Emotional Intelligence and Self-Efficacy in Leadership Effectiveness

The Role of Emotional Intelligence in Leadership Becoming a Resonant Leader

The role of emotional intelligence in leadership and self-efficacy is a topic of interest since 1990, however, many managers, leaders, and people alike, fail to understand how this concept can transform their daily lives. Traditionally, to understand the concept of Emotional Intelligence, it would take a good 200-300 pages, long gone are those days. Level Up is the new solution, a business book that gets to the point, and presents the major areas of EI with teeth. Since we spend much of our time dealing with others, it would be nice to read a condensed version of EI as fast as it would be to prepare a light dinner. Level Up is the leadership book you can sit down with a cup of coffee and read in one setting. After you are done reading, you are challenged to “Level Up” and rise to the occasion. Bully leadership is an outdated concept and as a result this type of book is long overdue. Be apart of the new generation of “Leadership”, “Level Up” will get you there. Everyone agrees that Emotional Intelligence (EI) plays a key role in overall success. But when it comes to putting theory into practice, EI consultant Reldan Nadler, Psy.D., has written the only book on the subject that shows you step-by-step how to: INCREASE CONFIDENCE IMPROVE TEAMWORK ENHANCE COMMUNICATION DEVELOP STAR PERFORMANCE PROTECT YOUR IQ WITH EI The more than 100 cutting-edge tools and strategies presented here are used by the most effective leaders in the world. This complete, hands-on action plan has worksheets, exercises, self-quizzes, and much more to show how great leaders put Emotional Intelligence to work. "One of the most practical and useful books on EI I've seen." - Senior VP of Personnel Decisions International, author of Leader as Coach and Development First "The perfect field guide for leaders who hope to improve their Emotional Intelligence and increase employee engagement, performance, and retention in the process. It is user-friendly and filled with practical tips and tools." -- Sharon Jordan-Evans, co-author of Love 'Em or Lose 'Em: Getting Good People to Stay "Provides detailed and easy-to-use practices to make you and your leaders superstars. One of the most valuable leadership books available!" -- Jeffrey E. Aurbach, Ph.D., President, College of Executive Coaching "Open to any page, and you will find a key lesson in leadership." -- Sylvia K. Leduc, M.Ed., MPEC, leadership specialist "Provides the kind of real-world guidance that is so often missing from leadership books. The tools and techniques are immediately applicable." -- Nick Rothenberg, OD consultant and owner, 2Be, LLC First introduced 15 years ago, Emotional Intelligence (EI) has been recognized as a far better indicator of success in the workplace than IQ is. But how do you apply the principles of EI in the real world? This book shows you how. Written by Dr. Reldan Nadler—one of the top corporate experts in EI leadership—this hands-on guide uses case scenarios and step-by-step strategies to provide all the answers you need: How do I increase my confidence and EI to become a star player? How can I become more effective as a leader? How do I develop my people to become our next leaders? How can I communicate decisions to become more successful? What can I do at my next team meeting to improve morale and performance? How can I solve problems using EI skills? Become an EI expert with these powerful tools and techniques. Dr. Nadler provides proven, practical strategies for every leader—whomever they are. This is a must-have resource for CEOs, executives, managers, and team leaders. Organized by key topics—communication, collaboration, confidence, self-control, and developing others—this book offers invaluable quick-reference tips, as well as detailed checklists, worksheets, and action plans. In addition, you’ll find fascinating frontline reports of leadership in action: Warren Buffett’s vision and leadership of powerful CEOs, Jeff Immelt’s staying power at GE, Pete Carroll’s optimism at USC, and Meg Whitman’s commitment to service at eBay. This is how successful people put their emotional skills to work. This is how you increase confidence, teamwork, and performance. This is Leading with Emotional Intelligence. The role that personal attributes play in predicting leadership success will become more prominent as leadership situations become more complex and varied (Herbest & Meree, 2008). The multidimensional
