

The 10 Emotional Capital Leadership Competences

Using Emotional Intelligence to help you be a better leader

‘Emotional Capital is a new psychology of leadership that describes a set of emotional and social skills that are most effective at influencing others.’ Martyn Newman, 2007

Emotional Capital is the value created by the positive morale, engagement and commitment demonstrated by employees and customers.

Emotions are important - they create strong relationships between organizations, customers and employees. Positive emotions and the behaviours linked to them can be developed through self-knowledge, coaching and practice. The best leaders are not only skilled at managing their own emotions, but they also understand the impact emotion has on the performance of their teams and stakeholders.

The ten leadership competences are:

1. Self-knowledge

This is the fundamental leadership competence: if you don't understand yourself and your responses you will find leading and motivating others very difficult. Skilled leaders are aware of their emotional experiences and know what they are feeling most of the time. They understand how their feelings and emotions impact on their personal opinions, attitudes and judgements. They understand the impact of their behaviour of on those around them.

2. Self-confidence

Leaders high in self-confidence accept, respect and like themselves. They trust in their skills, abilities and judgements and can stay motivated even when times are challenging. This is not the same as arrogance!

3. Self-reliance

Self-reliant leaders recognize that they don't need others to lead or take control. They can make decisions and trust in their own judgement. They take responsibility for their decisions and actions and like taking charge of things.

4. Self-actualization

Good leaders are committed to achieving long-term goals. They have good work/life balance and take satisfaction from what they have achieved. They have a strong sense of purpose and are fulfilled.

5. Straightforwardness

Leaders high in straightforwardness have the ability to express their feelings and opinions openly and directly, while respecting the fact that other people may think differently. They

give clear messages and are comfortable challenging those around them. They can say no. They do not bulldoze or bully. They communicate clearly and consistently.

6. Skill at relationships

Developing and maintaining collaborative and rewarding relationships is fundamental to leadership success. The best leaders value working with others and people enjoy working with them. They like helping people achieve things.

7. Empathy

Leaders with good empathy are aware of and understand other people's feelings, and they take them into account when making decisions. They are good listeners and sensitive to how other people are feeling. They also understand the importance of what's *not* being said.

8. Self-control

Consistent leaders manage their emotions well and can hold back until they have had time to think about the best course of action. They stay calm and productive even in stressful situations. They project a composed and reliable presence. They are not impulsive or unreliable and their teams trust them.

9. Adaptability

Good leaders can adapt their thinking, feelings and actions in response to changing circumstances. They're tolerant of others and receptive to new ideas. They are champions of change and very open-minded but not impulsive or inconsistent

10. Optimism

Optimistic leaders sense opportunities even when things are going wrong. They are resilient and can see the big picture. They have a positive outlook and a growth mindset but they are not Pollyannas – they are realistic and their optimism is grounded in reality.

Most leaders are highly skilled in one or two of these competences and they are their signature strengths. They will be skilled or reasonably skilled in five or six of the competences, which could become signature strengths with some attention, practice and coaching. One or two competences will need developing, usually the ones that are opposite to their signature strengths. For example, a leader with straightforwardness as a signature strength may need to work on their empathy. Leaders who do not have much self-knowledge often also need to work on their self-control.

To find out more about developing your own Emotional Capital email me at jackie@alquimia.co.uk or call me on 07485 248 353.