

Emotional Intelligence (EQ):



**The Challenge to
Cooperative Leadership
and Management**

Rev. Fr. Anton C.T. Pascual

WHAT IS EI?

EMOTIONAL

INTELLIGENCE is...

TECHNICAL

EI is a type of social intelligence that involves the ability to monitor one's own and other's emotions to discriminate among them, and to use the information to guide one's thinking and actions by (Mayer and Salovey, 1993)

Layperson's Language

EI is knowing how you and others feel and what to do about it.

Goleman's

definition



Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and our relationships.

Working with Emotional Intelligence" 1998

EI Cooperative Leadership Competencies

**SELF-
AWARENESS**

**SOCIAL
AWARENESS**

**SELF-
MANAGEMENT**

**RELATIONSHIP
MANAGEMENT**



EI Cooperative Leadership Competencies

**SELF-
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**SOCIAL
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**RELATIONSHIP
MANAGEMENT**



First Domain:

SELF-AWARENESS

recognizing, naming, and understanding the cause of one's feelings



Emotional Self- Awareness

- ✓ Reading one's own emotions and recognizing their impact.



Accurate Self-Assessment

✓ Knowing one's strengths and limits



Self-Confidence

- ✓ A sound sense of one's self-worth and capabilities



SELF-AWARENESS

- ✓ **Emotional Self-Awareness:**
reading one's emotions &
recognizing their impact
- ✓ **Accurate Self-Assessment:**
knowing one's strengths and limit
- ✓ **Self-Confidence:** a sound sense of
one's self-worth & capabilities

EI Cooperative Leadership Competencies

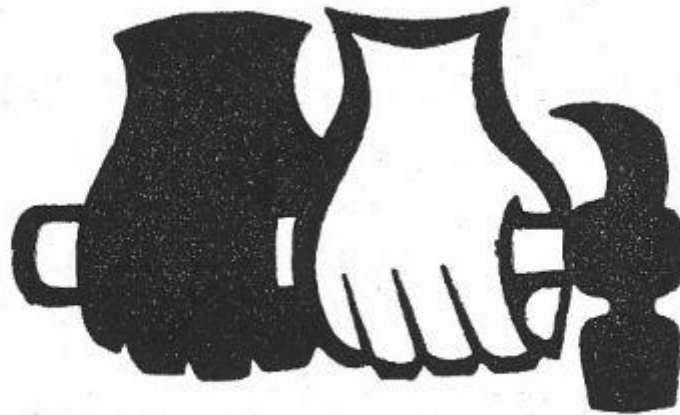
SELF- AWARENESS	SOCIAL AWARENESS
SELF- MANAGEMENT	RELATIONSHIP MANAGEMENT

Second Domain: **SELF MANAGEMENT**

**(Handling emotions
appropriately): demonstrating
productive options for managing
stress and upsetting feelings
rather than "acting-out"
negatively**

