



Emotional and Social Intelligence (Competency)

The spotlight today has shifted away from judging career success by hard skills only and is now being centered increasingly on the 'soft skills' associated with democratic, flexible, team based work cultures. Such skills include getting on with others in the organisation, adapting to the fast changing external environment, and handling stressful situations.

Lack of interpersonal sensitivity, personal flexibility and emotional resilience have tremendous capacity today to wreck the career prospects of highly intelligent, qualified and experienced professionals. Being able to perform intellectual gymnastics, being able to get to the nub of an issue in a logical and incisive manner, demonstrating excellent project management skills, and being task driven count for little if the individual is a source of friction in the team, has difficulty dealing with ambiguity and uncertainty, and is emotionally ill equipped to handle stress and criticism.

Collectively, the 'softer skills' associated with social and emotional competence have been clustered together conceptually under the umbrella of 'emotional intelligence' and the Emotional and Social Competency Report provides an objective measures of these factors.

Here at Lixivium Consulting we can assess your key staff against the core Emotional Intelligence competencies as a way of not only identifying a potential talent pool for Talent Management purposes, but also as a method of developing your existing leaders so that they perform to their full potential.

Lixivium Consulting utilises the Emotional and Social Competency measure to assess the core elements of Emotional Intelligence.

The *Emotional* and *Social* competencies measured by this instrument are outlined below:

EMOTIONAL COMPETENCIES

Self-Awareness	
➤ <i>Emotional Awareness</i>	Recognising one's emotions and their effects. Listening to one's intuitions and incorporating these in decision making.
➤ <i>Accurate Self Assessment</i>	Knowing one's strengths and limitations. Being open to candid feedback, continuous learning, and self development.
➤ <i>Self Confidence</i>	Having a strong sense of self-worth and capabilities. Demonstrating self assurance and the ability to make sound decisions despite uncertainties and pressures.
Self-Regulation	
➤ <i>Self Control</i>	Keeping disruptive emotions and impulses in check. Displaying resilience in the face of set-backs and staying focussed under pressure.
➤ <i>Conscientiousness</i>	Taking responsibility for personal performance. Meeting commitments and adopting an organised approach to one's work.
➤ <i>Adaptability</i>	Being flexible in responding to change. Adapting one's responses to fit fluid circumstances with shifting priorities.
Motivation	
➤ <i>Achievement Drive</i>	Striving to improve or meet a standard of excellence. Being focussed on achieving results, setting challenging goals and taking calculated risks.
➤ <i>Initiative</i>	Displaying proactivity. Being prepared to act on opportunities and bend the rules when necessary to get the job done.
➤ <i>Persistence</i>	Persevering with an activity despite obstacles and setbacks. Operating from hope of success rather than fear of failure.

SOCIAL COMPETENCIES

Empathy	
➤ <i>Understanding Others</i>	Sensing others' feelings and perspectives, and taking an active interest in their concerns. Showing sensitivity and understanding.
➤ <i>Service Orientation</i>	Anticipating, recognising, and meeting customer needs. Understanding customer needs and matching these to services or products.
➤ <i>Organisational Awareness</i>	Reading social and political currents. Showing political savvy by accurately gauging organisational and external realities.

Social Skills	
➤ <i>Influence</i>	Wielding effective tactics for persuasion. Being skilled at winning people over and adapting presentations to suit the listener. Coming across with force and credibility.
➤ <i>Communication</i>	Listening openly and sending convincing messages. Being effective in 'give and take' situations, registering emotional cues in attuning one's message.
➤ <i>Conflict Management</i>	Negotiating and resolving disagreement. Handling conflict to achieve win-win solutions.
➤ <i>Leadership</i>	Inspiring and guiding individuals and groups. Leading by example and arousing enthusiasm for a shared vision.
➤ <i>Change Catalyst</i>	Initiating or managing change. Recognising and championing the need for change.
➤ <i>Building Bonds</i>	Nurturing instrumental relationships. Cultivating and maintaining extensive informal networks, seeking out relationships that are mutually beneficial.
➤ <i>Developing Others</i>	Sensing others' development needs and bolstering their abilities. Displaying a sincere interest in mentoring and coaching one's colleagues.
➤ <i>Teamwork & Collaboration</i>	Creating group synergy in pursuing collective goals. Participating enthusiastically in team activities, being helpful and cooperative and sharing credit with the team.



EMOTIONAL SUB-DOMAINS

- **Self Awareness:** This Sub-domain is fundamentally about knowing one's feelings at the moment and using these to guide decision-making, having a realistic assessment of one's own abilities, and a well-grounded sense of self-confidence. Hence the three specific competencies of *Emotional Awareness, Accurate Self Assessment, and Self Confidence*.
- **Self Regulation:** This Sub-domain is focused on the ability to handle one's emotions so that they facilitate rather than interfere with the task at hand; to be conscientious and to delay gratification to pursue goals; to recover well from emotional distress; and to adapt to fast changing circumstances. Hence the three component competencies of *Self Control, Conscientiousness and Adaptability*.
- **Motivation:** This Sub-domain is about energetically pursuing one's goals, taking the initiative and striving to improve, and persevering in the face of setbacks and frustrating events. Hence the three competencies of *Achievement Drive, Initiative, and Persistence*.

SOCIAL SUB-DOMAINS

The remaining competencies are grouped under the Social Domain and are essentially concerned with handling *other* people's emotions. These constitute the Social Competencies in the EC Report.

- **Empathy:** This Sub-domain is about sensing what people are feeling, being able to take their perspective, and cultivating rapport with a broad diversity of people. Hence the three competencies of *Understanding Others, Service Orientation and Organisational Awareness*.
- **Social Skills:** This Sub-domain concerns handling emotions in relationships constructively and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, and to cooperate with other members of a team. Hence the eight specific competencies of *Influence, Communication, Conflict Management, Leadership, Change Catalyst, Building Bonds, Developing Others and Teamwork & Collaboration*.