

Daniel Goleman Deconstructs Emotional Intelligence

“Emotional and Social Intelligence Leadership Competencies: An Overview”
by Daniel Goleman in *More Than Sound*, April 2017

“Emotional intelligence, a different way of being smart, is a key to high performance at all levels, particularly for outstanding leadership,” says Daniel Goleman in this article in *More Than Sound*. “Emotional intelligence is the capacity to recognize our own feelings and those of others, and to manage emotions effectively in ourselves and our relationships.” Research by Goleman, Richard Boyatzis, and colleagues has identified the following competencies:

- *Emotional self-awareness:*

- The ability to understand our own emotions and their effects on our performance

- *Self-management:*

- Emotional self-control – The ability to keep disruptive emotions and impulses in check and maintain our effectiveness under stressful or hostile conditions;
- Achievement orientation – Striving to meet or exceed a standard of excellence; looking for ways to do things better, set challenging goals, and take calculated risks;
- Positive outlook – The ability to see the good in people, situations, and events, and persistence in pursuing goals despite obstacles and setbacks;
- Adaptability – Flexibility in handling change, juggling multiple demands, and modifying ideas or approaches when needed.

- *Social awareness:*

- Empathy – The ability to sense others’ feelings and perspectives, taking an active interest in their concerns, and picking up cues about what others feel and think;
- Organizational awareness – The ability to read a group’s emotional currents and power relationships, identifying influencers, networks, and organizational dynamics.

- *Relationship management:*

- Influence – The ability to have a positive impact on others, persuading or convincing them in order to gain their support;
- Coach and mentor – The ability to foster the long-term learning or development of others by giving feedback, guidance, and support;
- Conflict management – The ability to help others through emotional or tense situations, tactfully bringing disagreements into the open and finding solutions all can endorse;
- Inspirational leadership – The ability to inspire and guide individuals and groups towards a meaningful vision of excellence, and to bring out the best in others;
- Teamwork – The ability to work with others towards a shared goal; participating actively, sharing responsibility and rewards, and contributing to the capability of the team.

These competencies, says Goleman, aren’t just innate – they can be developed through introspection, feedback from others, and effective effort.