Emotional Intelligence outcomes & facts

- Increase sales by 20%
- Compliance & CSR
- Managers and leaders, 40% more successful
- Accounts for 58% of performance in all job types
- Reduce attrition by 50%
- Customer retention & upsell
# Emotional Intelligence

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What is it?

EI Accounts for 58% of performance in all job types. However 36% of people have no awareness of EI.

Emotional intelligence is a broad description of the ability to understand and control one's own emotions, together with the ability to manage relationships through the recognition and understanding of other people's emotions.

There is an increasing awareness and recognition of the relationship between the emotional intelligence of an executive, how they apply their emotional intelligence and the relationship between it and business performance.

There are four basic areas in which professionals apply emotional intelligence, wisely or poorly, when making decisions in management and in leadership. These are:

• **Self-awareness.** The ability to understand your emotions as well as recognise their impact on relationships and performance. This relates to accurate self-assessment and self-confidence.

• **Self-management.** Controlling your emotions and using your awareness of them to stay flexible and act positively. A critical aspect in business is the ability to keep any disruptive emotions under control in changing situations and overcoming difficulties. This relates to transparency (trustworthiness), adaptability, achievement orientation, initiative and optimism.

• **Social awareness.** Your ability to identify emotions in other people and to understand their perspective and take an interest in their concerns. This relates to empathy, organizational awareness and service orientation.

• **Social skills/relationship management.** Your ability to use your awareness of your own emotions together with your understanding of the emotions of others to manage interactions successfully. A critical aspect in business is the ability to take charge and inspire others while sending out clear, convincing and well-tuned messages. This relates to inspirational leadership, influence, developing others, change catalyst, conflict management, building bonds, team work and collaboration.
Why is it important?

- EI is so critical to success that it accounts for 58 per cent of performance in all types of jobs.
- Only 36 per cent of the people tested were able to accurately identify their emotions as they were experienced.
- In a professional capacity at work, people with the highest levels of IQ outperformed those with average IQs just 20 per cent of the time, while people with average IQs outperformed those with high IQs 70 per cent of the time. This difference is attributable to the effect of emotional intelligence on performance.

Emotional Intelligence may be considered as our ability to perceive, evaluate and exercise emotions. What is clear is that the greater your awareness of your Emotional Intelligence, the greater control you can exercise in terms of managing your emotional responses in any given situation.

Within the business world, EI is of increasing focus in selection processes and particularly in its profiling of the make-up of a business leader. Therefore it has to be high on your agenda if sitting at the top table is your aim. Even within your own specialist technical field, EI can have a huge impact on your work performance. Numerous studies have demonstrated that certain emotional traits have strong links to performance in specific roles. For example, research has shown that optimism is strongly associated with high performing sales people.

What does it mean to me?

Whether you realise your full career potential or otherwise will be largely dependent on your emotional intelligence – much of your emotional intelligence is inherent. However unlike IQ you can develop it.

And there’s a link between emotional intelligence and what you’ll earn:

- The link between emotional intelligence and earnings is so direct that every point increase in emotional intelligence adds $1,300 to an annual salary.

In order to be effective at the top you need to be emotionally intelligent, and the more senior you are, the more emotional intelligence will come into play.

There is widespread research / evidence showing a connection between emotional intelligence and

- Your performance (and therefore your status, seniority, earnings / bonuses etc)
- Your relationships with other people (your satisfaction, wellbeing, self worth)
- Your career progression (both within and outside of your organisation)

You should not underestimate the extent to which your Emotional Intelligence lies at the heart of your career growth potential.
Section 1 | What is it and why is it important?

You should understand the impact of EI on job performance means that its evaluation is increasingly prevalent in selection for leadership roles and also specific job roles. EI is the ability to understand and manage your own feelings and emotions in relation to your thinking and actions.

With many CEOs of successful global organizations speaking out on the criticality of Emotional Intelligence to leading in business, means you know that you need to work on your EI if you really want a seat at the top table.

Some of your career highs and lows to date will have had their outcomes driven by your Emotional Intelligence. Only when you understand it, can you work on it to get yourself into the game for those senior roles.