increase in complexities from organisational structures to societal demands may render leaders ineffective if they are unable to adjust to these complexities. The question can be asked whether this ability to adjust to the complexities is innate and for the purpose of this research whether a leader's effectiveness is associated with the psychological constructs of Emotional Intelligence and Self-Efficacy. When a business executive who has investigated and implemented numerous initiatives to improve company performance isn't getting the results he wants, he tries something different. He remembers reading an article about a leader—Andrew Miles—who credited his success to emotional intelligence. This intelligence, the article said, helped him engage his workforce and produce exceptional results. It doesn't take the executive long to arrange a meeting with Miles, who tells him that business leaders must rely on physical, mental, and emotional effort—with emotional effort being how we manage our emotions to ensure we deliver high-quality results more frequently. To cultivate emotional intelligence, Miles says, a leader must focus on six distinct competencies: emotional self-awareness, emotional awareness of others, authenticity, emotional reasoning, emotional self-management, and inspiring performance. These competencies underlie our leadership, and resilience, which are all skills fundamental to our success. Join a business executive as he seeks to understand his emotions, change how he relates to others, and improve the people around him by learning from The Emotionally Intelligent Leader. This study looks at leadership practices and emotional intelligence competencies in educational leaders in a special services school district in a mid-Atlantic state. Five administrative supervisors of different educational programs completed both the Leadership Practices Inventory (Kouzes & Posner, 1995) and the Emotional Competence Inventory—ECI (Boyatzis & Goleman, 2001), rating themselves on these constructs. The professional staff of teachers who work for each supervisor also completed both of these instruments, rating their administrator on leadership practices and emotional intelligence competencies. In addition, the two directors who supervise the five administrators also completed both assessments and rated each of the five supervisors on leadership practices and emotional intelligence competencies. All five school leaders demonstrated fairly high levels of emotional intelligence as measured by the ECI. There was a modest positive relationship between emotional intelligence and the practice of leadership. In general, the subscales on both assessments were more highly correlated with themselves than with one another. The emotional intelligence competency of Relationship Management was found to be the best predictor of leadership practices, whereas EI was the best predictor of self-ratings of the importance of their work. Discussions of these results and recommendations for future research are explored. Discover the secret to business success—leading with emotional intelligence. Success requires more than hard work and good ideas: you need to be able to understand, inspire, and motivate those around you. Emotional Intelligence for the Modern Leader helps you hone your emotional intelligence (EQ)—the ability to be aware of, control, and express your emotions, as well as handle interpersonal relationships empathetically—and enhance your ability to lead. Building off proven research, this user-friendly guide teaches you the pillars of high-EQ leadership. Whether it's developing self-awareness or bolstering empathy, discover simple and easy-to-use exercises that you can make use of on your own. You'll even learn about emotionally intelligent leaders and how they've utilized this skill as part of their successes. Emotional Intelligence for the Modern Leader includes: Emotionally intelligent leadership—Find out what it means to lead with high EQ and how you can make it part of your organization's culture. Your leadership style—Determine what your professional leadership style is and how that affects the people around you. Growing your emotional intelligence—Take advantage of exercises and self-assessment tools that allow you to effectively and efficiently improve your abilities. Become the leader you've always wanted to be with this emotional intelligence enhancing guide. In his defining work on emotional intelligence, bestselling author Daniel Goleman found that it is twice as important as other competencies in determining outstanding leadership. If you read nothing else on emotional intelligence, read these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you boost your emotional skills—and your professional success. This book will inspire you to: Monitor and channel your moods and emotions Make smart, empathetic people decisions Manage conflict and regulate emotions within your team React to tough situations with resilience Better understand your strengths, weaknesses, needs, values, and goals Develop emotional agility This collection of articles includes: "What Makes a Leader" by Daniel Goleman, "Primal Leadership: The Hidden Driver of Great Performance" by Daniel Goleman, Richard Boyatzis, and Annie McKee, "Why It's So Hard to Be Fair" by Joel Brockner, "Why Good Leaders Make Bad Decisions" by Andrew Campbell, Jo Whitehead, and Sydney Finkelstein, "Building the Emotional Intelligence of Groups" by Vanessa Urch Druskat and Steve B. Wolff, "The Price of Incivility: Lack of Respect Hurts Morale—and the Bottom Line" by Christine Porath and Christine Pearson, "How