

What Makes a Leader?

By Daniel Goleman ~ Excerpt from Harvard Business Review

The Five Components of Emotional Intelligence at Work

Characteristic	Definition	Hallmarks
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	<ul style="list-style-type: none"> ✓ self-confidence ✓ realistic self-assessment ✓ self-deprecating sense of humor
Self-Regulation	The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgment – to think before acting	<ul style="list-style-type: none"> ✓ trustworthiness and integrity ✓ comfort with ambiguity ✓ openness to change
Motivation	A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy and persistence	<ul style="list-style-type: none"> ✓ strong drive to achieve ✓ optimism, even in the face of failure ✓ organizational commitment
Empathy	The ability to understand the emotional makeup of other people. Skill in treating people according to their emotional reactions	<ul style="list-style-type: none"> ✓ expertise in guiding and retaining talent ✓ cross-cultural sensitivity ✓ service to clients and customers
Social Skill	Proficiency in managing relations and building networks. An ability to find common ground and build rapport	<ul style="list-style-type: none"> ✓ effectiveness in leading change ✓ persuasiveness ✓ expertise in building and leading teams