OR health care OR hospital OR health services OR health facilities) NOT medical) AND (board governance).
- Google Scholar: Exploring the longitudinal effects of emotional intelligence.
- Google Scholar: Corporate Board Performance Moderated by Cultural Intelligence.
- Google Scholar: Emotional Intelligence, Board Leadership, Decision-making.
- Google Scholar: Leader cultural intelligence and organizational performance.
- Google Scholar: Emotional intelligence and Corporate Board Decision-Making.

Keywords: *Cultural Intelligence, Emotional Intelligence, Corporate dynamics, Board Governance, Decision-making, Board performance, Conflict resolution, Board Performance, Organizational Leadership Styles, Global Management*

Note: The search strategies were critical for identifying current literature on the research topics.