Whilst logically our cognitive abilities will play a significant role in our career development, argument is being increasingly made that to climb the corporate ladder requires strengths in emotional intelligence. In other words, like technical skills, you need a certain level of intelligence to reach any given threshold in the organization, but the higher you look to climb, the more the extent of your emotional intelligence will set you apart from your peers.

Your emotional intelligence will determine how you deal with frustrations, how you react under pressure, how you handle others in difficult or heated situations; your ability to empathise will play a significant part in how and to what extent others engage with you. Whilst there is certainly research evidence that IQ is not in itself a good predictor of job performance, Salovey and Mayer, and others have pointed out that EI is also not in itself a strong predictor of job performance. However, the critical significance of Emotional Intelligence is that it provides the foundation for competencies that are a strong predictor of future job performance.

1 Research by Travis Bradberry & Jean Greaves, Talentsmart
How it manifests itself in the workplace

For example reduce attrition by 50%

How emotional intelligence may manifest itself in you, people you manage or you work with.
Emotional intelligence is about **understanding** your emotions and those of others (in your workplace) and **what you do** (or indeed decide not to do), so that you make the best decisions taking emotions into account.

And so, emotional intelligence has a great impact within the workplace on decision making, focus and performance.

Relationships and politics influence business, and people’s job satisfaction positively and negatively, and emotional intelligence comes into play in company politics. This includes issues about how people may manage upwards and downwards, and this may not just be managers / leaders but also people in individual contributor roles who have significant interactions across a business and on the overall success of the business for example salespeople, project managers and change / transformation consultants.

The state of mind of people within the workplace will shape their performance positively or negatively. When life is in a positive state for people, their performance can go into overdrive however when it’s in a poor state performance becomes compromised. And the facts are that death, divorce and serious illness such as cancer affect people at work and those around them – of course chronic anxiety will compromise attention spans, focus and creativity.

Also understand that some workplaces (a company or department) may be ones in which certain personality types are largely of one nature! Which can be a strength but also a problem – too many people thinking in the same way.

Workplaces can also suffer from different groups of people whether formally or informally, working in cliques operating in isolation or against the good of the whole. Leaders need to recognise this but also individuals need to recognise it – you do not wish to be part of a problem – in business we are all better together.

This all adds up to having a better understanding of people, showing respect and making smart decisions in the workplace.

And this you can translate into higher performance as an individual contributor or indeed as a manager / leader in developing and maintaining a culture of success and high performance.
Section 2 | How it manifests itself in the workplace

* Regional Sales Director: Mei needs to be not so honest. Her staff don’t need to know about all of the bull that goes down at corporate. If certain things upset her, she needs to learn to keep them to herself. When she is unhappy, it sets the tone for our team.  

HR: Maria is really honest about what she is feeling without getting bent out of shape about it. When faced with a difficult situation, she knows how to be firm and still kind at the same time.  

Leadership / management ~ Chief Financial Officer: Gail is very sensitive to others and tries to make situations better. When someone is upset, she asks just enough questions to get a handle on the situation, and then is able to give considered advice and help the person, making them feel 100% better. El behaviour Relationship Management.  

Sales Manager: Alfonso has a rare talent to be able to read the emotions of others very well. He adjusts to different situations and manages to build relationships with anyone…. “Alfonso recognizes emotions very effectively when it comes to end-of-month and end-of-year numbers with his reps, getting the most out of them.  

IT Consultant: “In stressful situations, or when something goes wrong, Jason sometimes responds too quickly, sharply or disjointedly …  

Sales Manager: When he feels that a certain person he is working with may not be an ‘ally’ but someone not to be trusted, he will be very clear about his opinion about that person. This has a ripple effect on the people he tells, and it erodes camaraderie. I would like to see Dave work on unifying his team, and dispel the feeling that some decisions are made based on his personal opinion or bias.  
El behaviour Relationship Management. Dave’s El score for relationship management = 66.
Section 2 | How it manifests itself in the workplace

**Services / customer support:** Dave, manages his emotions; they don’t manage him. I’ve seen him accept difficult business news with a brief frown, and then he quickly moves beyond that and partners with his team to find solutions to improve the situation.  
*EI behaviour Self-awareness. Dave’s EI score for self-awareness = 95.*

