

We all know that anything out of balance can become troublesome. Well, as it turns out, this applies to Emotional Intelligence (EQ) as well! In a recent Harvard Business Review article, *Emotional Intelligence Has 12 Elements. Which Do You Need To Work On?*, Daniel Goldman and Richard Boyatzis identify the 12 critical elements to Emotional Intelligence that go well beyond the “soft skills” of sociability, sensitivity and likeability that most people associate with EQ.

While being kind and positive is certainly desirable, there are other critical elements of EQ that could make you a stronger and more effective leader. The ability to deliver difficult feedback, the courage to drive change and the creativity to think outside the box are just three of the competencies that are part of a well-balanced array of EQ capabilities that prepare leaders to take on tough challenges.

Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation		Conflict management
	Positive outlook	Organizational awareness	Teamwork
			Inspirational leadership

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Here’s how it works. If you are strong in the EQ competency of conflict management, you are able to give difficult or unpleasant feedback to people in a manner that allows the recipient to grow. Someone strong in conflict management can bring simmering issues to the surface and allow the team to move forward in a positive way.

The inspirational leadership competency allows you to articulate a vision or mission that resonates with the people with whom they work. This is an essential skill when driving change in your organization.

The 12 EQ competencies are learnable capabilities that allow outstanding performance and should be a part of any leader’s development priorities.

How can you tell where your EQ needs improvement? You may have strengths in some of the competencies but remember that it's the balance that really helps you succeed. One way to increase your aptitude is to simply review the 12 competencies. Another is to use a formal tool to measure your skills. The MSCEIT is a commercially available product. You can also do a 360 assessment. The good news is that The Council's Leadership Academy can help. We are offering a three-week virtual workshop on Emotional Intelligence beginning March 9. [Let us help you bring your skills into balance.](#)

To read more about EQ, read the full article [here](#).