Resilience Works" by Diane Coutu, "Emotional Agility: How Effective Leaders Manage Their Negative Thoughts and Feelings" by Susan David and Christina Congleton, "Fear of Feedback" by Jay M. Jackman and Myra H. Strober, and "The Young and the Clueless" by Kerry A. Bunker, Kathy E. Kramer, and Sharon Ting. In recent years, the construct of emotional intelligence has gained much attention as a potential underlying attribute of effective leadership. Still, there are many viewpoints regarding the relationship (if any) between emotional intelligence and leadership effectiveness. The purpose of this doctoral study was to investigate the said relationship and explore further whether or not emotional intelligence dimensions, self-awareness, self-management, social awareness, and relationship management, could predict the perceived level of leadership effectiveness. Quantitative survey data was obtained between 2013 and 2014 from 91 senior managers and over 1,000 employees in a large investor-owned utility company in the United States. The findings suggested that leaders' emotional intelligence, as measured by the self-assessed Emotional Intelligence Appraisal (EIA) questionnaires, has no significant relationship with the perceived level of leadership effectiveness, as measured by the 360° Leadership Appraisal System. The research (Larger, 2015) showed that four of the Emotional intelligence dimensions, as predictors, are not conclusive indicators of leadership effectiveness ratings, the desired leadership outcome. Develop the critical soft skills required for high-performance sales... Chronic complainers, no accountability finger-pointers, or learning-resistant laggards—these culture-killers costs sales organizations more in productivity than being weak in the so-called hard...
skills of selling. Learn how emotional intelligence and the development of these critical soft skills improve sales leadership effectiveness and outperforms doubting down on more sales technology tools and fads. The missing link is in hiring for and developing emotional intelligence skills in sellers and sales leaders. Emotional Intelligence for Sales Leadership will connect with anyone charged with growing sales in business-to-business or business-to-consumer sales. Emotional Intelligence for Sales Leadership: Shows sales leaders why ‘real world’ empathy and emotion management are the key to building strong relationships with their sales team. Offers simple steps on how sales leaders create sales cultures that embrace feedback and change through the development of critical emotional intelligence skills. Provides guidance on how to identify key emotional intelligence skills needed in your hiring process to build resilient sales teams. Walks readers through the process of training sales teams on soft skills that ensure the consistent execution of the right selling behaviors. "Tom was a young engineer employed at one of the country’s largest steel companies. He had been a successful engineer, and now he was the new manager, leading a team responsible for producing steel for a major automobile manufacturer. After six months, Tom and his team met with over 20 engineers from that other company. It was a rude awakening. I sat in a room with maybe 20 or 25 of their engineers for the annual quality evaluation of suppliers. And I learned for the first time that we were in the bottom of the bottom quartile as a supplier. We had lousy quality, we had lousy invoicing, we had lousy on-time delivery. And this was my first general manager role! I had grown up as an engineer. And how did Tom respond to this unexpected shock? I had a holy shit moment! I had been in the job literally a week. So part of it was, 'Oh my God, what the hell am I going to do?' Also I thought about how my guys had been in the business for a while, and I thought, 'What the hell have you been doing?' And I was thinking, 'I'm going to clean house!' But then I’ve learned that you just can't react viscerally every time something comes up because it just scares people away. So Tom listened attentively as the engineers from the auto company presented their litany of complaints. When they finally finished, he stood up and said, ‘I wouldn’t blame you if you fired us as a supplier. But if you give us a chance to fix these problems, I guarantee you that that we will not have this kind of meeting next year.’ When Tom met with his team the next morning to discuss the situation, he started by just listening to them. They went on for some time complaining about how the company and their previous boss had made it impossible for them to provide good products and service. Rather than disagree with them or join in pointing fingers at others, Tom didn’t take that much time. ‘It all started out that first couple of years. I’ve got to get things right for them. My focus was not on beating anyone up but rather, what can we do to fix this?’ The team responded positively to Tom’s approach. The next year when they met, the auto company told Tom that they “never saw any business turn around that quickly in one year.” As a result, they began giving Tom’s company more business, and Tom went on to a distinguished career, eventually becoming one of his company’s top executives’--The purpose of this study was to contribute to a better understanding of effective leadership characteristics. More specifically, the purpose of this study was to investigate the relationships of emotional intelligence and leadership behaviors as a predictor of group or organizational performance. This study evaluated the relationship of the Schutte 33-item Emotional Intelligence Scale and Bass and Avolio's (2004) full-range leadership model (MLQ 5X) and organizational performance in a high-performance Midwestern automotive trim and parts manufacturing organization (N = 860). Company-wide manager/supervisor and subordinate perceptions of leadership behaviors and leadership outcomes (MLQ 5X) indicated significant positive associations for Idealized Influence Attributed and Behavior for transformational leadership styles and Contingent Reward in the transactional leadership styles. Further, Effectiveness (leadership outcome) exhibited the highest significant positive association between these groups. Additional regression analysis of Schutte 33-item Emotional Intelligence Scale against Bass and Avolio’s full-range leadership model (MLQ 5X) further identified that the highest shared predictor variance of leadership patterns to emotional intelligence were Inspirational Motivation and Contingent Reward for this manufacturing population. Post-hoc analysis of production department managers/supervisors and subordinates presented significantly higher positive associations for transformational leadership styles of Idealized Influence Attributed and Inspirational Motivation. The transactional leadership style of Contingent Reward exhibited the highest significant positive association between production managers/supervisors and subordinate personnel. Further, Effectiveness was identified as the most significant positive association of the three leadership outcomes within this group. Recommendation for practice and further research focuses on the need for increased training and research as it applies to an environment using a formalized process improvement program. Decorated Navy SEAL, successful businessman and world-renowned speaker Brent Gleeson shares his revolutionary approach to navigating and leading change in the workplace—with a foreword by #1 New York Times bestselling author Mark Owen. Inspired by his time as a Navy SEAL and building award-winning organizations in the business world, Brent Gleeson has created a powerful roadmap for today’s existing and emerging business leaders and managers to improve their ability to successfully navigate organizational change. Over the past ten years since leaving the SEAL Teams, Gleeson has become a well-respected thought leader and expert in business transformation. He has spoken to and consulted with hundreds of organizations across the globe and inspired thousands of business leaders through his highly insightful philosophies on leadership, culture and building high-performance teams that achieve winning results. In TakingPoint, Gleeson shares his ten-step program that he has implemented in his own companies and for his high-profile clients—giving leaders and managers actionable insights and a framework for successful execution. TakingPoint brilliantly captures the structures, behaviors and mindsets required to build successful twenty-first century organizations. With a strong emphasis on communication, culture, engagement, accountability, trust, and resiliency, Gleeson’s methods have helped hundreds of companies around the world transform the way they think about change, and can help yours do the same. For the last five years, Gleeson’s philosophies have been featured in top magazines including Forbes and Inc. And now, for the first time ever, they are captured in this entertaining and highly prescriptive book. Steps include: -Culture: The Single Most Important Enabler -Trust: Fueling the Change Engine -Accountability: Ownership at All Levels -Mindset: Belief in the Mission -Preparation: Gathering Intelligence and Planning the Mission -Transmission: Communicating the Vision -Inclusion: The Power of
Participation and Acceptance -Fatigue: Managing Fear and Staying Energized -Discipline: Focus and Follow-Through -Resiliency: The Path of Lasting Change Never has change been more consistent and disruptive as it is now. Business leaders and managers at all levels can't just react to change. They have to lead change. They have to take point. Identifying the benefits of an engaged workforce that employs more discretionary effort and thinks in terms of growth, a guide or way to go. It is not easy. Emotional intelligence (EI) has an emerging track record of being linked to leadership effectiveness. Emotional intelligence connects a leader’s cognitive abilities with their emotional state. There’s no doubt that EI is paramount if a leader is to make sound decisions based on the best interests of the organization. A leader must be able to read