**Marketing Manager:** On occasion Tina’s stress and sense of urgency are projected / pushed on to other people. It would be good for her to better understand how her behaviour affects others’ work and emotional stress.  
*EI behaviour Self-awareness. Tina’s EI score for self-awareness = 69.*

**Project Manager:** “Rachel gets singularly focused on a particular issue and does not see the forest for the trees. This can get frustrating for those of us around her. She is typically oblivious to our reactions. She should check with everyone around the table to calibrate where their head is at before getting too enmeshed in the detail of her project…  
*EI behaviour Social-awareness. Rachel’s EI score for social-awareness = 62.*

**Operations Director:** Giles is very much in his own little world…. He doesn’t notice when the other person is feeling annoyed, frustrated, or overwhelmed by him….On group projects he gets so focused on the outcome, the process is missed. If he were to let the emotions settle, then he could look at all the outcomes…  
*EI behaviour Self-awareness. Dave’s EI score for self-awareness = 67.*

**Computer programmer:** Yeshe “I’ve seen Yeshe in an extremely frustrating situation where he couldn’t get something done because other people didn’t do their job. He dealt with it professionally and politely. He was able to explain the procedure again in order to achieve the best possible solution, even though he was upset…  
*EI behaviour Self-management. Yeshe’s EI score for self-management = 91.*

*1-*11 source Emotional Intelligence 2.0, by Travis Bradberry and Jean Greaves.
How EI impacts sales behaviour

Increase overall sales of 20%

EI has no greater application than in a sales position.

People often say is selling an art or science and most will say both. The expression of sales being an art can be largely attributable to emotional intelligence.

Martin Seligman has developed a construct that he calls “learned optimism”. It refers to the causal attributions people make when confronted with failure or setbacks. Optimists tend to make specific, temporary, external causal attributions while pessimists make global, permanent, internal attributions. In research at Met Life, Seligman and his colleagues found that new salesmen who were optimists sold 37 percent more insurance in their first two years than did pessimists. When the company hired a special group of individuals who scored high on optimism but failed the normal screening, they outsold the pessimists by 21 percent in their first year and 57 percent in the second.

2 x sales revenue in individual performance

Salespeople rich in EI produced double the revenue of those with average EI.

A recent study by the Hay/McBer firm in Boston of Fortune 500 companies including AT&T, IBM, and PepsiCo found that the top 10 percent of the sales forces in the companies surveyed totalled nearly $6.7 million in sales while the norm was only $3 million—more than 2 times the average or additional sales totalling 88 times the average salary of $42,000. The top 10 percent of those sales forces were very strong in EI competencies while the average salesperson was not.

Sales increase by 18%

When American Express Finance (source Berg Consulting) undertook emotional intelligence training of their financial advisers, sales performance increased by 18%.

Those with high IQs generate $1.2M more fee income

Partners in a Global Consulting firm with a high EI rating achieved a turnover in their area averaging $1.2m more than the senior partners who rated low; a 139% difference in measurable
How Emotional Intelligence may manifest itself in sales success or failure

You may wish to cross reference the following information together with the self-assessment test on page 21.

Critical areas in which Emotional Intelligence may manifest itself in sales:

1. Empathy…failing to understand people properly (buyers, stakeholders, influencers, decision makers) and therefore not understanding what people want
   - Responding too quickly without properly thinking something through
   - For example, giving something away too soon in a negotiation
   - Listening and tuning in skills, failing to get to the bottom of an issue, problem, benefit, significance or otherwise.

2. Many sales people know what to do, but don’t do it. This displays a lack of self-management which might manifest itself in not actioning a critical initiative such as raising a difficult issue, challenging a customer’s perspective or simply putting something off until later.

3. Navigating and influencing the powerbase including making sure key decision makers are reached, influenced and bought in whilst avoiding upsetting people or internal politics.

4. Better together! In most complex sales environments using internal resources is fundamental to sales success – in many companies it is those people who create effective virtual teams who are the top performers.

