

EMOTIONAL INTELLIGENCE

Emotional Intelligence:

The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. The intelligent, intentional use of emotions to guide one's own behavior and thinking in ways that enhance results for oneself and others.

Components	Description	Qualities
Self-Awareness	<ul style="list-style-type: none"> ◆ Ability to recognize and understand one's moods and drives, and their effect on others 	<ul style="list-style-type: none"> ▪ Self-confidence ▪ Realistic self-assessment ▪ Sense of humor about oneself
Self-Regulation	<ul style="list-style-type: none"> ◆ Ability to control or redirect disruptive impulses and moods ◆ Inclination to suspend judgment - to think before acting 	<ul style="list-style-type: none"> ▪ Trustworthiness and integrity ▪ Ease with ambiguity ▪ Openness to change
Motivation	<ul style="list-style-type: none"> ◆ Enthusiasm to take on responsibilities for reasons that go beyond obligation ◆ Inclination to pursue goals with energy and tenacity 	<ul style="list-style-type: none"> ▪ Strong drive to achieve ▪ Optimism, even when confronted with failure ▪ Commitment to engage
Empathy	<ul style="list-style-type: none"> ◆ Ability to consider the circumstances of others that could be the cause of their actions ◆ Skill in connecting with people according to their emotional reactions 	<ul style="list-style-type: none"> ▪ Demonstration of understanding for what others experience ▪ Cross-cultural sensitivity
Social Skill	<ul style="list-style-type: none"> ◆ Effective communicating and connecting with others ◆ Ability to find common ground and build rapport 	<ul style="list-style-type: none"> ▪ Care and effort to communicate one's feelings and concerns to others

Sources:

“What Makes a Leader”, by Daniel Goleman, Harvard Business Review November-December 1998

Working With Emotional Intelligence, Daniel Goleman

Emotional Intelligence at Work, Hendrie Weisinger, Ph.D.