Emotional Self-Control

- ✓ Keeping disruptive emotions and impulses under control



We work together to live

Transparency

- ✓ Displaying honesty and integrity; trustworthiness



Adaptability

- ✓ Flexibility in adapting to changing situations or overcoming obstacles



Achievement

- ✓ The drive to improve performance to meet inner standards of excellence



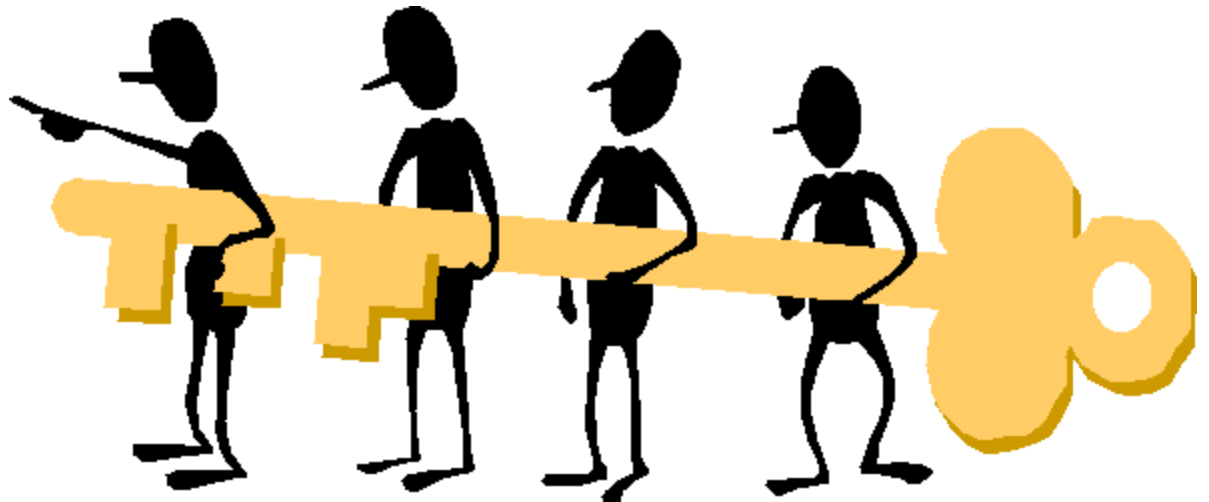
Initiative

- ✓ Readiness to act and seize opportunities



Optimism

- ✓ Viewing things/situation positively



SELF-MANAGEMENT

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



EI Cooperative Leadership Competencies

SELF- AWARENESS	SOCIAL AWARENESS
SELF- MANAGEMENT	RELATIONSHIP MANAGEMENT

Third Domain:

SOCIAL AWARENESS

(Empathy): recognizing
and understanding
emotions in others



Empathy

- ✓ Sensing others' emotions, understanding their perspective, and taking active interest in their concerns



Organizational Awareness

- ✓ Reading the currents, decision networks, and politics at the organizational level



Service

- ✓ Foster an emotional climate so that people directly in touch with the customer or client will keep the relationship on the right track
- ✓ Monitor customer or member satisfaction carefully to ensure they are getting what they need

SOCIAL AWARENESS

- ✓ Empathy
- ✓ Organizational awareness
- ✓ Service

EI Cooperative Leadership Competencies

SELF- AWARENESS	SOCIAL AWARENESS
SELF- MANAGEMENT	RELATIONSHIP MANAGEMENT

Fourth Domain:

RELATIONSHIP MANAGEMENT

**handling emotions
in relationships and
interacting harmoniously
with others.**

Inspirational Leadership

- ✓ Guiding and motivating with a compelling vision

Influence

- ✓ Finding just the right appeal for a given listener
- ✓ Persuasive and engaging when they address a group



Change Catalyst

- ✓ Able to recognize the need for the change, challenge the status quo, champion the new order
- ✓ Strong advocates for the change even in the face of opposition, making the argument for it compellingly
- ✓ Find practical ways to overcome barriers to change

Developing Others

- ✓ Bolstering others' abilities through feedback and guidance

Conflict Management

- ✓ Surface the conflict, acknowledge the feelings & views of all sides
- ✓ Redirect the energy toward a shared ideal

Building Bonds:

- ✓ Cultivating and maintaining a web of relationships



Teamwork and Collaboration

- ✓ Draw others into active, enthusiastic commitment to the collective effort, and build spirit and identity. They spend time forging and cementing close relationships beyond mere work obligations.



RELATIONSHIP MANAGEMENT

- ✓ Inspirational Leadership
- ✓ Influence
- ✓ Change Catalyst
- ✓ Developing Others
- ✓ Conflict Management
- ✓ Building Bonds
- ✓ Teamwork & Collaboration

EI Cooperative Leadership Competencies

**SELF-
AWARENESS**

**SOCIAL
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**SELF-
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**RELATIONSHIP
MANAGEMENT**

SELF-AWARENESS

- ✓ **Emotional Self-Awareness:**
- ✓ **Accurate Self-Assessment:**
- ✓ **Self-Confidence**

SELF-MANAGEMENT

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

SOCIAL AWARENESS

- ✓ Empathy
- ✓ Organizational awareness
- ✓ Service

RELATIONSHIP MANAGEMENT

- ✓ Inspirational Leadership
- ✓ Influence
- ✓ Change Catalyst
- ✓ Developing Others
- ✓ Conflict Management
- ✓ Building Bonds
- ✓ Teamwork & Collaboration

Sources:

Emotional Intelligence

By Daniel Goleman



Thank
You