   It’s not just about building relationships with other people e.g. pre sales, bid management but also bringing them onside.

5. Ignorance. To what extent is the salesperson aware of what they do not know? Do they pick up and act on areas for improvement? If they do, they can continually improve. Otherwise expect their success to tail off.

6. Mood & Self-confidence:
   - There’s a relationship between mood, self-confidence and strength in which you get your message over the line and convince people. A confident salesperson on a winning streak possesses self-belief in contrast to someone coasting or yet to succeed.
   - Lack of self-confidence. A good new business person is insecure and if that insecurity gets the better of them, they are done. This is more likely to manifest itself in a newer hire or over a protracted time period.

7. As a sales manager you can create a culture of success. This will help high achievers stay in overdrive and motivate people currently under achieving to step up to the mark – and in many cases, will translate into people wanting to work for you / your company.
Top tip for developing EI in sales environments

Most importantly to your own specific sales challenges, you may wish to map out your sales process and brainstorm areas in which EQ comes into play, and where you may make improvements. When you map this out – you may wish to take time out to also map your customer buying process.

Here’s what a sales process looks like:

- **Business development**
  - **Prospecting**
    - **Identifying & developing needs. Challenging**
      - **Building value & confidence Solutioning & influencing**
        - **Proposals / quotations**
          - **Negotiation and close**
            - **Sell again**
Why it’s so important in leadership

Leaders with high EI are 40% more successful

The more senior the role, the greater the impact of emotional intelligence across the entire business performance.

Group sales increased 10% when managers were subject to EI training.

At American Express Finance (source Berg Consulting) – when managers underwent emotional intelligence training the entire group’s performance increased by 10%.

90% of top performers in the workplace are high in emotional intelligence. In leadership you want to hire great people and minimise your hiring mistakes. Applying EI when hiring can reduce costs of failed hires by 50%.

Organisations which have worked to develop the emotional intelligence of their hires and teams have cut attrition rates in half. Importantly one of the main reasons why people leave companies is because they leave managers not companies (statistics suggest this accounts for 50% of attrition).

Hypothetical cost of a failed employee. Core worker $10k, professional $100k, executive leader $1M
Section 4 | Why it’s so important in leadership

Here’s what Travis Bradberry has to say about Leadership & Emotional Intelligence.*

When leaders, bosses and managers are high in EQ, they tend to be very strong motivators of people, they get results because they are really able to prime the motivators and motivate the group to achieve objectives.

And they also understand people.

People want to be understood and bosses make decisions which affect people and how they do. And this is why emotional intelligence is a strong skill for leaders to have.

The prevalence of Emotional Intelligence in leadership.

CEOs and other senior executives on average have the lowest EQ scores in the workplace. This is a finding which is counter intuitive to the idea that most top performing leaders are high in EQ. We’ve found that middle managers on average have the highest emotional intelligence. That’s because companies promote people into management positions because they are good with people. Above that it’s a ski slope all the way down to CEOs where at Director levels and above, companies promote people increasingly based on tenure, knowledge and short term financial gains that they have achieved. Now within each of these categories the highest performers have been those that actually have high degrees of emotional intelligence. So companies are shooting themselves in the foot by promoting people for the wrong reasons. They are looking at this narrow view of what people bring to the table rather than looking at the whole picture of the skills that enable leaders to succeed.

If there is an increasing understanding that you need not just a high IQ but a high EQ to be an effective manager, CEO or leader in a company how come is it that there are so many low EQ executives that get into those positions in the first place?

We live in a society where we don’t necessarily know what’s good for us and often we have companies or divisions that are doing well perhaps because they have a great product or they are just at a moment when the market is right for them. They’re not really achieving their full potential, and that’s really what emotional intelligence is all about.

It’s hard to achieve even if you have high emotional intelligence if you have no intellectual capacity or if you not a super intelligent person. It’s melding these two together (EQ & IQ) that really sets really absolute great performers apart. And it is often what separates out great organisations apart because they look for people who have both of these skills.

*Source: interview of Travis Bradberry by Steve Paikin (broadcaster TVO) you can view this on youtube
Examples of how Emotional Intelligence may manifest itself in leadership success or failure

You may wish to cross reference the following information together with the self-assessment test on page 21.

