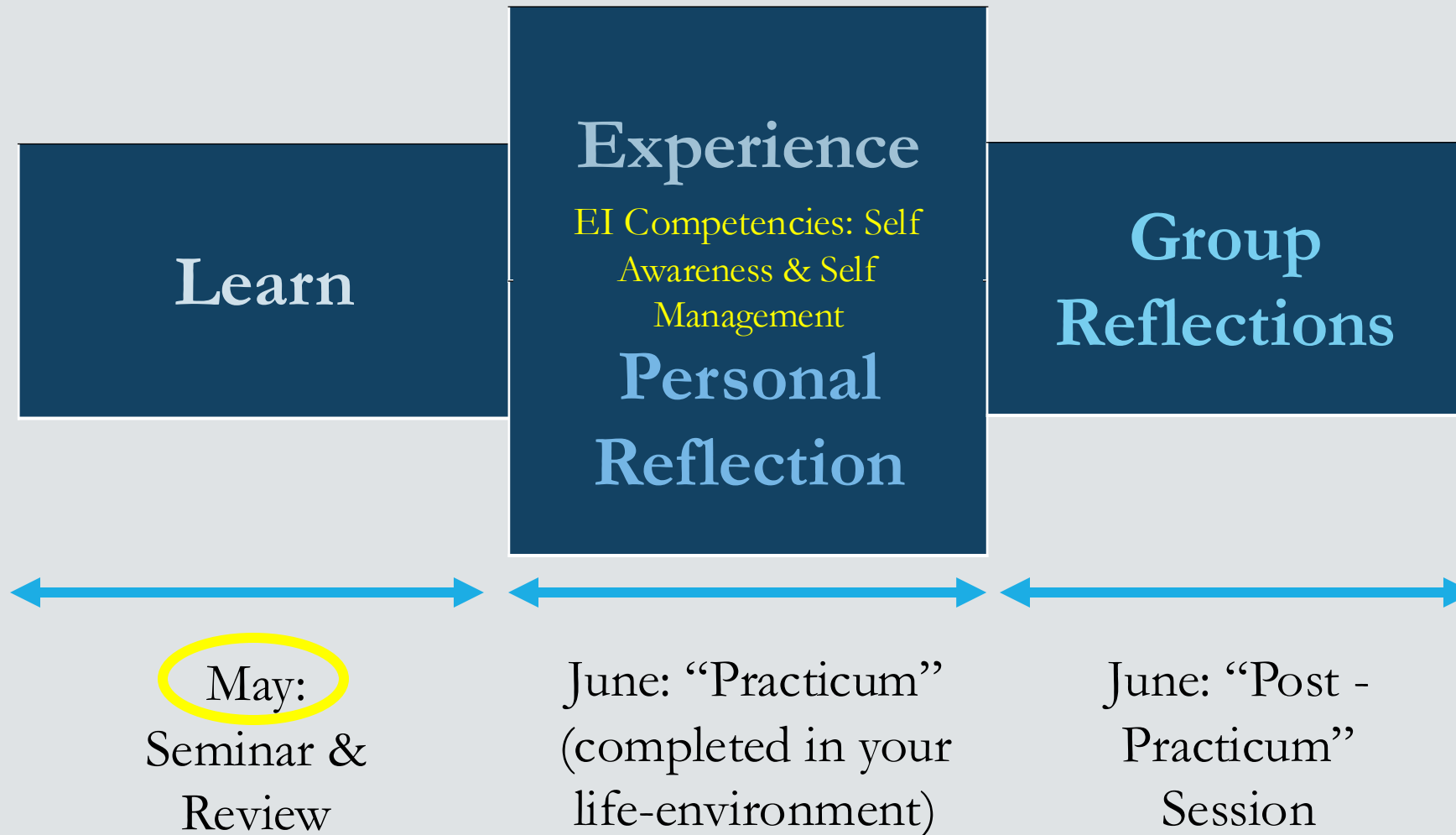


AGLP Leadership Development Curriculum

EI Competencies: Self Awareness & Self Management

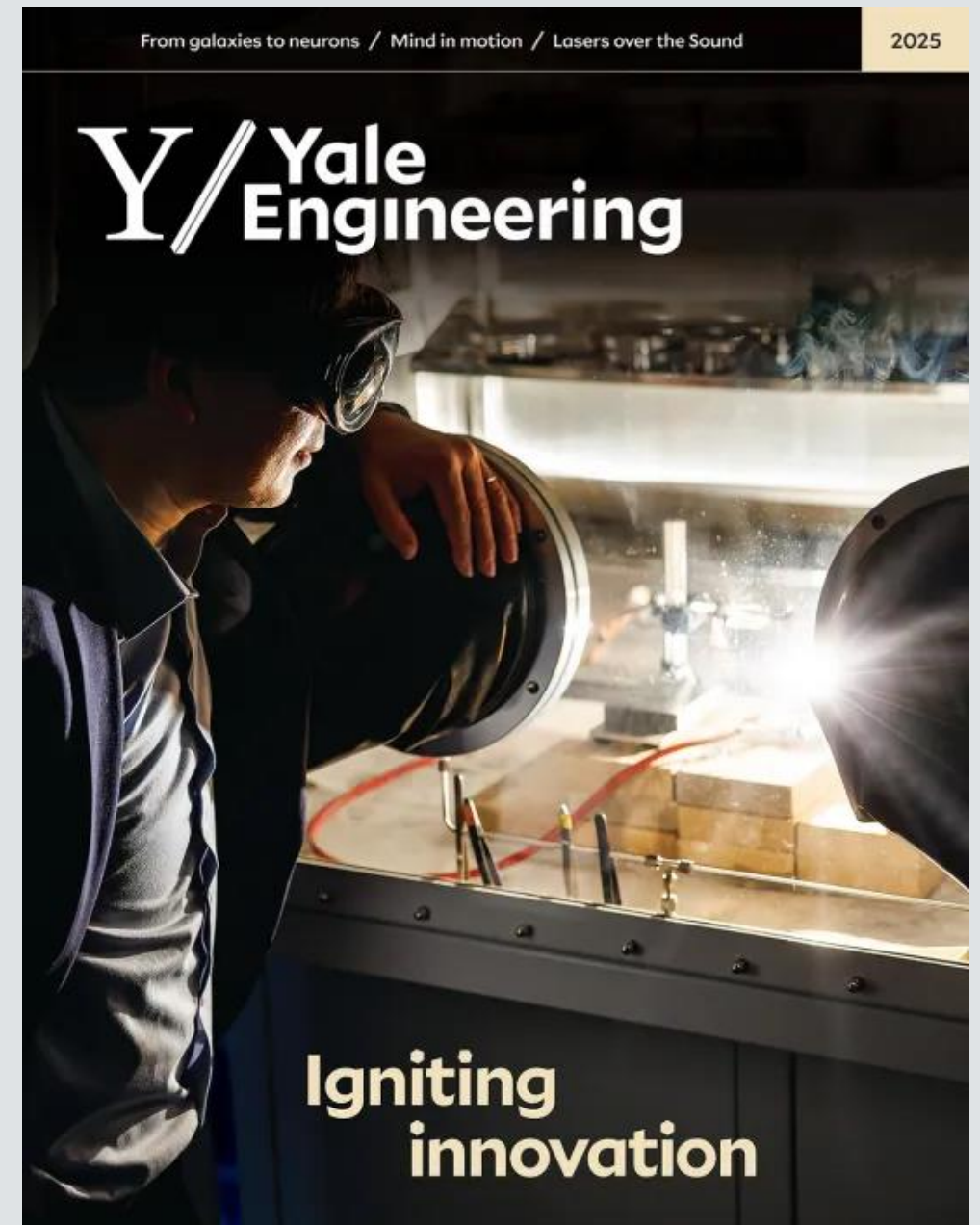
5/5/2025

AGLP Leadership Development Sequence



EI Competencies: Self-Awareness & Self-Management Outline

- Understanding the differences between Leadership Skills & Leadership Competencies
- Self-Awareness
- Self-Management
- Applying Emotional Intelligence Skills & Competencies



Applying Emotional Intelligence

The video player shows a dark screen with a white jagged line and a white arc. The text 'Emotional Intelligence Tough' is visible in orange. The video title 'Emotional Intelligence in Tough Conversations' is displayed on the right, along with a description: 'Recognize, understand, and manage emotions when you're having difficult talks, and you'll see positive outcomes.' Below the description are icons for bookmark, share, and expand. The video progress bar shows 00:02 / 04:06. The bottom control bar includes play, 10s rewind, 10s fast forward, volume, closed captions, settings, and full screen icons.

Emotional Intelligence in Tough Conversations

Recognize, understand, and manage emotions when you're having difficult talks, and you'll see positive outcomes.

