

Emotional Intelligence Skills

From **Primal Leadership**, by Daniel Goleman, Richard Boyatzis, and Annie McKee

Personal Competence: How We Manage Ourselves

EQ1: 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 limits.
Self-Confidence:	A sound sense of one's self-worth and capabilities.

EQ2: Self-Management

Emotional Self-Control:	Keeping disruptive emotions and impulses under control.
Transparency:	Displaying honesty, integrity, and 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 Competence: How We Manage Relationships

EQ3: Social Awareness

Empathy:	Sensing others' emotions, understanding their perspective, and taking an active interest in their concerns.
Organizational Awareness:	Reading key power relationships, decision networks, and politics at the organizational level (being socially and politically tuned in).
Service:	Recognizing and meeting follower, client, or customer needs.

EQ4: 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:	Team building and cooperation.