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Emotional Self-Awareness: A Primer (Building Blocks of Emotional Intelligence Book 1)

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19 Highlights | 2 Notes

Highlight (Yellow) | Location 25

Emotional Self-Awareness is the ability to understand your own emotions and their effects on your performance. You know what you are feeling and why – and how it helps or hurts what you are trying to do. You sense how others see you, and so align your self-image with a larger reality. You have an accurate sense of your strengths and limitations, which gives you a realistic self-confidence. It also gives you clarity on your values and sense of purpose, so you can be more decisive when you set a course of action. As a leader, you can be candid and authentic, speaking with conviction about your vision.

Highlight (Yellow) | Location 38

If you want to know the best person for a given job, don't look at their IQ scores, don't look at how well they did in school. Look, instead, at people now in your organization who are in the top 10% of performers who hold that position. Compare them with people in the same job who are only average. Do a systematic analysis and determine the abilities or competencies that you find in the stars that you don't see in the average performers. That gives you what is called a competence model.

Highlight (Yellow) | Location 45

There are two kinds of competencies. There are threshold competencies that everyone needs to get the job. IQ turns out to be largely a threshold competency.

Highlight (Yellow) | Location 48

The other kind of competency is called a distinguishing competency, and is what sets the outstanding performers apart from the average ones at any given job. It's the distinguishing competencies that count in terms of promotion, in terms of being a highly effective, star performer, or an outstanding leader.

Highlight (Yellow) | Location 58

It turned out, for jobs of all kinds at all levels, on average, emotional intelligence was twice as important as cognitive ability in terms of the distinguishing competencies. The higher you go in the organization, the more it matters. For top leadership positions, many organizations have determined that 80 to 90%, sometimes 100%, of the competencies that set apart their star leaders are based on emotional intelligence.

Highlight (Yellow) | Location 62

There are four parts to my Emotional and Social Intelligence model: Self-Awareness Self-Management Social Awareness Relationship Management

Highlight (Yellow) | Location 71

We distilled them down to twelve generic Competencies that embody the core of distinguishing abilities of leaders in organizations of all kinds. From that we developed a 360-degree rating instrument called the Emotional and Social Competency Inventory. By 360-degree, I mean the instrument has the leader rate themselves and choose people whom they trust and whose opinions they value to also rate them. This gives the fullest picture, combining a self-assessment with the same evaluations by other people. This assessment instrument, called the ESCI 360, is available from Korn Ferry Hay Group.

Highlight (Yellow) | Location 76

There are two sets of emotional intelligence abilities. The first is crucial for leading ourselves, for self-management. It includes Emotional Self-Awareness and Emotional Self-Control. You see it in outstanding individual contributors such as a top software engineer. These are people whose excellence is based mostly on solo work, not on teamwork. The second set of abilities deal with our relationships, with Empathy, with our awareness of others. And these abilities are crucial for teamwork, for sales, for handling clients, and particularly for leadership. The self-management Competencies are: Emotional Self-Awareness Emotional Self-Control Positive Outlook Achievement Orientation Adaptability The relationship management Competencies are: Empathy Organizational Awareness Influence Coach and Mentor Inspirational Leadership Teamwork Conflict Management

Highlight (Yellow) | Location 91

If a leader has strengths in six to ten of these Emotional and Social Intelligence Leadership Competencies, he or she produces a very positive climate. The styles that tend to produce a positive work climate are: The visionary leader who articulates a shared mission and gives long-term direction; the participative leader, who gets consensus inputs to generate new ideas and build commitment; the coaching leader who fosters personal and career development; and, the affiliative leader, who creates trust and harmony.

Highlight (Yellow) | Location 99

On the other hand, if a leader has strengths in three or fewer of the twelve Emotional and Social Intelligence Leadership Competencies, they tend to fall back on what's called the directive, or coercive approach, just giving commands and ordering people around. That doesn't work in the long run, because these leaders don't engage their team members.

Highlight (Yellow) | Location 114

Recent surveys have suggested 70% of the people that work in North America don't feel engaged in their work.⁶ Engagement means you care enough to use your talent. Does your work matter to you? This research suggests

that most people care so little that they are not using their competencies. This is a major motivational crisis for those leaders who are not tapping into their people's talent. A number of leadership studies⁷ published in the academic literature right now are using the engagement of subordinates and others as a key indicator of whether you are an effective leader.

Highlight (Yellow) | Location 151

The amygdala is constantly scanning the environment to see if we're safe, or if there's a threat. If it thinks a situation is threatening, it can hijack, or take over control from, the prefrontal cortex. That means during that period the amygdala tells us what to do. We aren't planning. We aren't learning. We're just running on whatever self-preservation program the amygdala thinks we have to execute right now. This strategy has helped us enormously in survival and evolution, but in modern life this mechanism becomes misdirected. The amygdala perceives threats in situations that don't really endanger our lives, such as when a colleague criticizes our work or we worry that we've made a big mistake. The amygdala's response is designed to be instantaneous. It makes snap judgments. This is good if you need to jump out of the way of a fast-approaching car, but can be inappropriate if, say, you react emotionally in a meeting rather than staying composed.

Highlight (Yellow) | Location 163

There are three signs of an amygdala hijack: You have a very strong emotional reaction like rage, going numb, or fear, that isn't appropriate for the situation. This reaction is triggered very quickly. When the dust settles, when it's all over, you think, "HmMMM, I wish I hadn't done that. I wish I hadn't said that thing, because it just didn't work." You have some regret.

Highlight (Yellow) and Note | Location 168

The good news is that when the amygdala starts to have an emotional impulse, it sends the signal to the prefrontal cortex, which more often than not can manage it well. It can say, "I don't have to get angry right now. I don't have to be afraid. In fact, we can do something else that is more productive." The smooth interaction of the amygdala and the prefrontal cortex underlies the self-management Competencies of Emotional Intelligence.

Like Stephen Covey's famous quote about choice

Highlight (Yellow) | Location 181

Mirror neurons let us know what they're feeling, what they're doing, and what they're intending. So, we automatically attune and feel what the other person feels. This lets us be on the same page during an interaction—we instantly harmonize, creating an unconscious connection.

Highlight (Yellow) | Location 186

This social circuitry makes leaders' actions and words matter greatly. In any human group, people pay most attention to and put most importance on what the most powerful person in that group says or does. This means that leaders are the most powerful at spreading their emotions.¹⁵

Highlight (Yellow) | Location 192

There are three ingredients of rapport that are based on this circuitry. The first is paying full mutual attention. The second you would see only if you videotaped the exchange of people feeling rapport and played it back without sound. You'd see the bodies interacting as though they were orchestrated, as though they'd been choreographed. That is because their gestures become aligned, so when one person smiles, so does the other. The third is positive feeling.

Highlight (Yellow) | Location 197

The key is to pay full attention. Put aside distractors, ignore your tech devices, stop thinking about your preoccupations, your to-do list, whatever it is, and simply listen and be fully present with the other person. This is relationship management and leadership at its most effective, yet it starts with Emotional Self-Awareness—the heart of Emotional Intelligence.

Highlight (Yellow) | Location 201

Emotional Self-Awareness is the ability to understand your own emotions and their effects on your performance. You know what you are feeling and why—and how it helps or hurts what you are trying to do. You sense how others see you and so align your self-image with a larger reality. You have an accurate sense of your strengths and limitations, which gives you a realistic self-confidence. It also gives you clarity on your values and sense of purpose, so you can be more decisive when you set a course of action. As a leader, you can be candid and authentic, speaking with conviction about your vision.

Note | Location 286

Ask Daniel about tiny goals.

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