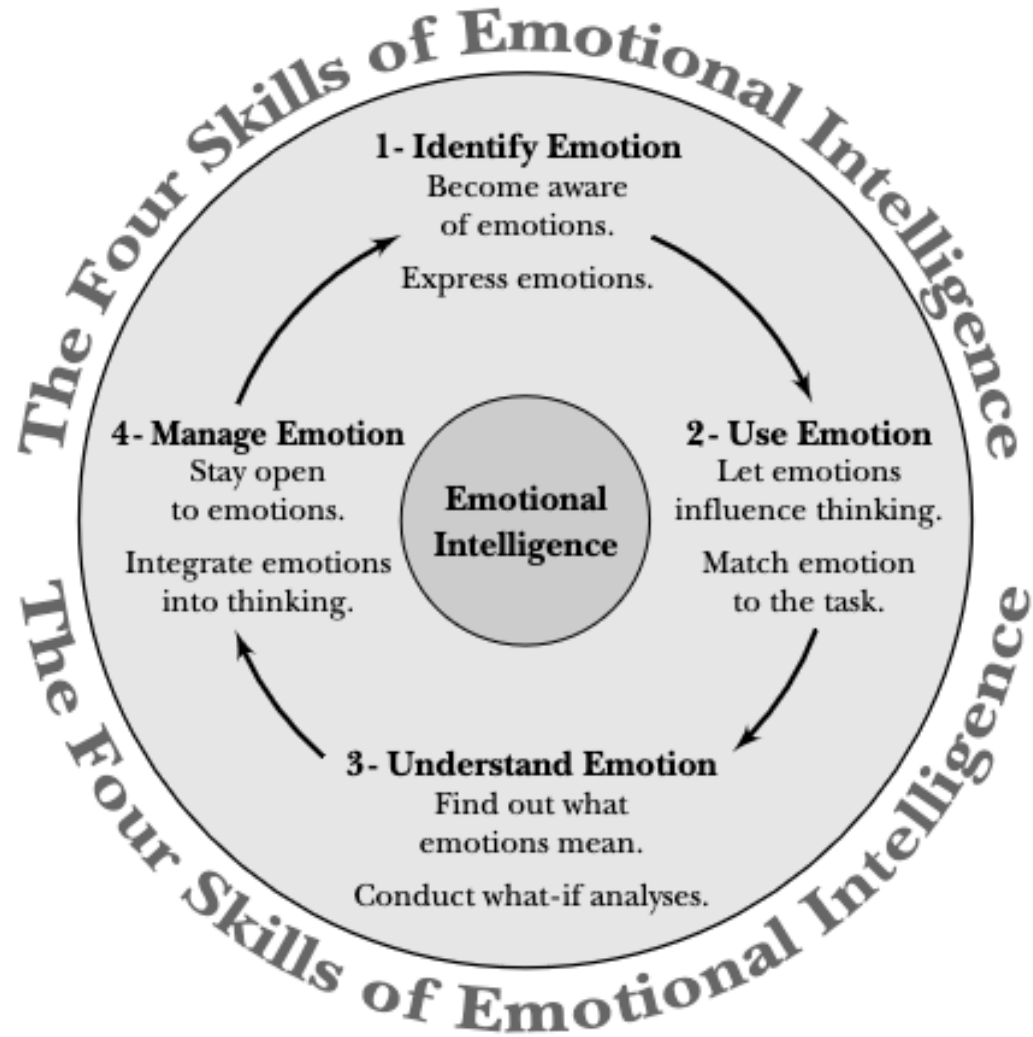
00:02 / 04:06

Emotional Intelligence Tough

Harvard Business Review Link

[Harvard Business Review Link](#)

