



The Basic Ingredients of Effective Primal Leadership

Realizing the Power of EI Competencies

Effective primal leaders create resonance—they drive their own and others’ emotions in a positive direction. Research has shown that the foundation for this powerful kind of leadership resides in four core domains of emotional intelligence (EI)—self-awareness, self-management, social awareness, and relationship management—which in turn are enabled by specific EI competencies. The first two domains determine how well we manage ourselves and our emotions; the latter two dictate how well we recognize and manage the emotions of others.

Domain	Definition	Required Competencies	Enables us to...
Self Awareness	Reading one’s own emotions and recognizing their impact; Using “gut sense” to guide decisions	<i>Accurate Self-Assessment</i> : knowing one’s strengths and limits <i>Self-Confidence</i> : a sound sense of one’s self-worth and capabilities	Act with conviction and authenticity
Self-Management	Keeping disruptive emotions and impulses under control; the focused drive to achieve a goal; resembles an ongoing inner conversation; frees us from being prisoners of our feelings.	<i>Transparency</i> : displaying honesty and integrity; trustworthiness <i>Adaptability</i> : flexibility in adapting to changing situations or overcoming obstacles <i>Achievement</i> : the drive to improve performance to meet inner standards of excellence <i>Initiative</i> : readiness to act and seize opportunities	Act with mental clarity and concentrated energy when disruptive emotions threaten to throw us off-track; to embody an optimistic enthusiasm that lifts and inspires others

Source: *Primal Leadership: Realizing the Power of Emotional Intelligence*, Daniel Goleman, Richard Boyatzis and Annie McKee, Harvard Business School Press; 2002

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Domain	Definition	Required Competencies	Enables us to...
Social Awareness	Ability to attune to how others feel in a given situation	<p><i>Empathy</i>: sensing others’ emotions, understanding their perspective, and taking active interest in their concerns</p> <p><i>Organizational Awareness</i>: reading the currents, decision networks, and politics at the organizational level</p> <p><i>Service</i>: recognizing and meeting the needs of followers and customers</p>	<p>be socially effective in all aspects of life; to excel at recognizing and meeting the needs of others; to motivate and retain talented people who are critical to achieving group goals</p>
Relationship Management	Ability to guide the emotional tone of the group	<p><i>Inspirational Leadership</i>: guiding and motivating with a compelling vision</p> <p><i>Influence</i>: wielding a range of tactics for persuasion</p> <p><i>Developing Others</i>: bolstering others’ abilities through feedback and guidance</p> <p><i>Change Catalyst</i>: initiating, managing, and leading a new direction</p> <p><i>Conflict Management</i>: de-escalating disagreements and orchestrating resolutions</p> <p><i>Building Bonds</i>: cultivating and maintaining a web of relationships</p> <p><i>Teamwork and Collaboration</i>: cooperation and team-building</p>	<p>interact in ways that catalyze resonance; to find common ground between people and build rapport; to articulate a vision that has the ring of truth for those we lead; to direct and guide with firmness</p>