

# EMOTIONAL INTELLIGENCE

## *A Primer*

Emotional Intelligence is the ability to manage ourselves and our relationships effectively. It consists of four fundamental capabilities: Self-Awareness, Self-Management, Social Awareness, and Social Skills. Each capability, in turn, is composed of specific sets of competencies. Below is a list of the capabilities and their corresponding traits.

### Self-Awareness

- Emotional self-awareness: the ability to read and understand your emotions as well as recognize their impact on work performance, relationships, and the like.
- Accurate self-assessment: a realistic evaluation of your strength and limitations.
- Self-confidence: a strong and positive sense of self-worth.

### Self-Management

- Self-control: the ability to keep disruptive emotions and impulses under control.
- Trustworthiness: a consistent display of honesty and integrity.
- Conscientiousness: the ability to manage yourself and your responsibilities.
- Adaptability: skill at adjusting to changing situations and overcoming obstacles
- Achievement orientation: the drive to meet an internal standard of excellence
- Initiative: a readiness to seize opportunities

### Social Awareness

- Empathy: skill at sensing other people's emotions, understanding their perspective, and taking an active interests in their concerns.
- Organizational awareness: the ability to read the currents of organizational life, build decision networks, and navigate politics.
- Service orientation: the ability to recognize and meet clients' needs.

### Social Skill

- Visionary leadership: the ability to take charge and inspire with compelling vision.
- Influence: the ability to wield a range of persuasive tactics.
- Developing others: the propensity to bolster the abilities of others through feedback and guidance.
- Communications: skill at listening and at sending clear, convincing, and well-tuned messages.
- Change catalyst: proficiency in initiating new ideas and leading people in a new direction.
- Conflict management: the ability to de-escalate disagreements and orchestrate resolutions.
- Building bonds: proficiency at cultivating and maintaining a web of relationships.
- Teamwork and collaboration: competence at promoting cooperation and building team.