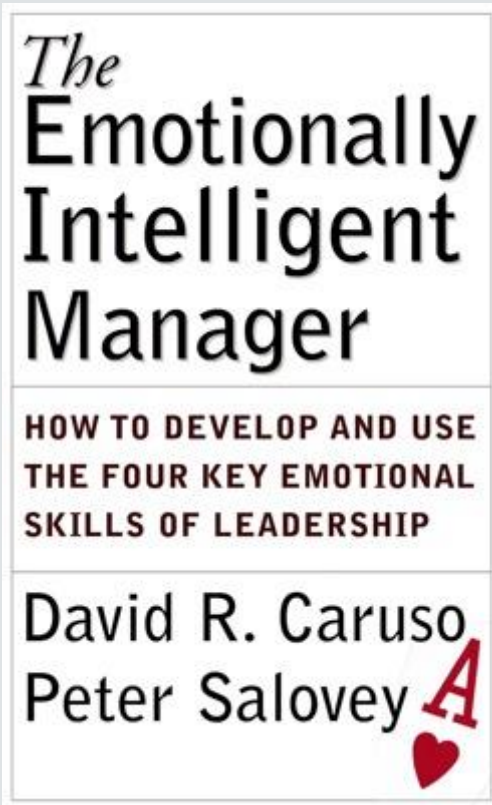
Applying Emotional Intelligence



[Harvard Business Review Link](#)

The Emotionally Intelligent Manager – D. R. Caruso & P. Salovey

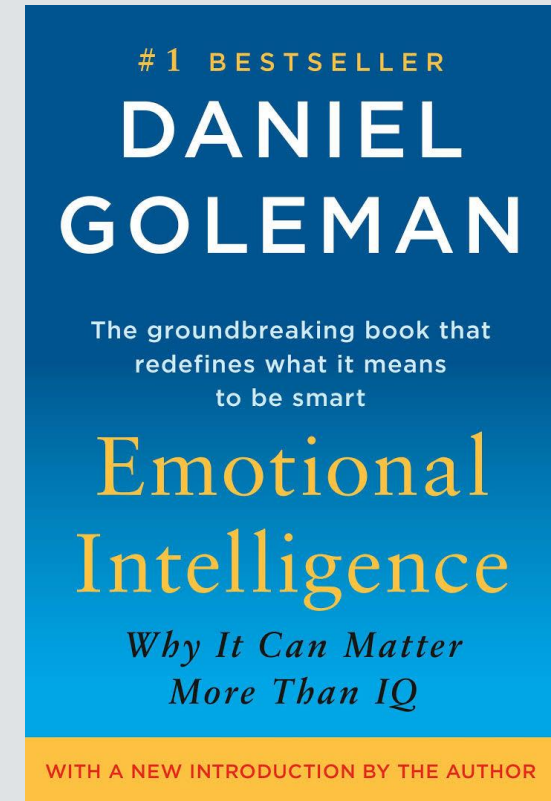
Differences Between Leadership Skills & Leadership Competencies



Part One –
The Emotional Brain (references
P. Salovey's work & details the
role of the brain in EI)

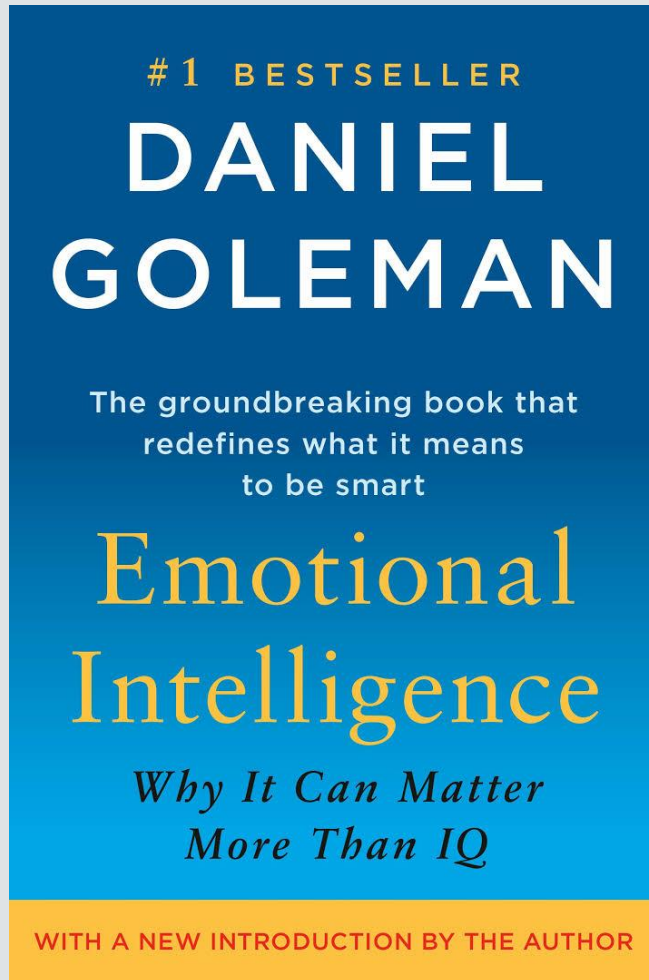
Part Two -

- | | |
|----------------------|------------------------|
| • Self-Awareness | • Know Thyself |
| • Managing Emotions | • Passion's Slave |
| • Motivating Oneself | • The Master Aptitude |
| • Empathy | • The Roots of Empathy |
| • Relationships | • The Social Arts |



