

Table 3-2

**TWENTY COMPETENCIES FOR EMOTIONAL INTELLIGENCE**

<b>COMPETENCY</b>
<b>SELF-AWARENESS</b>
1. <b>Emotional Self-Awareness:</b> Recognizes feelings and how feelings affect ourselves, our relationships, and our job performance
2. <b>Accurate Self-Assessment:</b> Recognizes strengths and shortcomings and focuses on how to improve
3. <b>Confidence:</b> Presents in an assured, forceful, impressive, and unhesitating manner
<b>SELF-MANAGEMENT</b>
4. <b>Emotional Self-Control:</b> Stays calm, unflappable, and clear-headed in high-stress situations
5. <b>Trustworthiness:</b> Openly admits faults or mistakes and confronts unethical behavior
6. <b>Adaptability:</b> Is comfortable with ambiguities and adapts to new challenges
7. <b>Conscientiousness:</b> Takes personal responsibility to make sure that tasks are completed
8. <b>Achievement Orientation:</b> Works through obstacles and takes risks to continually improve
9. <b>Initiative:</b> Seizes or creates opportunities for the future
<b>SOCIAL AWARENESS</b>
10. <b>Empathy:</b> Understands others' perspectives; is open to diversity
11. <b>Organizational Awareness:</b> Understands the political forces and unspoken rules at work
12. <b>Service Orientation:</b> Is proactive about customer satisfaction and addresses underlying needs
<b>RELATIONSHIP MANAGEMENT</b>
13. <b>Developing Others:</b> Gives timely and constructive feedback; mentors
14. <b>Inspirational Leadership:</b> Communicates a compelling vision; inspires other to follow
15. <b>Influence:</b> Finds the right appeal to build buy-in; develops a network of influential parties
16. <b>Change Catalyst:</b> Leads change efforts and champions new initiatives
17. <b>Communication:</b> Effective give-and-take with others; continually fine tunes his or her delivery
18. <b>Building Bonds:</b> Builds strong networks and uses them for answers and support
19. <b>Conflict Management:</b> Understands all sides and finds common ideals to endorse
20. <b>Teamwork and Collaboration:</b> Is encouraging and draws others into an active commitment for collective effort
Adapted from Bradberry, T., & Greaves, J. (2009). <i>Emotional intelligence 2.0</i> . San Diego, CA: TalentSmart Inc.

## Self Awareness

*Self-awareness strategies* involve an understanding of yourself, your motivations, and your emotional triggers and reactions with the assumption that, through understanding, you can control responses and achieve the best social outcomes. Some steps to take (Table 3-2; Bradberry & Greaves, 2009) to improve this subskill include the following:

- ◆ Observe how your emotions affect others.
- ◆ Lean into your feelings, rather than away from them, to foster understanding.