

EMOTIONAL INTELLIGENCE

Competency Development Guide

Emotional Intelligence Defined:

Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results.

SOURCE: Travis Bradberry, Emotional Intelligence 2.0

Emotional intelligence is made up of 5 key competencies:

Self-awareness

The ability to accurately sense and identify your feelings
The cornerstone that supports all other competencies
Helps us act intentionally rather than reactively

Self-regulation

Managing your responses to emotions by understanding them and using that to direct your behavior

Self-motivation

Direct the power of our emotions towards a purpose that will motivate and inspire us
Visualizing the achievement of a goal and taking necessary steps for success

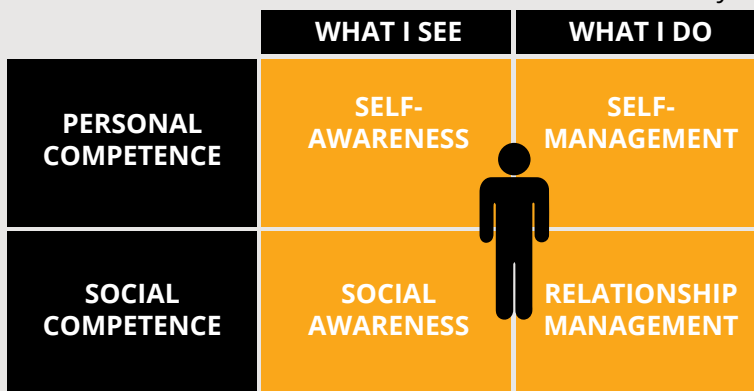
Empathy

The feeling that you understand and share another person’s experiences and emotions; the ability to share someone else’s feelings
Being able to see from another person’s perspective
Responding to others with sensitivity and compassion

Effective Relationships

Successful interaction with people, being proficient, and understanding their emotions

SOURCE: Emotional Intelligence: What is Emotional Intelligence, Video Course, the BizLibrary Collection



Emotional intelligence is made up of four core skills.



Social competence takes many forms – it’s more than just being chatty. These abilities range from being able to tune into another person’s feelings and understand how they think about things, to being a great collaborator and team player, to expertise at negotiation. All these skills are learned in life. We can improve on any of them we care about, but it takes time, effort, and perseverance. It helps to have a model, someone who embodies the skill we want to improve. But we also need to practice whenever a naturally occurring opportunity arises – and it may be listening to a teenager, not just a moment at work.

SOURCE:
Daniel Goleman, Ph.D.,
Emotional Intelligence and Social Intelligence:
the New Science of Human Relationship

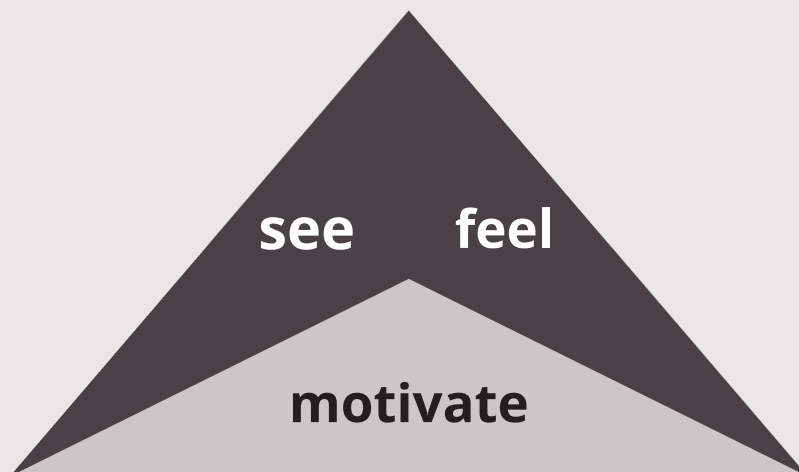
EMOTIONAL INTELLIGENCE

Competency Development Guide

Supporting Behaviors

Self-Awareness: This is a critical foundational competency. It's the ability to accurately sense and identify your feelings. If we don't know ourselves and what we're feeling, how can we know or understand someone else? Individuals with strong self-awareness:

- Know which emotions they are feeling and why
- Realize the links between their feelings and what they think, do and say
- Recognize how their feelings affect performance
- Have a guiding awareness of their values and goals
- Aware of their strengths and weaknesses
- Reflect and learn from experience
- Open to candid feedback, new perspectives, continuous learning and self-development
- Show a sense of humor and perspective about themselves



The self-awareness triangle illustrated above includes the following key questions:

- How do you see yourself?
- How do you feel about that?
- What motivates you?

Decision Making: In the context of emotional intelligence, decision making skills are about problem solving and making good choices. It includes impulse control and reality testing - which is defined as the ability to see things as they really are.

Interpersonal Skills: These are the "people skills" aspect covering interpersonal relationships, empathy and social responsibility - which is defined as the ability to be a cooperative and contributing member of a group or community.

Stress Management: This focuses on the ability to be flexible and tolerate stress. It includes flexibility, stress tolerance and optimism.

SUPPORTING BEHAVIOR STATEMENTS

To identify competency skill gaps consider outlining key supporting behaviors that are important in your organization.

You can assign a basic Likert scale to each behavior statement (examples outlined below) and have the employee and the employee's manager rate proficiency.

SELF-AWARENESS:

Identifies personal skill areas to be developed.

Looks for opportunities to learn from mistakes.

Invests time and resources to learn, grow and develop.

RELATIONSHIP BUILDING:

Initiates and participates in casual conversation.

Develops rapport with a variety of people.

EMOTIONAL INTELLIGENCE

Competency Development Guide



Development Activities and Suggestions

Self Review

Write down your likes and dislikes, interests, hobbies, activities and how you spend your time.

Leadership Review

Competence - How well you know and understand

Integrity - Being consistently dependable

Good Will - Enjoyment of other's successes

Practice Active Listening

Listening involves letting someone else talk and then not countering what they say. You can't have the same experiences as everyone else, but active listening is a fundamental skill in developing empathy. It means putting aside your preconceptions and allowing the person you're talking to a chance to explain how they feel. Empathy is hard, but almost every relationship you have can be improved by waiting at least an extra ten seconds before you respond in the conversation.

Recommended Resources from the BizLibrary Collection

Emotional Intelligence: What is Emotional Intelligence

Using Emotional Intelligence: Using DISC to Raise Your Emotional IQ

Stress Management: Understanding Stress

Cutting Edge Communication: Making Decisions

To watch these courses and more within the BizLibrary collection, [request a demo today!](#)

About BizLibrary

BizLibrary is a leading provider of online learning for growing organizations. Our award-winning microlearning video library engages employees of all levels, and our learning technology platform is a progressive catalyst for achievement. Partnered with our expert Client Success and Technical Support teams, clients are empowered to solve business challenges and impact change within their organizations. Learn more at www.bizlibrary.com.



SUPPORTING BEHAVIOR STATEMENTS

EMPOWERING OTHERS:

Allows others to make mistakes and take risks to learn and grow.

Gives others the freedom to have control of their tasks and duties.

Provides guidance and support for others as they take on new challenges.

CARING ABOUT DIRECT REPORTS:

Monitors workloads and shows appreciation for extra effort.

Treats direct reports equitably.

PEOPLE AGILITY:

Builds cooperation between departments and work groups.

Develops rapport with a variety of people.

Deals effectively with all races, nationalities, cultures, disabilities, ages, sexes, and life perspectives.