



Emotional Intelligence

Competencies & Elements

Emotional Intelligence

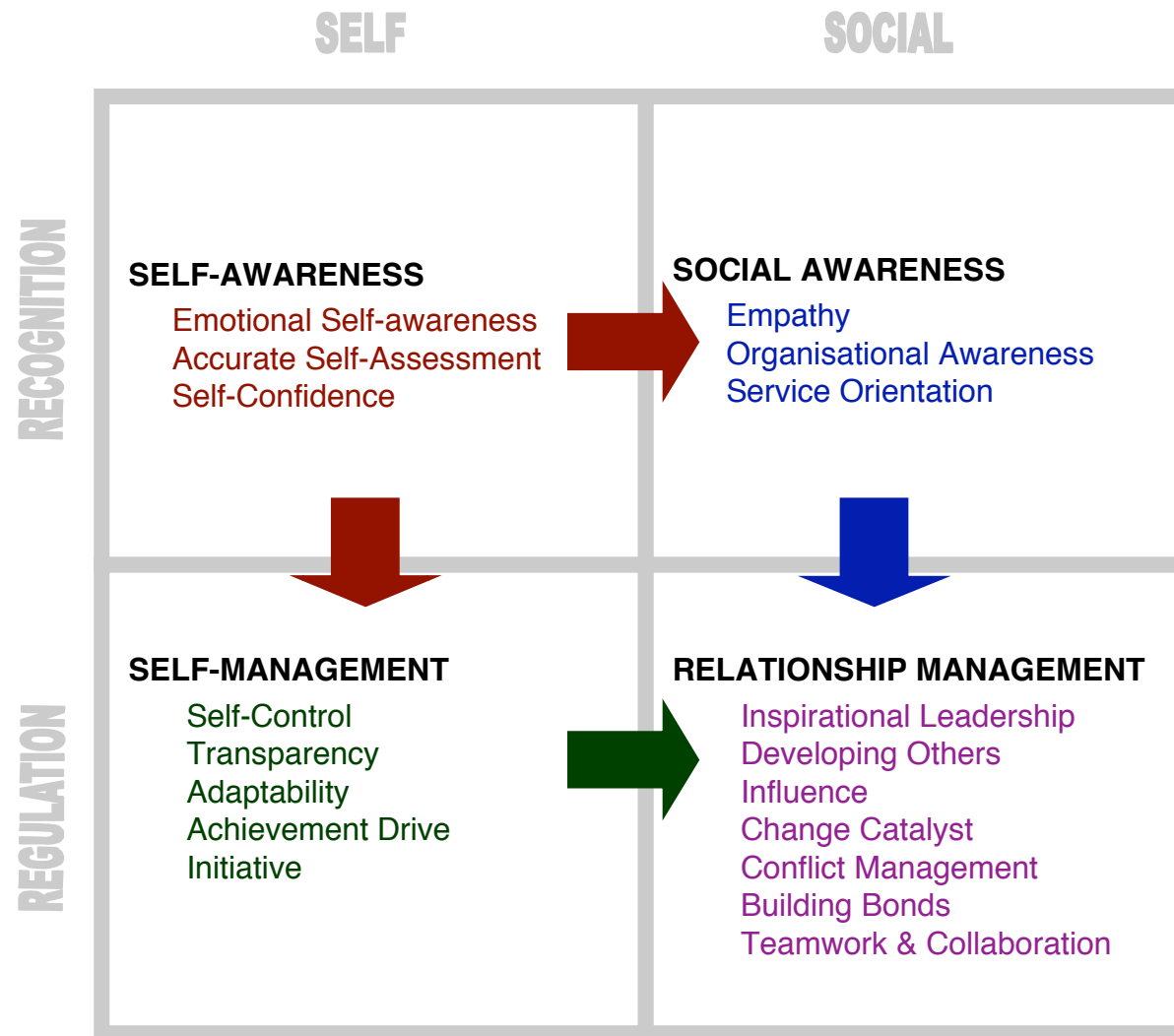


Figure 1. Goleman's Emotional Intelligence Model (2002)

EI COMPETENCIES & ELEMENTS

SELF-AWARENESS

Emotional self-Awareness: *This is the ability to recognise & understand your emotions as well as the impact they have on work performance & relationships. This includes:*

- Knowing which emotions you are feelings and why.
- Realizing the links between your feelings and what you think, do and say.
- Understanding your motivational structures.
- Understanding how your behaviour changes relative to your perceived circumstances.
- Recognising how your feelings affect your performance.
- Being guided by your values and goals.

Accurate Self Assessment: *This is the ability to give a realistic evaluation of your strengths and limitations. This includes:*

- Being aware of all your strengths and weaknesses.
- Being reflective and learning from those experiences.
- Being open to candid feedback, new perspectives, continuous learning, and self development.
- Show a sense of humour and perspective about yourself.

Self-Confidence: *This is the ability to have a positive and strong sense of one's self-worth. This includes:*

- Presenting yourself with self-assurance and having “presence”.
- Inspiring confidence in others and willing to take on new challenges.
- Voicing views that are unpopular and go out on a limb for what is right.
- Being decisive and making sound decisions despite uncertainties and pressures.

SELF-MANAGEMENT

Self-Control: *This is the ability to keep disruptive emotions and impulses under control. This includes:*

- Managing your impulsive feelings and distressing emotions well.
- Controlling your moods and behaviour.
- Staying composed, positive, and unflappable even in trying moments.
- Thinking clearly and stay focused under pressure.

