

Daniel Goleman defines emotional intelligence as:

'The capacity for recognising our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.'

Effective practitioners will show emotional self-awareness, self-confidence, empathy and self-control when supporting and developing others and building effective relationships with their colleagues and other stakeholders.

SELF-AWARENESS

- Emotional self-awareness
- Accurate self-assessment
- Self-confidence

SELF-MANAGEMENT

- Emotional self-control
- Transparency
- Adaptability
- Achievement orientation
- Initiative
- Optimism

SOCIAL AWARENESS

- Empathy
- Organisational awareness
- Service orientation

RELATIONSHIP MANAGEMENT

- Developing others
- Inspirational leadership
- Change catalyst
- Influence
- Conflict management
- Teamwork and collaboration

Source: Goleman, D. (2001). 'An EI-Based Theory of Performance' in *The emotionally intelligent workplace*. Chemiss and Goleman (ed.).