Similar content on the basics, using different words and points of emphasis

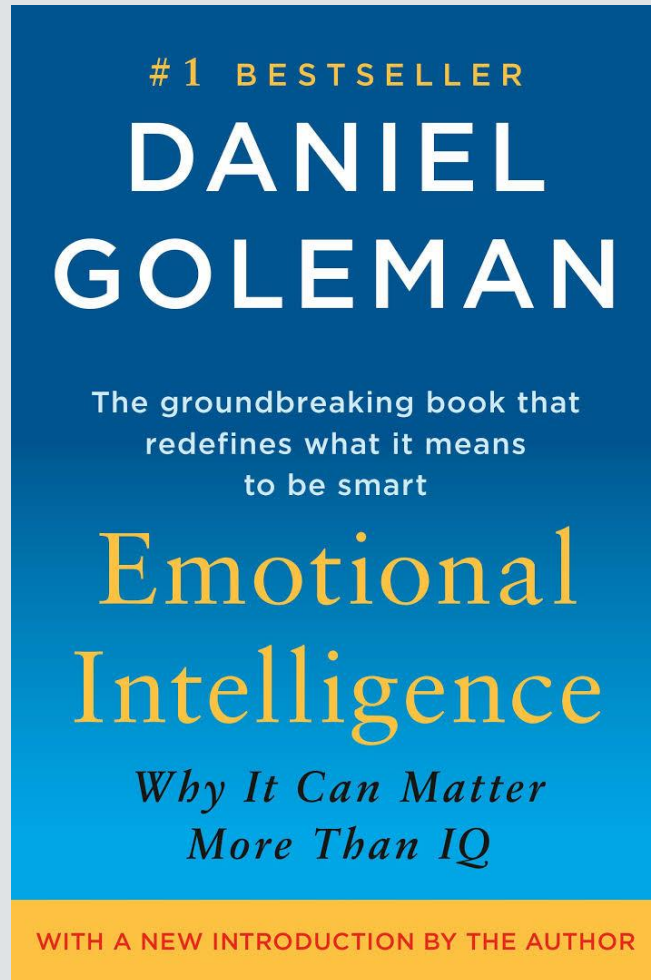
EI Competencies: Background Information



“Daniel Goleman tells us in his book Emotional Intelligence that the human being has two distinctively different brains: "one that feels and one that thinks". The emotional/rational dichotomy approximates the folk distinction between "heart" and "head". These two minds operate in tight harmony intertwining their two different ways of knowing to guide us through the world. The emotional brain is made up of the amygdala and the limbic system, whereas the thinking brain consists of the cortex and the neocortex. The workings of the amygdala and its interplay with the neocortex are at the heart of emotional intelligence.”

[Michaela Davies et al. - Emotional Intelligence: In search of an elusive construct](#)