emotions in his/her peers and employees in order to be as effective as possible. Stodgily originated this notion with linkages of leader personality and control over emotions to employee perception of leader effectiveness. Due to the complexity of organizational change and the role emotions play in changes such as global expansion, job eliminations, leadership changes, as well as stressors of day to day responsibilities, the EI of managers and how they manage their associates is an element that leadership needs to consider while moving their organizations forward. Organizations everywhere need to realize the benefits of primal leadership by cultivating leaders who generate the emotional resonance that lets people flourish. When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision—the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities—but they are also essential. Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Psychologist and author Daniel Goleman first brought the term “emotional intelligence” to a wide audience with his 1995 book of the same name, and Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. Without it, a person can have first-class training, an incisive mind, and an endless supply of good ideas, but he or she still won’t be a great leader. The chief components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill—can sound unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains groundbreaking ideas that continue to shape the best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come. The groundbreaking bestseller that redefines intelligence and success Does IQ define our destiny? Daniel Goleman argues that our view of human intelligence is far too narrow, and that our emotions play major role in thought, decision making and individual success. Self-awareness, impulse control, persistence, motivation, empathy and social deftness are all qualities that mark people who excel: whose relationships flourish, who are stars in the workplace. With new insights into the brain architecture underlying emotion and rationality, Goleman shows precisely how emotional intelligence can be nurtured and strengthened in all of us. Scholarly Research Paper from the year 2008 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, University of Applied Sciences Berlin, course: Soft Skills & Leadership Qualities, language: English, abstract: Today, in a fast changing business environment, leaders need to manage an empowered workforce and go more and more beyond consultative, cooperative and democratic leadership styles. The today’s workforce does not accept an autocratic leadership style as they have now far more options and choices. In addition, there is a growing sense of democracy and independence in the workforce. Emotional Intelligence has become a vital and more and more important part of how today’s leaders meet the significant challenges they face. Emotion is known to alter thinking in many ways. It seems that Emotional Intelligence can help leaders in an evermore difficult leadership role, one that fewer and fewer leaders seem capable of fulfilling. And especially in the highest levels in organizations Emotional Intelligence can give developing leaders a competitive edge. The bottom line is that the manager who can think about emotions accurately and clearly may often be better able to anticipate, cope with, and effectively manage change. But provides the concept of Emotional Intelligence the answer to the question what the best leader differentiates from the average one? The following assignment aims at clarifying the role of emotional intelligence in leadership. Chapter 2 gives an overview of the theoretical framework surrounding the emotional intelligence concept by stating the most important models and its measurements. Chapter 3 points out the leaders’ emotional intelligence competencies to successful manage the organization's tasks. It also provides ways and even exercises of how to develop emotional intelligence and resonant leadership? To get the big picture, the last chapter explicitly summarizes the importance of emotional intelligence inBecome a Better Leader by Improving Your Emotional Intelligence Bestselling author DANIEL GOLEMAN first brought the concept of emotional intelligence (EI) to the forefront of business through his articles in Harvard Business Review, establishing EI as an indispensable trait for leaders. The Emotionally Intelligent Leader brings together three of Goleman’s bestselling HBR articles. In “What Makes a Leader,” Goleman explores research that found that truly effective leaders are distinguished by high levels of self-awareness. In “The Focus Effect,” Goleman shows neuroscience research that proves that “being focused” is more than filtering out distractions while concentrating on one thing. In “Leadership That Gets Results,” Goleman draws on research to outline six distinct leadership styles, each one springing from different components of emotional intelligence. Together, these three articles guide leaders to recognize the direct ties between EI and measurable.
