

Personal Competence: How we manage ourselves

Self-awareness – understanding of one’s emotions, realistic, neither overly self-critical nor naively hopeful.

- *Emotional self-awareness:* Reading one’s own emotions and recognizing their impact; using “gut sense” to guide decisions
 - *Accurate self-assessment:* Knowing one’s strengths and limits
 - *Self-confidence:* A sound sense of one’s self-worth and capabilities

Self-management – an ongoing inner conversation

- *Emotional self-control:* Keeping disruptive emotions and impulses under control to maintain effectiveness under stressful conditions. Displaying honesty and integrity; trustworthiness.
- *Adaptability:* Altering how you’re thinking or feeling to a perspective that is more effective. Flexibility in adapting to changing situations or overcoming obstacles.
- *Achievement Orientation:* The drive to improve performance to meet inner standards of excellence. Appreciates metrics for and feedback on performance.
- *Positive Outlook:* Seeing the upside in people, situations and events. Readiness to act and seize opportunities. Persistence in pursuing goals, despite setback and obstacles. Expect the best from others.

Social Competence: How we manage relationships

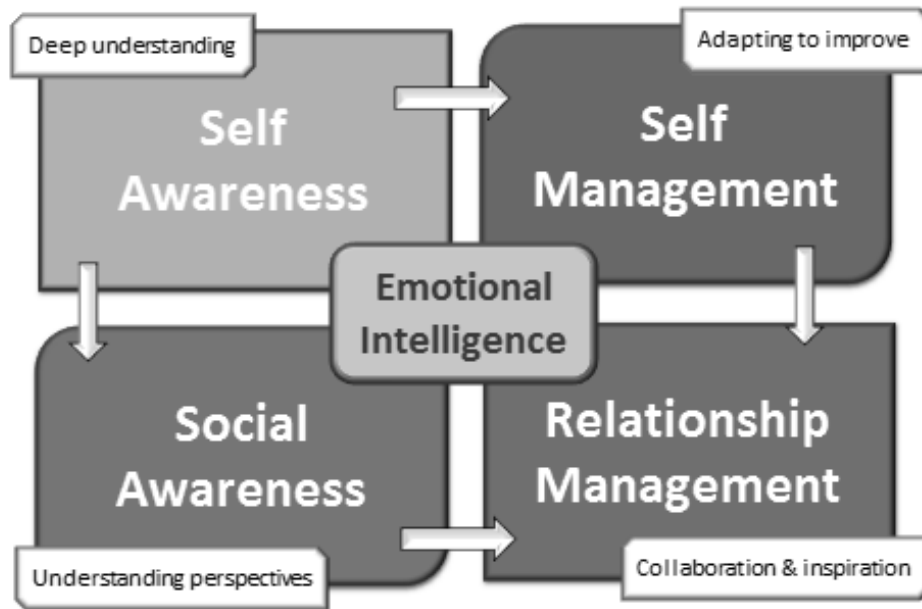
Social Awareness – Being attuned to how others feel in the moment

- *Empathy:* Sensing others’ emotions, understanding their perspective, and taking active interest in their concerns. Picking up cues to what’s being felt and thought, sensing unspoken emotion. Listening attentively to understand the point of view. Picking up the unspoken norms of a culture.
- *Organizational awareness:* Reading the currents, decision networks, and politics at the organizational level. Recognizing and meeting follower, client, or customer needs.

Relationship Management – Handling other people’s emotions

- *Influence:* Wielding a range of tactics for persuasion. Drawing on empathy to build a connection so people are willing to listen. Cultivating and maintaining a web of relationships.
- *Coach & Mentor:* Bolstering others’ abilities through feedback and guidance.
- *Teamwork:* Collaboration and team building.
- *Conflict management:* Tactfully bringing disagreements into the open, defining solutions everyone can endorse. Helping others through tense situations. Taking time to understand different perspectives, working to find common ground.
- *Inspirational leadership:* Guiding and motivating with a compelling vision. Initiating, managing, and leading in a new direction. Work is meaningful and linked to a vision of the future that is challenging yet attainable; engaging the collective group. Bringing out the best in others.

Leaders with strengths in 6-10 EQ competencies produce positive climate.



Source: Daniel Goleman, 1995

Research shows

- Success as an individual or leader relies 85% on human engineering, 15% is technical knowledge.
- Emotional Intelligence skills are based in the Limbic area (emotional area) of the brain, which is a slower learner, especially when challenged to relearn deeply ingrained habits.
- Neocortex governs analytical and technical skills, which learns quickly.
- It's knowing and leveraging that when we interact with others our brains and bodies react to the feelings of those around us - emotions are contagious (Emotional Contagion)

