

## Emotional Intelligence Matrix

### Capacities -- Competencies--Skills-Workplace Behaviors

Capacities	Competencies*	EXAMPLES OF DEMONSTRATED SKILLS -- BEHAVIOR IN THE WORKPLACE
<b>SELF REFLECTION</b>  <b>SELF AWARENESS</b>	<b>Emotional Self Awareness</b>  <b>Accurate Self Assessment</b>	<ul style="list-style-type: none"> <li>● Takes responsibility for my own feelings, thoughts, wants, and actions</li> <li>● Can quickly and easily access and describe thoughts, wants, &amp; feelings under stress</li> <li>● Aware of the level of intensity of my feelings with ability to separate past intensity from present</li> <li>● Able to observe myself in situations, particularly difficult or stressful situations and make choices in the moment</li> <li>● Able to access and use my feelings (anger, anxiety, fear, jealousy, sexual attraction, excitement, sadness, shame, joy, disappointment, etc) in an appropriate manner in any context to facilitate learning and achieving goals</li> <li>● Able to observe myself, and use that information in the moment to change my course when appropriate</li> <li>● Able to focus on self &amp; the other, moving between self and other with ease</li> <li>● Values, honors, and trusts my own experience</li> </ul>
<b>SELF REGULATION</b>  <b>or</b>  <b>SELF SOOTHING</b>	<b>Self control</b>  <b>Innovativeness</b>  <b>Adaptability</b> <b>Resilience</b>  <b>Trustworthiness</b> <b>Conscientiousness</b>  <b>Leadership</b>	<ul style="list-style-type: none"> <li>● Deals with difficult issues in a straight forward, direct, non-blaming manner</li> <li>● Able to take difficult news or negative feedback, staying present and listening without blame or defending</li> <li>● Ability to monitor the intensity of responses in a manner that is appropriate for the context</li> <li>● Has the competence to use his/her own skills and those within the organization to lead innovative programs that may be challenged by others</li> <li>● Can soothe oneself and separate self from other when being dismissed, diminished, challenged, ignored etc, retaining the ability to let in information and make informed, non-reactive choices</li> <li>● Can manage oneself during times of real adversity, retaining the ability to make informed choices and serve as a positive balance for others</li> <li>● Fosters open communication and stay receptive to bad news as well as good</li> <li>● Takes responsibility for one's own actions</li> <li>● Can be counted on by others for honesty, trustworthiness in decisions, work, and communication</li> <li>● Able to soothe one's own emotions sufficiently to remain concerned about others and remain committed and conscientious in getting the job done</li> <li>● Can cope with the unexpected, chaos, and the predictable high anxiety that results within the organization.</li> <li>● Able to maintain a "low anxious" presence under pressure which is a primary factor in helping others cope</li> <li>● Able to manage one's emotions sufficiently to allow for &amp; invite different opinions in the midst of chaos</li> </ul>
<b>EMPATHY</b>	<b>Developing Others</b>  <b>Political Awareness</b>  <b>Conflict management</b>  <b>Building team bonds</b>  <b>Leadership</b>  <small>*Competence list from Goleman, 1998</small>	<ul style="list-style-type: none"> <li>● Is attentive to emotional cues and listens well</li> <li>● Acknowledges and rewards peoples strengths and accomplishments</li> <li>● Offers useful feedback and identifies peoples need for future growth</li> <li>● Mentoring-gives timely coaching, and offers assignments that challenge and foster a person's ability</li> <li>● Understands the power structure within an organization and uses it well</li> <li>● Showa sensitivity and understanding of the other's perspective with valuing others perceptions</li> <li>● Helps out based on understanding of other peoples' needs and feelings</li> <li>● Respect and relate well to people from varied backgrounds and different perspectives</li> <li>● Values and uses diversity</li> <li>● Understands diverse worldviews with sensitivity and appreciation for group differences</li> <li>● Challenges bias and intolerance</li> <li>● Values, respects, and supports indi vidual team members and protects the groups boundaries to ensure getting the job done</li> <li>● Cultivates and maintains extensive information networks</li> <li>● Seeks out relationships that are mutually beneficial</li> <li>● Builds rapport and keep others in the loop</li> <li>● Makes and maintairs personal friendships among work associates</li> <li>● Articulates and arouses enthusiasm for a shared vision and mission</li> <li>● Able to step forward to lead as needed, regardless of the position</li> <li>● Guides the performance of others while holding them accountable</li> </ul>

