

Reflecting on Emotional Intelligence

This is a tool for reflection and discussion for participants in *Shaping the Parish*. There's no assumption that it is an objective measurement of a person's EI.

The form is based on Appendix B in the required reading *Primal Intelligence: Learning to Lead with Emotional Intelligence*, Goleman, Boyatzis, and McKee, Harvard Business School Press, 2002 and the EI Framework from the Consortium for Research on Emotional Intelligence in Organizations (www.eiconsortium.org)

Suggested uses:

1. Circle 2 or 3 areas that are strengths and 2 or 3 that you see as weaknesses, blind areas, or special challenges. Possibly share with a few trusted others. Have them comment on what you have said.
2. Use the scales. Rate each broad area. Possibly have a few trusted others also complete the form on you. Discuss.

SELF - AWARENESS

1. Emotional self-awareness: Recognizing one's emotions and their effects. Know which emotions they are feeling and why; are aware of the impact of their behavior on others; understand the relationship between their feelings, thinking and behavior; have a guiding awareness of their values and goals

Very Low						Very High
1	2	3	4	5	6	

2. Accurate self-assessment: Knowing one's strengths and limits. People with this competence are:

- Aware of their strengths and weaknesses
- Reflective, learning from experience
- Open to candid feedback, new perspectives, continuous learning, and self-development
- Able to show a sense of humor and perspective about themselves

Very Low						Very High
1	2	3	4	5	6	

3. Self-confidence: Sureness about one's self-worth and capabilities. People with this competence:

- Present themselves with self-assurance; have "presence"
- Can voice views that are unpopular and go out on a limb for what is right
- Are decisive, able to make sound decisions despite uncertainties and pressures

Very Low						Very High
1	2	3	4	5	6	

SELF - MANAGEMENT

4. Self-control: Managing disruptive emotions and impulses. People with this competence:

- Manage their impulsive feelings and distressing emotions well
- Stay composed, positive, and unflappable even in trying moments
- Think clearly and stay focused under pressure

Very Low

Very High

1	2	3	4	5	6
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5. Trustworthiness: Maintaining standards of honesty and integrity. People with this competence:

- Act ethically and are above reproach
- Build trust through their reliability and authenticity
- Admit their own mistakes and confront unethical actions in others
- Take tough, principled stands even if they are unpopular

Very Low

Very High

1	2	3	4	5	6
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6. Conscientiousness: Taking responsibility for personal performance. People with this competence:

- Meet commitments and keep promises
- Hold themselves accountable for meeting their objectives
- Are organized and careful in their work

Very Low

Very High

1	2	3	4	5	6
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7. Adaptability: Flexibility in handling change. People with this competence:

- Smoothly handle multiple demands, shifting priorities, and rapid change
- Adapt their responses and tactics to fit fluid circumstances
- Are flexible in how they see events

Very Low

Very High

1	2	3	4	5	6
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8. Innovativeness: Being comfortable with and open to novel ideas and new information. People with this competence:

- Seek out fresh ideas from a wide variety of sources
- Entertain original solutions to problems
- Generate new ideas
- Take fresh perspectives and risks in their thinking

Very Low

Very High

1	2	3	4	5	6
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SELF - MOTIVATION

9. Achievement drive: Striving to improve or meet a standard of excellence. People with this competence:

- Are results-oriented, with a high drive to meet their objectives and standards
- Set challenging goals and take calculated risks
- Pursue information to reduce uncertainty and find ways to do better
- Learn how to improve their performance

Very Low						Very High
1	2	3	4	5	6	

10. Commitment: Aligning with the goals of the group or organization. People with this competence:

- Readily make personal or group sacrifices to meet a larger organizational goal
- Find a sense of purpose in the larger mission
- Use the group's core values in making decisions and clarifying choices
- Actively seek out opportunities to fulfill the group's mission

Very Low						Very High
1	2	3	4	5	6	

11. Initiative: Readiness to act on opportunities. People with this competence:

- Are ready to seize opportunities
- Pursue goals beyond what's required or expected of them
- Cut through red tape and bend the rules when necessary to get the job done
- Mobilize others through unusual, enterprising efforts

Very Low						Very High
1	2	3	4	5	6	

12. Optimism: Persistence in pursuing goals despite obstacles and setbacks. People with this competence:

- Persist in seeking goals despite obstacles and setbacks
- Operate from hope of success rather than fear of failure
- See setbacks as due to manageable circumstance rather than a personal flaw

Very Low						Very High
1	2	3	4	5	6	

SOCIAL AWARENESS

13. Empathy: Sensing others' feelings and perspective, and taking an active interest in their concerns. People with this competence:

- Are attentive to emotional cues and listen well
- Show sensitivity and understand others' perspectives
- Help out based on understanding other people's needs and feelings

Very Low						Very High
1	2	3	4	5	6	

14. Service orientation: Anticipating, recognizing, and meeting customers' needs. People with this competence:

- Understand customers' needs and match them to services or products
- Seek ways to increase customers' satisfaction and loyalty
- Gladly offer appropriate assistance
- Grasp a customer's perspective, acting as a trusted advisor

Very Low						Very High
1	2	3	4	5	6	

15. Organizational awareness: Is aware of the social, political and power relationships in an organization; understandings the organizational culture including values and deeper underlying assumptions.

Very Low						Very High
1	2	3	4	5	6	

RELATIONSHIP MANAGEMENT

16. Inspiration: Move people to action with a sense of direction or vision.

Very Low						Very High
1	2	3	4	5	6	

17. Influence: Know how to draw others into a shared effort through persuasion and creating a sense of ownership.

Very Low						Very High
1	2	3	4	5	6	

18. Developing others: Skilled at coaching, guiding and mentoring others.

Very Low						Very High
1	2	3	4	5	6	

19. Change catalyst: Able to see when change is needed and mobilize others

Very Low					Very High
1	2	3	4	5	6

20. Conflict management: Skilled at seeing the level of a conflict and using appropriate methods.

Very Low					Very High
1	2	3	4	5	6

21. Teamwork and collaboration: Able to facilitate a group's movement through the various stages of group formation.

Very Low					Very High
1	2	3	4	5	6