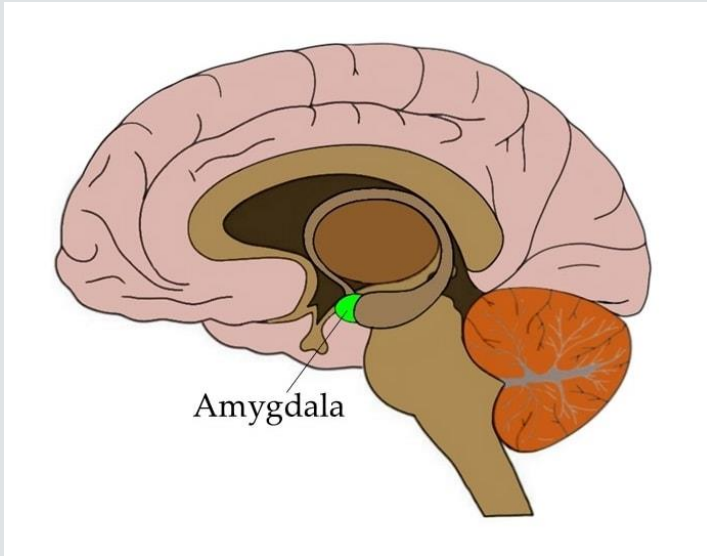
EI Competencies: Background Information



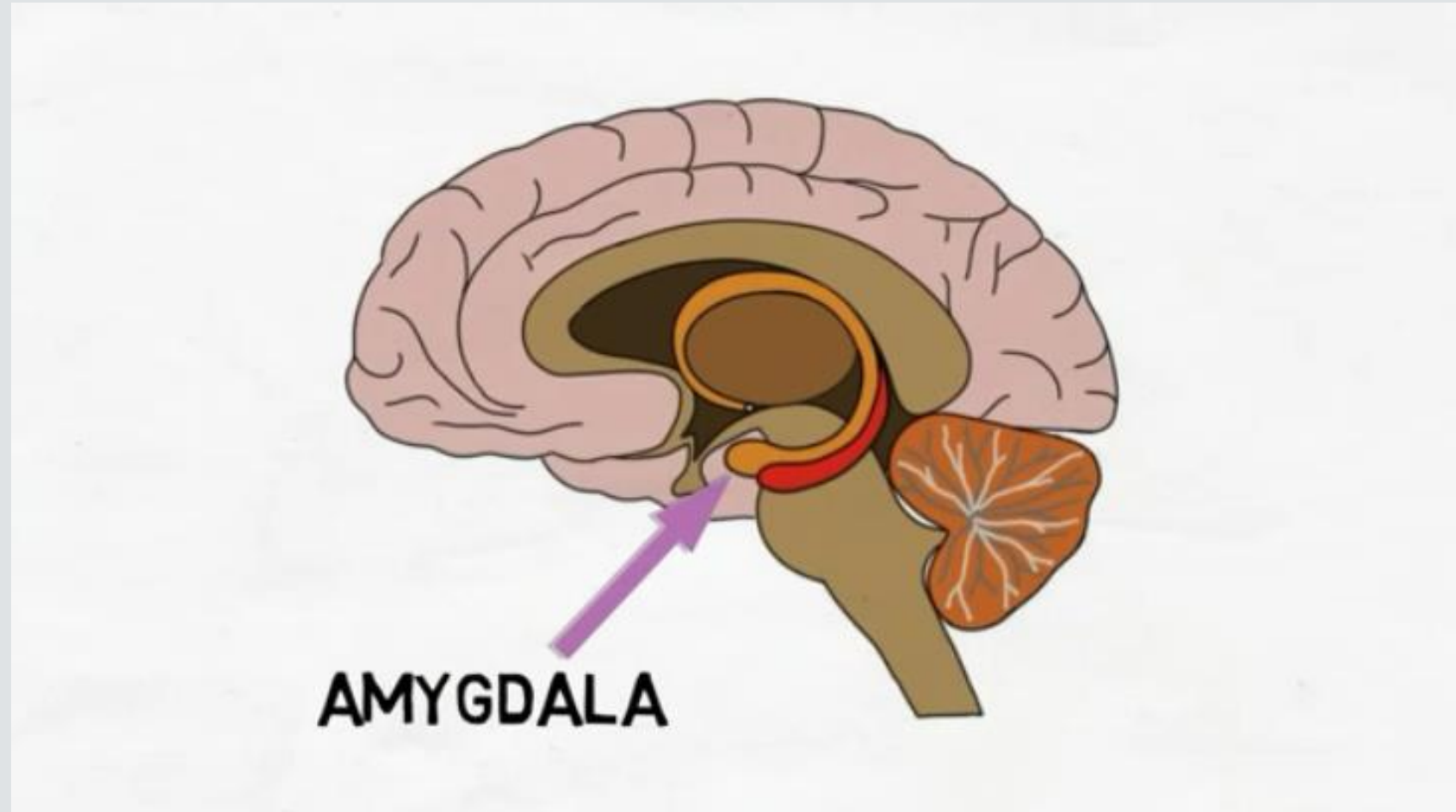
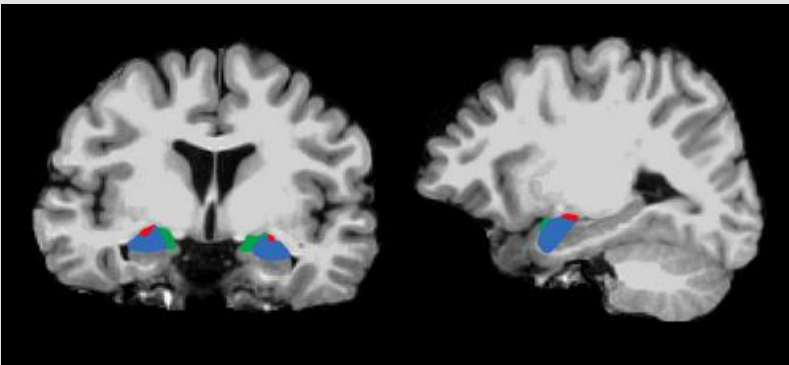
*“Daniel Goleman tells us in his book *Emotional Intelligence* that the human being has **two distinctively different brains: "one that feels and one that thinks"**. The emotional/rational dichotomy approximates the folk distinction between "heart" and "head". These two minds operate in tight harmony intertwining their two different ways of knowing to guide us through the world. The emotional brain is made up of the **amygdala** and the **limbic system**, whereas the thinking brain consists of the **cortex and the neocortex**. The workings of the **amygdala and its interplay with the neocortex are at the heart of emotional intelligence.**”*

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EI Competencies: Background Information - Amygdala



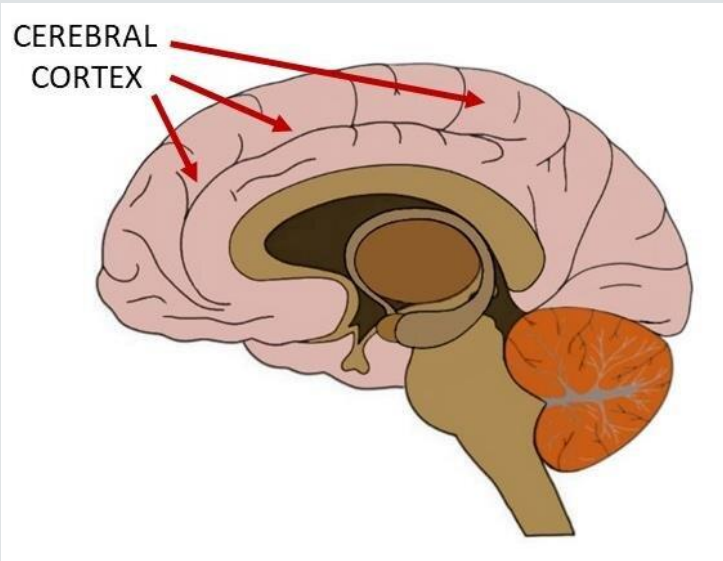
[Neuroscientifically Challenged -
Amygdala Reference](#)



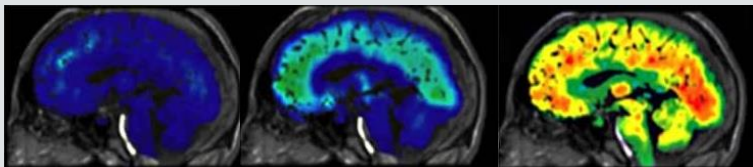
[Video Link for 2-Minute Neuroscience: Amygdala](#)

[Functional Magnetic Resonance Imaging of the Amygdala and Subregions at 3 Tesla: A Scoping Review - S. L. Foster, et al.](#)