Transparency: *This is the ability to maintain standards of honesty and integrity, and manage yourself and responsibilities. This includes:*

- Acting ethically and above reproach.
- Building trust through reliability and authenticity.
- Admitting their own mistakes and confront unethical actions in others.
- Taking tough principled stands even when they are unpopular.
- Meeting commitments and keep promises.
- Holding yourself accountable for meeting your objectives.
- Being organised and careful in your work.

Adaptability: *This is the ability to be flexible in adapting to changing situations and overcoming obstacles. This includes:*

- Smoothly handle multiple demands, shifting priorities and rapid change.
- Adapting your responses and tactics to fit fluid circumstances.
- Being flexible in how you see events.

Achievement Drive: *This is the guiding drive to meet an internal standard of excellence. This includes:*

- Being results oriented, with a high drive to meet their objectives and standards.
- Setting yourself challenging goals and taking calculated risks.
- Pursuing information to reduce uncertainty and find ways to do better.
- Learning how to improve your performance.
- Persisting in seeking goals despite obstacles and setbacks.
- Operating from the hope of success rather than the fear of failure.
- Seeing setbacks as due to manageable circumstance rather than a personal flaw.

Initiative: *This is the readiness to seize opportunities and act. This includes:*

- Being ready to seize opportunities.
- Pursuing goals beyond what is required or expected of you.
- Cutting through red tape and bend the rules where necessary to get the job done.
- Mobilising others through unusual, enterprising efforts.
- Seeking out fresh ideas from a wide variety of sources.
- Entertaining original solutions to problems.
- Generating new ideas.
- Taking fresh perspectives and risks in their thinking.

SOCIAL AWARENESS

Empathy: *This is the ability to understand others and take an active interest in their concerns. This includes:*

- Respecting and relating well to people from varied backgrounds.
- Understanding diverse world views and are sensitive to group differences.
- Seeing diversity as opportunity, creating an environment where diverse people can thrive.
- Challenging bias and intolerance.
- Being attentive to emotional cues and listens well.
- Showing sensitivity and understand others perspectives.
- Helping out based on understanding other peoples needs and feelings.

Organisational Awareness: *This is the ability to read the currents of organisational life, build decision networks and navigate politics. This includes:*

- Accurately reading key power relationships.
- Detecting crucial social networks.
- Understanding the forces that shape views and actions of clients, customers and competitors.
- Accurately reading organisational and external realities.

Service Orientation: *This is the ability to recognise and meet customers needs. This includes:*

- Understanding customer's needs and matching them to services or products.
- Seeking ways to increase customer's satisfaction and loyalty.
- Gladly offering appropriate assistance.
- Grasping a customers perspective, and acting as a trusted advisor.

RELATIONSHIP MANAGEMENT

Inspirational Leadership: *This is the ability to inspire and guide groups and individuals. This includes:*

- Articulating and arousing enthusiasm for a shared vision and mission.
- Stepping forward to lead as needed regardless of position.
- Guiding the performance of others while holding them accountable.
- Leading by example.
- Readily making sacrifices to meet a larger organisational goal.
- Finding a sense of purpose in the larger mission.
- Using the group's core values in making decisions and clarifying choices.
- Actively seeking out opportunities to fulfil the group's mission.

Developing Others: *This is the ability to strengthen and support the abilities of others through feedback and guidance. This includes:*

- Acknowledging and rewarding peoples strengths and accomplishments.
- Offering useful feedback and identifying people's needs for further growth.
- Being a mentor, give timely coaching, and offer assignments that challenge and foster a person's skills.

Influence: *This is the ability to exercise a wide range of persuasive strategies with integrity, along with ability to listen and send clear, convincing and well-tuned messages. This includes:*

- Being skilled at winning people over.
- Fine tuning presentations to appeal to the listener.
- Using complex strategies like indirect influence to build consensus and support.
- Orchestrating dramatic events to effectively make a point.
- Effective in give and take, registering emotional cues in attuning their message.
- Dealing with difficult issues straightforwardly.
- Listening well, seeking mutual understanding, & welcome sharing of information fully.
- Fostering open communication and stay receptive to bad news as well as good.

Change Catalyst: *This is the ability to initiate new ideas and lead people in a new direction. This includes:*

- Recognising the need for change and removing barriers.
- Challenging the status quo to acknowledge the need for change.
- Championing the change and enlisting others in its pursuit.
- Modelling the change expected of others.

RELATIONSHIP MANAGEMENT (*continued*)

Conflict Management: *This is the ability to resolve disagreements and collaboratively develop resolutions. This includes:*

- Handling difficult people and tense situations with diplomacy and tact.
- Spotting potential conflict, bring disagreements out into the open, & help de-escalate.
- Encouraging debate and open discussion.
- Orchestrating win-win approaches and solutions.

Building Bonds: *This is the ability to build and maintain relationships with others. This includes:*

- Cultivating and maintaining extensive informal networks.
- Seeking out relationships that are mutually beneficial.
- Building rapport and keeping others in the loop.
- Making and maintaining personal friendships among work associates.

Teamwork and Collaboration: *This is the ability to promote cooperation and to build teams. This includes:*

- Balancing a focus on tasks with attention to relationships.
- Collaborating, sharing plans, information, and resources.
- Promoting a friendly, cooperative environment.
- Spotting and nurturing opportunities for collaboration.
- Modelling team qualities like respect, helpfulness and cooperation.
- Drawing all members into active enthusiastic participation.
- Building team identity, esprit de corps, and commitment.
- Protecting the group and its reputation; sharing the credit.