

Emotional intelligence self analysis

M Fullan, (2006), *Education in motion: Leading in a culture of change*.

Emotional intelligence

Personal competence

..... (how we manage ourselves)

- Self-awareness.
- Self-management.

Social competence

..... (how we manage relationships)

- Social awareness.
- Relationship management.

Goleman 2002

	Low					High				
Self-awareness										
Emotional – reading one’s own emotions and recognising their impact; using <i>gut sense</i> to guide decisions.	1	2	3	4	5					
Accurate self-assessment – knowing one’s strengths and limits.	1	2	3	4	5					
Self-confidence – a sound sense of one’s self-worth and capabilities.	1	2	3	4	5					
Self-management										
Emotional self-control – keeping disruptive emotions and impulses under control.	1	2	3	4	5					
Transparency – displaying honesty and integrity; trustworthiness.	1	2	3	4	5					
Adaptability – flexibility in adapting to changing situations or overcoming obstacles.	1	2	3	4	5					
Social-awareness										
Empathy – sensing others’ emotions, understanding their perspective, and taking active interest in their concerns.	1	2	3	4	5					
Organisational awareness – reading the currents, decision networks, and politics at the organisational level.	1	2	3	4	5					
Service – recognising and meeting client or customer needs.	1	2	3	4	5					
Relationship management										
Inspirational leadership – guiding and motivating with a compelling vision.	1	2	3	4	5					
Influence – wielding a range of tactics for persuasion.	1	2	3	4	5					
Developing others – bolstering others’ abilities through feedback and guidance.	1	2	3	4	5					
Change catalyst – initiating, managing, and leading in a new direction.	1	2	3	4	5					
Conflict management – resolving disagreements.	1	2	3	4	5					
Building bonds – cultivating and maintaining a web of relationships.	1	2	3	4	5					
Teamwork and collaboration – co-operation and team building.	1	2	3	4	5					

Identify three-five items on which you are relatively low (3 or less). [How could you improve on these?](#)

Identify three-five items on which you are relatively high (4 or 5). [How could you sustain your strengths on these?](#)

Emotional blueprint

Managing you: applying your emotional intelligence skills

Step 1	Objective	What to do
Identify emotions	Stay open to your emotions and those of others around you.	Observe, listen, ask questions, confirm understanding.
Use emotions	Reflect on these emotions and consider their influence on thinking.	Determine how these feelings influence thinking. Change the tone if necessary.
Understand emotions	Examine the causes of feelings and what may happen next.	Consider reasons for the feelings and how they will likely change if various events occur.
Manage emotions	Do not minimise the feelings, and do not blow the feelings out of proportion.	Include rational, logical information with emotional data for an optimal decision.