1. A primary function of leadership is giving people direction. Successful leadership is largely shaped by communication. Giving people a cause and making them feel important is fundamental to making people feel valued and bringing about high performance. Emotional intelligence comes into play in respect of being able align your strategic business goals with your team/s, to tune into the needs of others and how you manage them.

2. Counting positive touches – positive acknowledgements such as saying thank you or well done F2F or over the phone or by text, emails, showcasing teams or people’s accomplishments, newsletters or announcements.

3. According to the Centre for Creative Leadership, the #1 factor which determines executive success is relationship building. – In a workplace, there exists a state of inter-dependence it’s not just about your own performance but also that of others. Whilst this is familiar territory with an accomplished manager, a manager managing managers needs to pay more attention to this – when promoting someone into management.

4. The more senior your role, the greater politics and egos come into play. Managing upwards, downwards, across and outside.

5. Self-awareness & self-management. Are you energizing or enervating – this will help you create a culture of success. Quick easy wins can be achieved through exercising and eating well, helping you to energise yourself, and maintain a positive attitude. Exercising releases endorphins which help you maintain good posture.

6. Time management and prioritizing.

“Leaders influence the team’s mood. The team’s mood drives performance. What’s your conclusion?”
Top tip for developing EI in leadership

When managing, promoting and hiring people.

One of the best insights you are likely to gain into an individual's EI is when you take up multiple soundings (informal verbal references) and when such soundings are comprehensive i.e. 15 to 20 mins.

These soundings may be from people within your employer or from previous employers or indeed a broader perspective such as customers, suppliers or business partners.

An informal referee will invariably talk about fact (job title, employment timeframe, track record) and the person’s behaviour, self-awareness and their interactions with other people. Without consciously thinking about it and perhaps not even being aware of what emotional intelligence is, an informal referees overview of someone will often give a high level view of their emotional intelligence behaviours.
Further insight

Work in this area goes back as far as Darwin but academic focus on the subject has grown since the 1920s. The work of Salovey and Mayer\(^1\) over the past twenty years has been of particular influence. They defined Emotional Intelligence as “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions,” and identified their model of emotional intelligence:

- The perception of emotion – to accurately recognise signals, both verbal and nonverbal (facial expression, body language).
- The ability to reason using our emotions – to promote thinking and cognitive activity; applying our attention to fact and circumstances, then reacting to them.
- The ability to understand emotions – interpreting what we perceive in the words and/or actions of others and applying our reasoning.
- The ability to manage emotions – regulating our emotions, responding to others in an appropriate manner within context.

Daniel Goleman\(^2\) (one of the leading authorities on Emotional Intelligence) in his highly regarded work on the subject distinguishes between Emotional Intelligence and Emotional Competence, the latter being the personal and social skills that provide for high performance.

Goleman’s research involving nearly 200 large, global businesses concluded that in identifying an individual’s set of cognitive abilities, technical skills and emotional intelligence, EI competencies were twice as prevalent amongst the distinguishing competencies as the other two domains combined; and the higher the position in an organization, the more EI counted for individuals in leadership roles – 85% of the competencies lay within the EI domain.

Qualities traditionally associated with leadership, such as intelligence, toughness, determination and vision are required for success, but they are alone are insufficient. Successful leaders also possessed strong self-awareness, self regulation, motivation, empathy and social skill.

Emotional Intelligence as a theme runs through the acknowledged work of many others from Maslow’s\(^3\) work on the hierarchy of needs through to Stephen Covey’s\(^4\) work on the Seven Habits of Highly Effective People.

Today’s digital era has changed the established business climate beyond recognition. What was true in previous decades is no longer applicable in the 21st century.

Emotional intelligence is now requisite. It sets apart great leaders and business giants from those who merely aspire to greatness.

