

Emotional Intelligence

Daniel Goleman, 1998, Working with Emotional Intelligence, Bantam Books

INTRApersonal Competence (Personal competence)

These competencies determine how we manage ourselves

Self-Awareness

Knowing one's internal states, preferences, resources and intuitions

- **Emotional awareness:** Recognizing one's emotions and their effects
- **Accurate self-assessment:** Knowing one's strengths and limits
- **Self-confidence:** A strong sense of one's self-worth and capabilities

Self-Regulation

Managing one's internal states, impulses and resources

- **Self-control:** Keeping disruptive emotions and impulses in check
- **Trustworthiness:** Maintaining standards of honesty and integrity
- **Conscientiousness:** Taking responsibility for personal performance
- **Adaptability:** Flexibility in handling change
- **Innovation:** Being comfortable with novel ideas, approaches and new information

Self-Motivation

Emotional tendencies that guide or facilitate reaching goals

- **Achievement drive:** Striving to improve or meet a standard of excellence
- **Commitment:** Aligning with the goals of the group or organization
- **Initiative:** Readiness to act on opportunities
- **Optimism:** Persistence in pursuing goals despite obstacles and setbacks

INTERpersonal Competency (Social competency)

These competences determine how we handle relationships

Empathy

Awareness of others' feelings, needs and concerns

- **Understanding others:** Sensing others' feelings and perspectives, and taking an active interest in their concerns
- **Developing others:** Sensing others' development needs and bolstering their abilities
- **Service orientation:** Anticipating, recognizing and meeting customers' needs
- **Leveraging diversity:** Cultivating opportunities through different kinds of people
- **Political awareness:** Reading a group's emotional currents and power relationships

Social skills

Adeptness at inducing desirable responses in others

- **Influence:** Wielding effective tactics for persuasion
- **Communication:** Listening openly and sending convincing messages
- **Conflict management:** Negotiating and resolving disagreements
- **Leadership:** Inspiring and guiding individuals and groups
- **Change catalyst:** Initiating or managing change
- **Building bonds:** Nurturing instrumental relationships
- **Collaboration and cooperation:** Working with others toward shared goals
- **Team capabilities:** Creating group synergy in pursuing collective goals.