

### Emotional Intelligence: A Primer

Emotional intelligence – the ability to manage ourselves and our relationships effectively – consists of four fundamental capabilities: self-awareness, self-management, social awareness, and social skill. 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 strengths 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 interest 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 customers' needs.

#### Social Skill

- **Visionary leadership:** the ability to take charge and inspire with a 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.
- **Communication:** 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 teams.

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Flexibility	-.28	.32	.27	.28	-.07	.17
Responsibility	-.37	.21	.16	.23	.04	.08
Standards	.02	.38	.31	.22	-.27	.39
Rewards	-.18	.54	.48	.42	-.29	.43
Clarity	-.11	.44	.37	.35	-.28	.38
Commitment	-.13	.35	.34	.26	-.20	.27
<b>Overall impact on climate</b>	<b>-.26</b>	<b>.54</b>	<b>.46</b>	<b>.43</b>	<b>-.25</b>	<b>.42</b>

