

# BUILDING BLOCKS of EMOTIONAL INTELLIGENCE

**EMOTIONAL  
SELF  
AWARENESS**

**A  
PRIMER**



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SELF  
AWARENESS**



**A  
PRIMER**



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*Building Blocks of Emotional Intelligence:  
Emotional Self-Awareness: A Primer* / by Daniel  
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**Emotional Intelligence**, a different way of being smart, is a key to high performance at all levels, particularly for outstanding leadership. It's not your IQ; it's how you manage yourself and your relationships.

There are four parts to the Emotional and Social Intelligence model:

- Self-Awareness
- Self-Management
- Social Awareness
- Relationship Management

**Emotional Self-Awareness** is the ability to understand your own emotions and their effects on your performance. You know what you are feeling and why – and how it helps or hurts what you are trying to do. You sense how others see you, and so align your self-image with a larger reality. You have an accurate sense of your strengths and limitations, which gives you a realistic self-confidence. It also gives you clarity on your values and sense of purpose, so you can be more decisive when you set a course of action. As a leader, you can be candid and authentic, speaking with conviction about your vision.

# **Emotional Intelligence Competencies: An Introduction**

**By Daniel Goleman**

Who was the best leader or manager you've ever worked with? What did they say or do to make you love working with them? These qualities are grounded in how they related to you and to others—reflecting their emotional intelligence.

Emotional Intelligence, a different way of being smart, is a key to high performance at all levels, particularly for outstanding leadership. It's not your IQ; it's how you manage yourself and your relationships. It's not usually taught in schools. You learn it in daily life—at home, on the playground, or in the office. David McClelland, my mentor in graduate school, made a radical proposal for those days. He wrote an article in the main

psychology journal that argued it would be better to hire for competence rather than intelligence.<sup>1</sup> Test for competence, not for intelligence.

### **A Competence Model**

What McClelland meant was this: If you want to know the best person for a given job, don't look at their IQ scores, don't look at how well they did in school. Look, instead, at people now in your organization who are in the top 10% of performers who hold that position. Compare them with people in the same job who are only average. Do a systematic analysis and determine the abilities or competencies that you find in the stars that you don't see in the average performers.

That gives you what is called a competence model. Today, every organization that has a high-quality human resources operation uses a competence model for their key positions. They use it to hire people, they use it to promote people, and they use it to help people develop into star leaders.



## What Kind of Competence?

There are two kinds of competencies. There are **threshold competencies** that everyone needs to get the job. IQ turns out to be largely a threshold competency. When you apply for a job, you must show you have the intelligence to handle the cognitive complexity of that particular position. But once you're hired, you're working with and competing with people who are as smart as you are. There's what's called a "floor effect" for IQ. That is, it's an important base-level skill that everyone must have for that position. The other kind of competency is called **a distinguishing competency**, and is what sets the outstanding performers apart from the average ones at any given job.

It's the distinguishing competencies that count in terms of promotion, in terms of being a highly effective, star performer, or an outstanding leader. I did an analysis after I wrote *Emotional Intelligence*.<sup>2</sup> I asked close to 100 organizations

to let me look at their competence models. It's unusual because these are normally proprietary. A given company wants to know who they should hire and who they should promote. They don't want to share this information with other companies.

I aggregated all of these models and looked at the composite with one question in mind. Of the distinguishing competencies independently chosen by these organizations, how many are based on IQ—purely cognitive abilities like analytical reasoning or a technical skill—and how many are based on emotional intelligence?

### **Why Emotional Intelligence Matters**

What I found was quite revealing. It turned out, for jobs of all kinds at all levels, on average, emotional intelligence was twice as important as cognitive ability in terms of the distinguishing competencies. The higher you go

## Building Blocks of Emotional Intelligence

in the organization, the more it matters. For top leadership positions, many organizations have determined that 80 to 90%, sometimes 100%, of the competencies that set apart their star leaders are based on emotional intelligence.

### **What is Emotional Intelligence?**



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There are four parts to my Emotional and Social Intelligence model:

- Self-Awareness
- Self-Management
- Social Awareness
- Relationship Management

Within each of these four parts, or domains, there are learned competencies based on the underlying abilities that make people outstanding in the workplace. By learned competencies, I mean that these are skills that can be developed. To understand those competencies, my colleague Richard Boyatzis from Case Western Reserve University and I looked at the full range of competencies that companies identified in their outstanding leaders.

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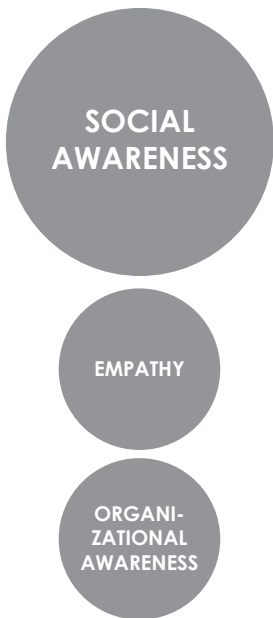
We distilled them down to twelve generic Competencies that embody the core of distinguishing abilities of leaders in organizations of all kinds. From that we developed a 360-degree rating instrument called the Emotional and Social Competency Inventory. By 360-degree, I mean the instrument has the leader rate themselves and choose people whom they trust and whose opinions they value to also rate them. This gives the fullest picture, combining a self-assessment with the same evaluations by other people. This assessment instrument, called the ESCI 360, is available from Korn Ferry Hay Group.<sup>3</sup>

## Emotional Intelligence Competencies



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There are two sets of emotional intelligence abilities. The first is crucial for leading ourselves, for self-management. It includes Emotional Self-Awareness and Emotional Self-Control. You see it in outstanding individual contributors such as a top software engineer. These are people whose excellence is based mostly on solo work, not on teamwork. The second set of abilities deal with our relationships, with Empathy, with our awareness of others. And these abilities are crucial for teamwork, for sales, for handling clients, and particularly for leadership.

The self-management Competencies are:

- Emotional Self-Awareness
- Emotional Self-Control
- Positive Outlook
- Achievement Orientation
- Adaptability

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The relationship management Competencies are:

- Empathy
- Organizational Awareness
- Influence
- Coach and Mentor
- Inspirational Leadership
- Teamwork
- Conflict Management

In *The Building Blocks of Emotional Intelligence: The 12 Crucial Competencies* series, my colleagues and I look at each of these Competencies, what they are, why they matter, and how to develop them.

This concludes the exclusive excerpt from [\*Emotional Self-Awareness: A Primer\*](#). Click to get the complete Primer, written by Daniel Goleman and fellow thought leaders in Emotional and Social Intelligence. [More details here.](#)