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\(^1\) Salovey, P., Mayer, J. Emotional Intelligence, Imagination, Cognition and Personality (1990)


\(^3\) Maslow, A., A Theory of Human Motivation, Psychological Review, 50(4), 370-96, 1943

\(^4\) Covey, S.R., The Seven Habits of Highly Effective People, 1989
Self-assessment & leveraging EI to improve business outcomes

90% of high performers are high in EI

The traits displayed by someone with a high EQ has include: *

1. A robust emotional vocabulary – meaning someone is able to understand their own emotional behaviours and therefore be able to put them into words. Examples would be: flippant, spontaneous, laid back, presumptive… You cannot develop this without studying it.

2. You’re curious about people: curiosity about people is linked to a skill called social awareness, how you understand what’s going on with other people, not just emotionally but what they are trying to contribute

3. Know their strengths and weaknesses. This is linked to the skill of self-awareness. Self-awareness is the foundation of emotional intelligence. Just 36% of people understand their emotions as they happen.

4. You are difficult to offend. This is another sign of self-awareness. When you understand emotions as they happen, you are more likely to keep it from hijacking your behaviour. Without understanding your emotions as they happen, you are more likely to get offended by something which wasn’t worth blowing up about.

5. You don’t hold grudges. Holding a grudge is linked to stress and having a high level of cortisone. And has a negative health effects. This is linked to Relationship Management. It is all about finding common ground with people, trying to meet in the middle to further the quality of the relationship.

EI is twice as important as IQ in determining future career success. And now for the good news! Unlike IQ, it can be developed.

*acknowledgement: the source of information on this page is Travis Bradbury, TalentSmart. TalentSmart is a Global think tank and consultancy, they have developed an Emotional intelligence appraisal – which you can take online.

The outputs of the appraisal will highlight your emotional intelligence strengths and shortcomings. The scores pinpoint which of the 66 strategies in the book you should work on first.

In excess of 1M people have been tested using TalentSmart, Emotional intelligence appraisal.
How can I develop it?

The beauty of EI is that, unlike IQ, it can be learned and improved over time, and that anyone can do it. Emotional intelligence is applied sub-consciously, you don’t know you are applying it, it happens naturally. However once aware of it, you can apply it more consciously.

We suggest you develop your emotional intelligence either yourself or engage with a specialist such as a suitably qualified career coach.

There are a number of different acknowledged tests available such as the MSCEIT developed by Salovey, Mayer and Ceruso to measure EI as an ability. Other tests such as the Swinburne University EIT assess EI on the basis of traits. Measurement tools that are based on the Goleman model include the Emotional Competence Inventory. If you wish to firstly undertake a self-assessment, our self-assessment framework outlined on the following page may help prompt you.

Jot down your answers to the questions below in the table on the following page together with any notes.

- Review any documentation that is relevant – appraisal documents, 360° feedback, the big emails and letters. Reflect on the big conversations.

- Get feedback from those around you who you trust to be informed and honest with you.

- Appraise your work performance over the past 24 months:
  - Your objectives
  - Your development
  - Your challenges
  - Your big decisions
  - Your critical actions, interactions and execution
  - Your successes and failures

- Consider the above four factor model and ask yourself…
  - What worked well?
  - What could have gone better?
  - What do you wish you had done differently?
  - What did you learn?

- Discuss this with a friend, trusted advisor, mentor or career coach.

Having become better acquainted with your emotional intelligence, you should now consider whether there are any areas you need to develop and if so, what these areas are.
## Emotional intelligence self-assessment framework

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<td>Your ability to identify emotions in other people and to understand their perspective and take an interest in their concerns.</td>
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- **Emotional Self-Awareness**
- **Accurate Self-Assessment**
- **Self-Confidence**

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<th>Social skills / Relationship management</th>
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- **Emotional Self-Control**
- **Transparency (trustworthiness)**
- **Adaptability**
- **Achievement Orientation**
- **Initiative**
- **Optimism**

- **Empathy**
- **Organizational Awareness**
- **Service Orientation**

- **Inspirational Leadership**
- **Influence**
- **Developing Others**
- **Change Catalyst**
- **Conflict Management**
- **Building Bonds**

*If you would like to take your interest to the next level, a great starting point is to undertake the “Emotional Intelligence 2.0” test from TalentSmart - the world’s leading provider of emotional intelligence tests, training, and consulting.*