An **emotional competence** is a learned capacity based on emotional intelligence that results in outstanding performance at work. For superior performance in jobs of all kinds, emotional competence matters twice as much as IQ plus technical skill combined.
Personal Competence
These competencies determine how we manage ourselves

- **Self-Awareness**
  *Knowing one's internal states, preferences, resources, and intuitions*
  - **Emotional awareness**: Recognizing one's emotions and their effects
  - **Accurate self-assessment**: Knowing one's strengths and limits
  - **Self-confidence**: A strong sense of one's self-worth and capabilities

- **Self-Management**
  *Managing one's internal states, impulses, and resources*
  - **Emotional Self-control**: Keeping disruptive emotions and impulses in check
  - **Transparency**: Maintaining integrity, acting congruently with one’s values
- **Adaptability**: Flexibility in handling change
- **Achievement Orientation**: Striving to improve or meeting a standard of excellence
- **Initiative**: Readiness to act on opportunities
- **Optimism**: Persistence in pursuing goals despite obstacles and setbacks
Social Competence
These competencies determine how we handle relationships

- **Social Awareness**
  Awareness of others feelings, needs, and concerns
  
  - **Empathy**: Sensing others' feelings and perspectives, and taking an active interest in their concerns
  
  - **Organizational awareness**: Reading a group's emotional currents and power relationships
  
  - **Service orientation**: Anticipating, recognizing, and meeting customers' needs

- **Relationship Management**
  Adeptness at inducing desirable responses in others
- **Developing others**: Sensing others' development needs and bolstering their abilities

- **Inspirational Leadership**: Inspiring and guiding individuals and groups

- **Influence**: Wielding effective tactics for persuasion

- **Change catalyst**: Initiating or managing change

- **Conflict management**: Negotiating and resolving disagreements

- **Teamwork & Collaboration**: Working with others toward shared goals. Creating group synergy in pursuing collective goals.
WHY ARE ORGANIZATIONS INTERESTED IN DEVELOPING EMOTIONAL INTELLIGENCE?

According to studies, Emotional Intelligence is on the decline across all economic groups across all cultures. The most telling signs of this are in rising rates among young people. The generation that is falling behind in emotional intelligence is entering the workforce today.

As a result, a survey of American employers reveals that:

- More than 50% of the people who work for them lack the motivation to keep learning and improving in the job.
- 4 in 10 people are not able to work cooperatively with fellow employees.
- Only 19% of entry level applicants have enough self-discipline in their work habits.
- Billions of dollars are wasted on development programs leading to a less than desired return on investment in leadership training.
• 70% of all change initiatives are not netting the desired results due to people issues - ability to lead, work with others in teams, take initiative, deal with change, etc.
When it comes to technical skill and the core competencies that make a company competitive, the ability to outperform others depends on the relationships of the people involved which ultimately relates to the degree of emotional intelligence of its employees and leaders.

And there is a ripple effect - leaders possessing emotional intelligence will create an effective work climate that will further develop emotional intelligence at the subordinate levels. Studies show that, outstanding organizations that employ individuals with a high degree of emotional intelligence hold the following in common:

**Success Factors of Emotionally Intelligent**
Organizations

Organizational commitment to a basic strategy

Collaboration, support and sharing resources

Initiative to stimulate improvements in performance

Innovation, risk taking and learning together

Open communication and trust-building with all stakeholders

A passion for competition and continual improvement

Building relationships inside and outside that offer competitive advantage

A balance between the human and financial side of the company's agenda
WHO NEEDS EMOTIONAL INTELLIGENCE?

Research shows that for jobs of all kinds, emotional intelligence is twice as important as IQ plus technical skills.

Emotional intelligence is more than 85% of what sets star performers from the average.

The higher the level of a job's complexity and authority, the greater the impact of outstanding performance on the bottom-line.

Top managers can add or destroy huge economic value, and the higher the level, the higher the leverage - so the higher the impact.

We are talking about "hard" results such as improved profitability from higher productivity, increased sales and lowered costs as well as "softer" results as increased morale and motivation, greater cooperation, lower turnover and loss of talent.

The Value of Emotional Intelligence
<table>
<thead>
<tr>
<th>Level of Job Complexity</th>
<th>Impact of emotional intelligence</th>
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<tbody>
<tr>
<td>Low complexity jobs (like machine operators or clerks)</td>
<td>The top 1% produce 3 times more output than the bottom 1%</td>
</tr>
<tr>
<td>For medium complexity jobs (like sales clerks or mechanics)</td>
<td>The top 1% is 12 times more productive than the bottom 1%</td>
</tr>
<tr>
<td>For high complexity jobs (like insurance sales people, account managers, physicians)</td>
<td>The added value to the top 1% is 127% greater than the average</td>
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