

Intelligences for Effective Leadership – Riggio & Richard

4 general emotional abilities

- › Identifying emotions
- › Using emotions to facilitate thinking
- › Understanding emotions
- › Managing emotions

3 emotional skills

- › Emotional expressiveness
- › Emotional sensitivity
- › Emotional control

3 corresponding social skills

- › Social expressiveness
- › Social sensitivity
- › Social control

Skill: Emotional expressiveness

- › Definition: Communicating nonverbally – emotional messages, attitudes, dominance and interpersonal orientation
- › Examples: Motivating, inspiring and conveying positive affect and regard

Skill: Emotional sensitivity

- › Definition: Receiving and interpreting others' emotional, nonverbal signals
- › Examples: Understanding followers' needs and feelings, establishing rapport

Skill: Emotional control

- › Definition: Controlling, regulating one's own emotional, nonverbal displays; conveying or masking emotions on cue
- › Examples: Regulating inappropriate emotions, masking, shifting expressions of strong emotions

Skill: Social expressiveness

- › Definition: Verbal expression, ability to engage others in social discourse
- › Examples: Public speaking, persuasion, coaching

Skill: Social sensitivity

- › Definition: Interpreting verbal communication, ability to understand social situations, norms and roles
- › Examples: Effective, active listening; regulating, monitoring social behaviour

Skill: Social control

- › Definition: Role-playing, social self presentation
- › Examples: Tactful, impression management, social and leader self efficacy

Emotional development

- › Expressiveness – perceptions of charisma, effectiveness; positive emotional climate
- › Sensitivity – high-quality relationships, assessment of negative moods
- › Control – impression management, effective leadership under stress

Social development

- › Expressiveness – emergence and upward career progression
- › Sensitivity – career progression and success
- › Control – self efficacy and enacting leadership role