

Overview of Emotional Intelligence

Instructions: Read the definition of each competence. Rate your proficiency for each skill (low, medium, high) and the frequency (percent) at which you practice it. Add relevant notes.

Personal Competence	Relational Competence
Self-Awareness <ol style="list-style-type: none">1. Knowledge of self2. Accurate self-assessment3. Self-confidence	Awareness of Others <ol style="list-style-type: none">1. Empathy2. Service orientation3. Organizational acumen4. Appreciating diversity
Self-Regulation <ol style="list-style-type: none">1. Emotional self-control2. Integrity3. Achievement drive4. Adaptability5. Initiative and innovation6. Learning orientation	Building Relationships <ol style="list-style-type: none">1. Communication2. Developing others3. Facilitating team performance4. Managing conflict5. Building influence6. Catalyzing change7. Inspirational leadership

Competency	Definition	Proficiency L M H	Frequency %	Notes
Knowledge of self	Knowing all aspects of self, including emotions, values, and personality, and recognizing their impact; using gut instincts to guide actions			
Accurate self-assessment	Accurately perceiving strengths and weaknesses and role in interactions in ways that line up with others' views			
Self-confidence	Strong sense of one's self-worth and capabilities			
Emotional self-control	Managing one's impulsive or distressing feelings so that they don't impact others negatively			
Integrity	Maintaining standards of honesty; speaking and acting in alignment with values; taking responsibility for personal performance; trustworthy			
Achievement drive	Striving to meet a standard of excellence; ability to set and achieve goals; persistence and sustainability			

Adaptability	Demonstrating flexibility in adapting to changing situations or overcoming obstacles; resilience			
Initiative and innovation	Ability and willingness to identify solutions and act on opportunities; comfort with novel ideas and approaches			
Learning orientation	Commitment to continual learning and improvement			
Empathy	Accurately sensing and understanding others' emotions; taking active interest in their needs and concerns			
Service orientation	Anticipating and meeting the needs of others (followers, employees, customers); contributing to the common good			
Organizational acumen	Reading the forces that shape the organization, including power, influence, values, and external pressures			
Appreciating diversity	Valuing the contributions of a wide range of people; understanding the influences of various factors, including race, gender, economic background, and nationality			

Communication	Hearing and listening to others; sending and receiving messages accurately			
Developing others	Sensing others' developmental needs; enhancing others' abilities through feedback and coaching			
Facilitating team performance	Creating group synergy in pursuing collective goals through collaboration and cooperation			
Managing conflict	Negotiating and resolving disagreements; facilitating others to move through conflict			
Building influence	Identifying and nurturing instrumental relationships; effectively persuading others			
Catalyzing change	Initiating, designing, and facilitating change and new directions			
Inspiration leadership	Guiding and motivating others through a compelling vision; aligning the goals and strategies of the organization			