

## Understanding Emotional Intelligence (EI) Components

EI Component	Definition	Hallmarks	Example
<b>Self-awareness</b>	Knowing one's strengths, weaknesses, drives, values and goals – and their impact on others	<ul style="list-style-type: none"> <li>• Self-confidence</li> <li>• Realistic self-assessment</li> <li>• Self-depreciating sense of humor</li> <li>• Thirst for constructive criticism</li> </ul>	A manager knowing tight deadlines bring out the worst in him. So he plans to get work done well ahead of time.
<b>Self-regulation</b>	Controlling or redirecting disruptive emotions and impulses	<ul style="list-style-type: none"> <li>• Trustworthiness</li> <li>• Integrity</li> <li>• Comfort with ambiguity and change</li> </ul>	When a team botches a presentation, it's leader resists the urge to scream, instead she considers possible reasons for the failure, explains the consequences to her team, and explores solutions with them.
<b>Motivation</b>	Being driven to achieve for the sake of achievement	<ul style="list-style-type: none"> <li>• A passion for the work itself, and for new challenges</li> <li>• Unflagging energy to improve</li> <li>• Optimism in the face of failure</li> </ul>	A portfolio manager at an investment company sees his fund tumble for three consecutive quarters. Major client's defect. Instead of blaming external circumstances, she decides to learn from the experience – and engineers a turn-around.
<b>Empathy</b>	Considering others' feelings, especially when making decisions.	<ul style="list-style-type: none"> <li>• Expertise in attracting and retaining talent</li> <li>• Ability to develop others</li> <li>• Sensitivity to cross-cultural differences</li> </ul>	An American consultant and her team pitch a project to a potential client in Japan. Her team interprets the client's silence as disapproval, and prepares to leave. The consultant reads the client's body language and senses interest. She continues the meeting, and her team gets the job.
<b>Social skill</b>	Managing relationships to move people in desired directions	<ul style="list-style-type: none"> <li>• Effectiveness in leading change</li> <li>• Persuasiveness</li> <li>• Extensive networking</li> <li>• Expertise at building and leading teams</li> </ul>	A manger wants his company to adopt a better internet strategy. He assembles a like minded team to create a prototype web page. He persuades allies in other divisions to fund the company's participation in a relevant convention. His company forms an internet division – and puts him in charge of it.

Goleman, (1996). *HBR: What Makes a Leader*.