



Emotional Intelligence and Competence

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Emotional Intelligence (EI) is the ability to RECOGNIZE one's own and other people's emotions, to differentiate between different feelings and label them appropriately, and to use emotional information to guide thinking and behaviour.

Emotional competence refers to one's ability to EXPRESS or release one's inner feelings (emotions). It implies ease around others and determines one's ability to effectively and successfully lead and express.

Goleman's Model of EI

	Personal Competence	Social Competence
Awareness	Self-Awareness	Social Awareness
Action	Self-Management	Relationship Management

The Link between EI & Leadership

- In the typical job, EI accounts for 66% of success vs 34% for cognitive intelligence
- In leadership roles, EI accounts for 85% success vs 15% for cognitive intelligence

Adapted from *Working with Emotional Intelligence* by Daniel Goleman, 1998



Quick Emotional Intelligence Self-Assessment

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Circle the number that most closely represents your agreement with the following statements

(0 = Never; 2 = Sometimes; 4 = Always)

Emotional Awareness

the ability to identify and understand your own emotions, strengths, and weaknesses, and how they affect you

I am able to stand apart from my thoughts and feelings and examine them	0	1	2	3	4
My feelings are clear to me at any moment	0	1	2	3	4
Emotions play an important part in my life	0	1	2	3	4
I am aware of how my moods impact the people around me	0	1	2	3	4
I find it easy to put words to my feelings	0	1	2	3	4
I am aware of whether my moods are easily affected by external events	0	1	2	3	4
I can easily sense when I'm going to be angry or upset	0	1	2	3	4
I consistently tell others my true feelings	0	1	2	3	4
I find it easy to describe my feelings	0	1	2	3	4
Even when I'm upset, I'm aware of what's happening to me	0	1	2	3	4

Total | |

Self-Management

the ability to manage your emotions and emotional reactions in a way that allows you to accomplish a task, reach a goal, or provide a benefit

I accept responsibility for my reactions	0	1	2	3	4
I find it easy to make goals and stick to them	0	1	2	3	4
I am an emotionally balanced person	0	1	2	3	4
I am a very patient person	0	1	2	3	4
I can accept critical comments from others without becoming angry	0	1	2	3	4
I maintain my composure even during stressful times	0	1	2	3	4
If an issue does not affect me directly, I don't let it bother me	0	1	2	3	4
I can restrain myself when I feel anger towards someone	0	1	2	3	4
I control urges to overindulge in things that could damage my well being	0	1	2	3	4
I direct my energy into creative work or hobbies	0	1	2	3	4

Total | |



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Social Emotional Awareness

using empathy to understand the feelings of others and to see and feel things from the perspective of others

I consider the impact of my decisions on other people	0	1	2	3	4
I can tell if the people around me are becoming annoyed	0	1	2	3	4
When people's moods change, I sense it	0	1	2	3	4
I am able to be supportive when giving bad news to others	0	1	2	3	4
I am generally able to understand the way other people feel	0	1	2	3	4
It is safe for my friends to tell me intimate things about themselves	0	1	2	3	4
It is hard for me to see other people suffer	0	1	2	3	4
I usually know when to speak and when to be silent	0	1	2	3	4
I care what happens to other people	0	1	2	3	4
When people's plans change, I understand	0	1	2	3	4

Total | |

Relationship Management

allows you to get the most out of your relationships and strengthen the level of trust you have with others

I am able to show affection openly	0	1	2	3	4
My relationships are safe places for me	0	1	2	3	4
I find it easy to share my deep feelings with others	0	1	2	3	4
I am good at motivating others	0	1	2	3	4
I am a fairly cheerful person	0	1	2	3	4
It is easy for me to make friends	0	1	2	3	4
People tell me I am sociable and fun	0	1	2	3	4
I like helping people	0	1	2	3	4
Others can depend on me	0	1	2	3	4
I am able to talk someone down if they are very upset	0	1	2	3	4

Total | |



Quick Emotional Intelligence Self-Assessment

Scoring: Add up the scores for each domain to get a sense of your emotional effectiveness. Measure the effectiveness of each competency by the following key:

- 0-24 Average Functioning: requires some development
- 25-34 Effective Functioning: continue to strengthen
- 35-40 Enhanced Functioning: continue cultivating to maintain the area of strength

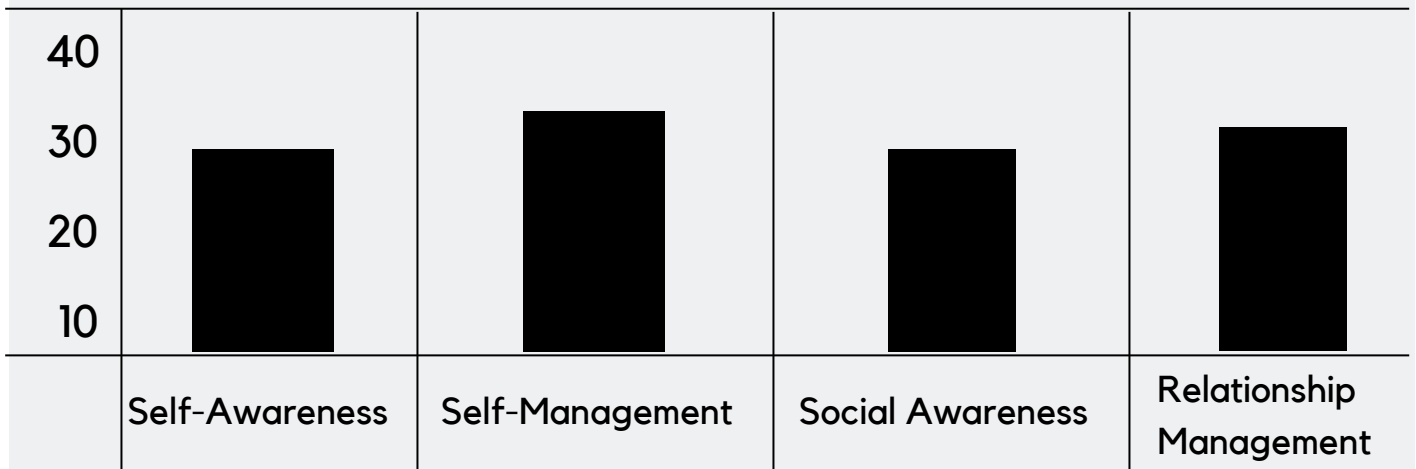
Emotional Intelligence - Self-Assessment Graph



This bar graph shows what area needs your attention based on your results. Now that you know the data, you can strengthen your EI under that category by continuing to ask yourself one EI question from the daily questions that are provided in this module.

Below is an example of a completed graph.

Emotional Intelligence - Self-Assessment Graph



Adapted from *Working with Emotional Intelligence* by Daniel Goleman, 1998



My highest Emotional Intelligence domain is:

How do I display this strength in my personal life & at work?

How does this impact others?

My lowest Emotional Intelligence domain is:

How do I display this in my personal life & at work?

How does this impact others?

Improving this area would help me in the following ways: