

Four-Quadrant Model of Emotional Intelligence

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Emotional intelligence is the ability to be aware of our own emotions and those of others, *in the moment*, and to use that information to manage ourselves and manage our relationships.

	<i>Self</i>	<i>Other</i>
<i>Awareness</i>	<p>Self-Awareness</p> <ul style="list-style-type: none"> ▶ Emotional Self Awareness* ▶ Accurate Self Assessment ▶ Personal Power* 	<p>Other Awareness</p> <ul style="list-style-type: none"> ▶ Empathy* ▶ Service Ethic ▶ Organizational Awareness*
<i>Management</i>	<p>Self Management</p> <ul style="list-style-type: none"> ▶ Emotional Self Control* ▶ Integrity* ▶ Innovation & Creativity ▶ Initiative & Bias for Action* ▶ Resilience* ▶ Achievement Drive* ▶ Stress Management ▶ Realistic Optimism ▶ Intentionality* 	<p>Relationship Management</p> <ul style="list-style-type: none"> ▶ Developing Others* ▶ Powerful Influence* ▶ Communication* ▶ Conflict Management ▶ Visionary Leadership* ▶ Catalyzing Change* ▶ Building Bonds ▶ Teamwork & Collaboration ▶ Building Trust*

*The EI competencies most essential for leaders.

Four-Quadrant Model of Emotional Intelligence

Personal Competence

These competencies determine how we manage ourselves

- **Self-Awareness**

Knowing one's internal states, preferences, resources, and intuitions

- **Emotional awareness:** Recognizing one's emotions and their effects
- **Accurate self-assessment:** Knowing one's strengths and limits
- **Personal power:** A strong sense of one's self-worth and capabilities; self confidence

- **Self-Management**

Managing ones' internal states, impulses, and resources

- **Emotional self-control:** Keeping disruptive emotions in check
- **Integrity:** Maintaining high standards of honesty and ethics at all times
- **Innovation & creativity:** Actively pursuing new approaches and ideas
- **Initiative & bias for action:** Readiness to act on opportunities
- **Resilience:** Perseverance and diligence in the face of setbacks
- **Achievement drive:** Striving to meet a standard of excellence
- **Stress management:** Working calmly under stress and pressure
- **Realistic optimism:** Expecting success; seeing setbacks as manageable; persisting in achieving goals despite obstacles and setbacks.
- **Intentionality:** Thinking and acting “on purpose” and deliberately.

Social Competence

These competencies determine how we handle relationships

- **Social Awareness**

Awareness of others feelings, needs, and concerns

- **Empathy:** Sensing others' feelings and perspectives, and taking an active interest in their concerns
- **Organizational awareness:** Reading a group's emotional currents and power relationships
- **Service ethic:** Anticipating, recognizing, and meeting customers' needs

- **Social Skills**

Adeptness at inducing desirable responses in others

- **Developing others:** Identifying others' development needs and bolstering their abilities
- **Influence:** Wielding effective tactics for persuasion
- **Communication:** Listening attentively and fostering open dialogue
- **Conflict management:** Negotiating and resolving disagreements
- **Visionary leadership:** Inspiring, guiding and mobilizing individuals and groups; articulating a clear, compelling and motivating vision for the future
- **Catalyzing change:** Initiating, managing and leading change
- **Building Bonds:** Nurturing and maintaining relationships, cultivating a wide network; connecting with others on a deeper rather than superficial level.
- **Teamwork & Collaboration:** Working with others toward shared goals. Creating group synergy in pursuit of collective goals.
- **Building Trust:** Being trustworthy and ethical when working and relating to others; ability to establish a bond of trust with others.

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