business results. Doctoral Thesis / Dissertation from the year 2010 in the subject Business economics - Business Management, Corporate Governance, University of Phoenix, language: English, abstract: Twenty successful leaders in the United States participated in the study to explore the extent to which emotional intelligence supports leadership potential and success. Competent managers with strong leadership skills are scarce (Cañosa, 2005). According to Goleman (2000), EQ might account for over 90% of the variance in leadership effectiveness by uncovering strong positive effects of leadership commitment and effectiveness that support strong influences on leadership effectiveness. This modified Delphi study extended research on the emotional intelligence competencies to explore future possibilities of improving leadership at mid- to high-level management tiers. The results of this study provide evidence to support emotional intelligence and leadership potential, validating the need for EQ as a leadership strategy. The Delphi study results recommended training to increase EQ in leaders and asserted that leaders with high levels of EQ are likely to improve overall organizational results, reduce turnover, reduce fraud and low performance, improve moral, and make organizations a better place to work. In the workplace, a wide spectrum of emotions is experienced in day-to-day life. However, the ability to identify and interpret those emotions is not a skill commonly held by all individuals, despite the significance of this skill. Promoting Trait Emotional Intelligence in Leadership and Education provides the latest information on enabling educators and leaders across industries to monitor the emotions of others as well as their own in order to interact effectively with others. Focusing on best practices and methods for training those in education and leadership positions, this publication is essential to the research needs of education administrators, professors, managers, and professionals in various disciplines. An exploration of both classic and contemporary conceptions of leadership, focusing on social psychological approaches to central questions such as the way people think about leaders and leadership, the personality attributes of leaders, power and influence, trust, and the qualities that sustain positive relationships between leaders and followers. A roadmap to success for tomorrow’s leaders. The EQ Leader provides an evidence-based model for exceptional leadership, and a four-pillar roadmap for real-world practice. Data collected from thousands of the world’s best leaders—and their subordinates—reveals the keys to success: authenticity, coaching, insight, and innovation. By incorporating these methods into their everyday workflow, these leaders have propelled their teams to heights great enough to highlight the divide between successful and not-so-successful leaders’ needs and nurtures development. Communicate with purpose, meaning, and vision; Foster ingenuity, imagination, and autonomous thinking. An organization’s success rests on the backs of its leadership. At all levels, true leadership is about much more than management and task distribution—it’s about commitment, collaboration, nurturing talent, developing skills, fostering relationships, and so much more. The EQ Leader integrates the essential factors of successful leadership into a concrete blueprint for the future’s leaders. This edited book presents cutting-edge research looking at the role of multiple intelligence—cognitive (IQ), emotional intelligence, social intelligence—in effective leadership, written by the most distinguished scholars in the two distinct fields of intelligence and leadership. The synergy of bringing together intelligence researchers and renowned leadership scholars to discuss how multiple forms of intelligence impact leadership has important implications for the study and practice of organizational and political leadership. This volume emanates from the recent explosion of interest in non-IQ domains of intelligence, particularly in Emotional Intelligence and Social Intelligence. Indeed, the leading EI and SI scholars have contributed to this book. Research described in this book suggests that: (1) possession of multiple forms of intelligence is important for effective leadership; (2) researchers are just beginning to understand the breadth, depth, and potential applications of non-IQ domains of intelligence; (3) incorporating multiple intelligence constructs into existing leadership theories will improve our understanding of effective leadership; and (4) research on multiple intelligence has important implications for both the selection and training of future leaders. These results are hypotheses to be explored in future research. Leadership education implications include interventions to help leaders become aware of and begin to address their own blind spots as well as interventions to help leaders improve their MC and EI abilities. What distinguishes great leaders? Exceptional leaders capture passion. They lead for real: from the heart, smart and focused on the future, and with a commitment to being their very best. As Annie McKee and Richard Boyatzis have shown in their bestselling books Primal Leadership and Resonant Leadership, they create resonance with others. Through resonance, leaders become attuned to the needs and dreams of people they lead. They create conditions where people can excel. They sustain their effectiveness through renewal. McKee, Boyatzis, and Frances Johnston share vivid, real-life stories illuminating how people can develop emotional