

# Emotional Intelligence:

## Domains and Associated Competencies

from Daniel Goleman's *Primal Leadership*, Boston: Harvard Business School Press, 2002.

**Personal Competencies:** Capabilities that determine how we manage ourselves

### Self-Awareness

- ▶ 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 limitations.
- ▶ Self-confidence: A sound sense of one's self-worth and capabilities.

### Self-Management

- ▶ Emotional self-control: Keeping disruptive emotions and impulses under control.
- ▶ Transparency: Displaying honesty and integrity; trustworthiness.
- ▶ Adaptability: Flexibility in adapting to changing situations or overcoming obstacles.
- ▶ Achievement: The drive to improve performance to meet inner standards of excellence.
- ▶ Initiative: Readiness to act and seize opportunities.
- ▶ Optimism: Seeing the upside in events.

**Social Competencies:** Capabilities that determine how we manage relationships

### Social Awareness

- ▶ Empathy: Sensing others' emotions, understanding their perspective, and taking active interest in their concerns.
- ▶ Organizational awareness: Reading the currents, decision networks, and politics at an organizational level.
- ▶ Service: Recognizing and meeting follower, client, or customer needs.

### Relationship Management

- ▶ Inspirational leadership: Guiding and motivating with a compelling vision.
- ▶ Influence: Wielding a range of tactics for persuasion.
- ▶ Developing others: Bolstering others' abilities through feedback and guidance.
- ▶ Change catalyst: Initiating, managing, and leading in a new direction.
- ▶ Conflict management: Resolving disagreements.
- ▶ Building bonds: Cultivating and maintaining a web of relationships.
- ▶ Teamwork and collaboration: Cooperation and team building.