



“Managing & Directing Change”

Personal Assessment

for

Increasing Emotional and Social Intelligence

During Times of Change

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Overview of the Emotional & Social Intelligence Competencies

Exercise One: Carefully review and learn more about these competencies of people who demonstrate a high degree of emotional and social competence in today's workplaces.

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
- **Self-confidence:** A strong sense of one's self-worth and capabilities

Self-Regulation

Managing one's internal states, impulses, and resources

- **Self-control:** Awareness of / managing disruptive emotions and impulses
- **Performance state change:** accessing and cultivating positive performance states
- **Trustworthiness:** Maintaining standards of honesty and integrity
- **Conscientiousness:** Taking responsibility for personal performance
- **Adaptability:** Flexibility in handling change
- **Innovation:** Being comfortable with novel ideas, approaches, and new information

Motivation

Emotional tendencies that guide or facilitate reaching goals

- **Achievement drive:** Striving to improve or meet a standard of excellence
- **Commitment:** Aligning with the goals of the group or organization
- **Initiative:** Readiness to act / acting on opportunities
- **Optimism:** Persistence in pursuing goals despite obstacles and setbacks

Social Competence

These competencies determine how we handle relationships

Social Awareness

Awareness of others' feelings, needs, and concerns; understanding social patterns and dynamics

- **Primal empathy:** Feeling with others; sensing non-verbal emotional signals
- **Empathy:** Awareness of other' feelings, needs and concerns
- **Empathic accuracy:** Accurately understanding another person's thoughts, feelings, and intentions
- **Attunement:** Listening with full receptivity; attuning to a person
- **Understanding others:** Sensing others' perspectives, and taking an interest in their concerns
- **Developing others:** Sensing others' development needs and bolstering their abilities
- **Service orientation:** Anticipating, recognizing, and meeting customers' needs
- **Leveraging diversity:** Cultivating opportunities through different kinds of people
- **Social cognition:** Reading a group's emotional currents, social dynamics and power relationships

Social Management

Adeptness at inducing desirable responses & interactions with others

- **Synchrony:** Interacting smoothly at the non-verbal level
- **Influence:** Using effective tactics for persuasion; shaping the outcome of a social interaction
- **Self-Presentation:** Presenting ourselves effectively
- **Communication:** Listening openly and sending convincing messages
- **Conflict management:** Negotiating and resolving disagreements
- **Leadership:** Inspiring and guiding individuals and groups
- **Change catalyst:** Initiating or managing change
- **Building bonds:** Nurturing instrumental relationships
- **Collaboration and cooperation:** Working with others toward shared goals
- **Building teams / groups:** Creating group synergy to pursue collective goals

Exercise 2: Self Assessment – Emotional & Social Intelligence Competencies

Honestly assess yourself (High (H), Medium (M), and Low (L)) on these EI / SI competencies. Note areas for development. Share your work with a partner on your team.

EI / SI Competencies	Rating	Development Opportunities
Self Awareness		
• Emotional Awareness		
• Accurate self-assessment		
• Self-confidence		
Self-Regulation		
• Self-Control		
• Performance state change		
• Trustworthiness		
• Conscientiousness		
• Adaptability		
• Innovation		
Motivation		
• Achievement drive		
• Commitment		
• Initiative		
• Optimism		
Social Awareness		
• Primal Empathy		
• Empathy		
• Empathic accuracy		
• Attunement		
• Understanding others		
• Developing others		
• Service orientation		
• Leveraging diversity		
• Social cognition		
Social Management		
• Synchrony		
• Influence		
• Self-Presentation		
• Communication		
• Conflict management		
• Leadership		
• Change catalyst		
• Building bonds		
• Collaboration and cooperation		
• Building teams / groups		