

12 Distinguishing Competencies that Lead to Great Performance:

90-100% of Outstanding Leaders Possess these Competencies

25+ years of research in neurology and specific study of the factors that contribute to workplace success have resulted in breakthrough perceptions about intelligence. Data on performance in many industries has resulted in a body of study called **Emotional Intelligence**. These studies have identified the “intangibles” that predict success at work. Emotional intelligence explains why, despite equal intellectual capacity or experience, some people excel while others lag behind. It is no “accident” that certain competencies are found repeatedly in high performers. Many are found in high performers at all levels, from customer service reps to CEOs. We *all* must have the courage to look in the mirror and find ways to build these talents.

	<i>Domain</i>	<i>Competency</i>	<i>1 → 10?</i>
Intrapersonal <i>“within the self”</i>	Self-Awareness	Emotional Self-Awareness – Recognize how feelings affect them and their performance; values often decide best course of action; can be candid and authentic, can also speak with conviction about their vision.	
	Self-Regulation	Emotional Self-Control – Find ways to manage emotions and impulses; self-control to stay calm and clear-headed under stress or during a crisis, maintaining emotional balance.	
		Adaptability – Can juggle multiple demands while focused on group’s goals. Comfortable with uncertainty; flexible adapting to new challenges and nimble in adjusting to sudden change.	
		Achievement Orientation – Have high standards for themselves and others. Set measurable, challenging goals, and continually learn how to improve, along with their team.	
		Positive Outlook – Sees opportunity in situations where others would see a setback. See others positively and expect the best of them; “glass half-full” outlook leads them to expect that changes will be for the better.	
Interpersonal <i>“outside of the self”</i>	Social Awareness	Empathy – Able to understand unspoken emotions of others; listens attentively while understanding other perspectives; gets along well with diverse people and can express ideas in ways others understand.	
		Organizational Awareness – Can detect networking opportunities and read key power relationships; understand the forces at work in an organization and also the guiding values and unspoken rules.	
	Relationship Management	Influence – Know how to appeal to others and build buy-in from key people. They are persuasive and engaging when they address a group.	
		Coach and Mentor – Has genuine interest in helping others; understands the goals and strengths of others while working to address growth needs; they give timely and constructive feedback.	
		Inspirational Leadership – Able to move the people with whom they work; articulate a shared mission in a way that inspires others to follow; offer a sense of common purpose beyond the day-to-day.	
		Conflict Management – Takes time to understand different perspectives; works toward finding common ground; acknowledges views of all sides while redirecting the energy toward an agreeable resolution.	
		Teamwork – Leaders who create an atmosphere of respect, helpfulness, and cooperation. They draw others into active commitment to the effort. They build spirit, positive relationships, and identity.	

How well do we know what we are imposing on the people who have to deal with us? Do we know how approachable we are? Do we CARE? Do we connect well? Do we build or destroy trust? Do we take personality style into account? Do we let our egos blind us or get in the way of our growth? Do we seek to respond appropriately to any situation, or go with our default mode?

