

The Emotional Competence Framework

The Intrapersonal Domain: Personal Competence

These capabilities determine how we manage ourselves.

Self-Awareness

Understanding your emotions, strengths, limitations, actions, and reactions

Emotional self-awareness: Recognizing your emotions, reactions, and their impact

Accurate self-assessment: Being aware of and honest about your own strengths and limits

Self-confidence: A strong sense of one's self-worth and capabilities

Self-Management

Consciously regulating your impulses and controlling your emotional reactions

Emotional Self-Control: Keeping unsettling emotions and impulses in check

Transparency: Being honest and trustworthy

Adaptability: Having the flexibility to react as conditions or events change

Achievement: Being driven by personal standards of self-improvement and success

Initiative: Wanting and seeking out opportunities

Optimism: Being positive

The Interpersonal Domain: Social Competence

These capabilities determine how we manage relationships.

Social Awareness

Being aware of the emotions, experiences, and points of view of others

Empathy: Understanding others from their perspective and being interested in their issues or causes

Organizational Awareness: Sensing the situations, relationships, and power networks of an organization

Service: Identifying and seeking to fulfill the needs of others

Relationship Management

Being adept at specific dynamics of interpersonal relationships

Inspirational Leadership: Motivating and moving others toward a shared vision

Influence: Demonstrating skills of persuasion

Developing Others: Helping others enhance their skills and abilities

Change Catalyst: Seeking out and working with others toward new directions

Conflict Management: Identifying and solving problems

Building Bonds: Creating connections between people

Teamwork & Collaboration: Working effectively with others in a group

Source: *Primal Leadership*, Goleman, Boyatzis, & McKee 2002
Working with Emotional Intelligence, Goleman 1998