

Original Goleman EI Model (Domains and Clusters, from *Primal Leadership*)

Self-Awareness

Emotional self-awareness: Reading one's own emotions and recognizing their impact; using "gut sense" to guide decision

Accurate self-assessment; knowing one's strengths and limits

Self-confidence; a sound sense of one's self-worth and capabilities

Self-Management

Emotional self-control: Keeping disruptive emotions and impulses under control

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: Seeing the upside in events

Social Awareness

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: Recognizing and meeting follower, client, or customer needs

Relationship Management

Inspirational leadership: Guiding and motivating with a compelling vision

Influence: Wielding a range of tactics for persuasion

Developing others: Bolstering others' abilities through feedback and guidance

Change catalyst: Initiating, managing, and leading in a new direction

Conflict management: Resolving disagreements

Building bonds: Cultivating and maintaining a web of relationships

Teamwork and collaboration: Cooperation and team building