intelligence, build resonance, and renew themselves. Reflecting twenty years of longitudinal research and practical wisdom with executives and leaders around the world, this new book is organized around a core of experience-tested exercises. These tools help you articulate your strengths and values, craft a plan for intentional change, and create resonance with others. Practical and inspiring, Becoming a Resonant Leader is your hands-on guide to developing emotional intelligence, renewing and sustaining yourself and your relationships, and taking your leadership to a whole new level. This book is ideal for anyone looking for new and powerful tools to transform their everyday life, and for consultants, coaches, teachers, and students as an invaluable resource. Leaders occupy a pivotal point in an organization, setting the tone and providing instructions and guidance. Leaders are required to learn about their employees, have confidence in their leadership abilities, take accountability for their own actions, and determine innovative ways to create a positive working environment. A leader’s ability to lead and to be effective
has a distinct role in determining the success or failure of an organization and employees’ motivation. Few studies suggest that combining emotional intelligence and leadership would guarantee success in organizations. Yet, researchers believe emotional intelligence is not a significant predictor of leadership and that emotional intelligence has no influence on a leader’s success or leadership effectiveness. This correlational study used a sequential explanatory design to examine and explain the relationship between emotional intelligence competencies (i.e., personal competence, self-awareness, self-management, social competence, social awareness, and relationship management) and leadership effectiveness (i.e., leader action self-efficacy, leader self-regulation efficacy, and leader means efficacy) among senior managers, consisting of marines and civilians, who provide administration and resources to those who are in and work for the U.S. Marine Corps. The mixed-method study employed four semi-structured interviews and two online survey-based instruments, the Emotional Intelligence Appraisal and the Leader Efficacy Questionnaire. The study was limited to senior managers who supervised two or more employees who worked providing administration and resources, and a power analysis was conducted to determine the minimum required sample size of 111 for the study. The data were collected in two phases. In the first phase, a Spearman correlation analysis was used to measure the relationship between continuous variables. The second phase analyzed the historical data from the open-ended questions, and each of the participants’ comments was coded and categorized into themes. The findings of phase 1, quantitative methodology, determined the effect size of the relationship between emotional intelligence competencies and leadership effectiveness was medium-strong for validity and the 28 senior managers who completed the survey, could benefit from strategies to become more emotionally connected. Phase 2, qualitative methodology, included four in-depth interviews that were saturated with detailed information supporting the relationship. The interviewees’ key themed points focused on emotions, self-awareness, motivation, influence, and leadership. The key themes related to emotional intelligence competencies and leadership effectiveness; all themes were noted in the literature review. The collaboration of findings determined a significant relationship of emotional intelligence competencies and leadership effectiveness. Offers activities designed to help leaders develop their emotional intelligence and sustain resonance in relationships. Annotation. Seminar paper from the year 2014 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, University of Nottingham, language: English, abstract: Emotional Intelligence is a relatively new model that is as popular as it is controversial. This paper gives a short overview over the different definitions, models and measurements with supporting as well as critical opinions. Hereafter, the usage of the concept in the leadership theory is explained. The essay then continues to appraise the practical application of Emotional Intelligence. It concludes by pointing out, that Emotional Intelligence is a concept with a lot of potential. However, it is still only very vaguely defined which makes it difficult to use in an academic way and shows the need for more well crafted research to lift the concept from the popular scientific level to scientific and academic credibility. In the last 25 years, the widely popular concept of Emotional Intelligence (EI) arose and underwent a lot of development. In the first place, the theory implied, that emotions are not so much a distraction of the intelligent mind (Young, 1943), but help “on the process []”, that is, the recognitions und use of one’s own and others emotional states to solve problems and regulate behaviour”. Furthermore, the right awareness and usage of emotions, as they are described in the theory of EI, are supposed to be a key attribute especially in the development of leadership skills. Thus, EI is supposed to be the indicator to differentiate a decent or sufficing leader from an excellent one. However, there is still a vivid debate regarding the two different models of EI, which vary in their definitions, dimensions and ways of measuring. Furthermore, Emotional Intelligence is a very controversial theory in terms of its significance as well as the validity of its measurements.