EI Competencies: Background Information - Cerebral Cortex

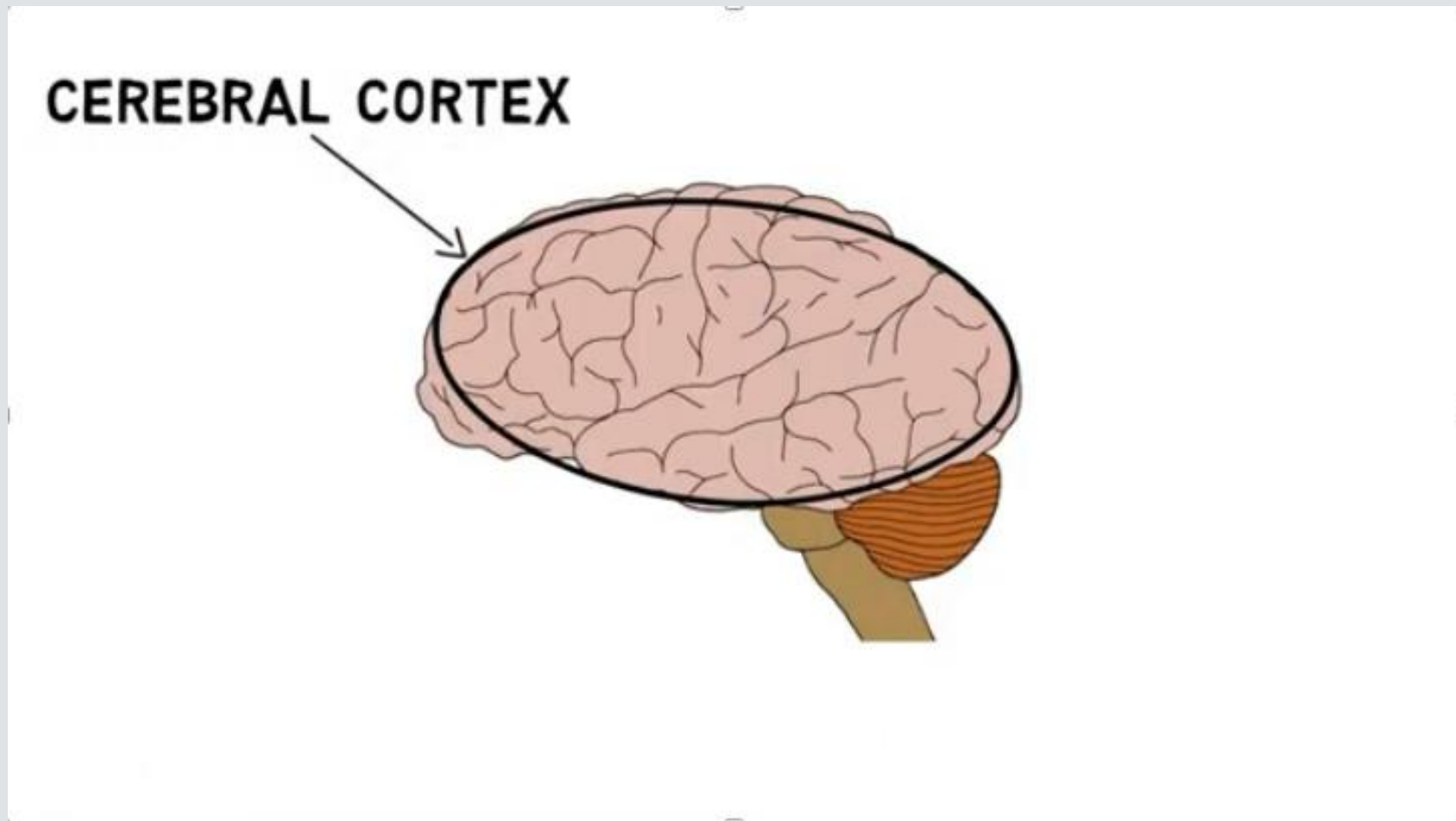


[Neuroscientifically Challenged –
Cerebral Cortex Reference](#)



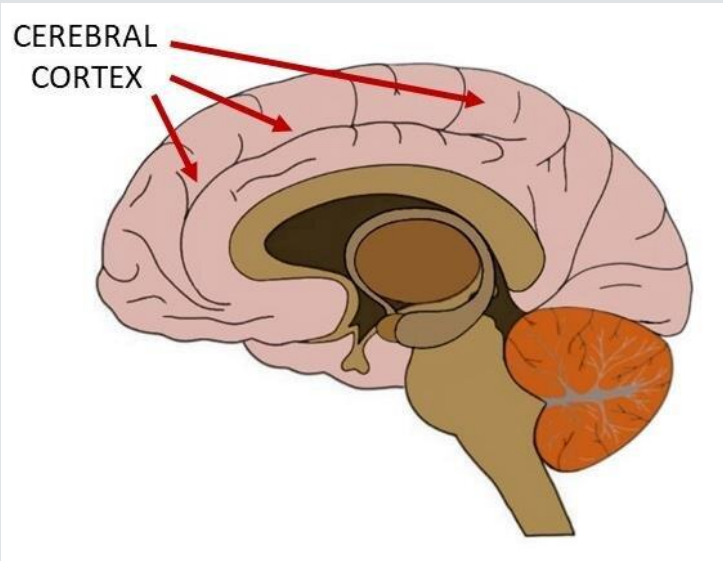
Deep Anesthesia Moderate Anesthesia Awake

[Yale Researchers Propose a New Model
for Neuroimaging Studies](#)

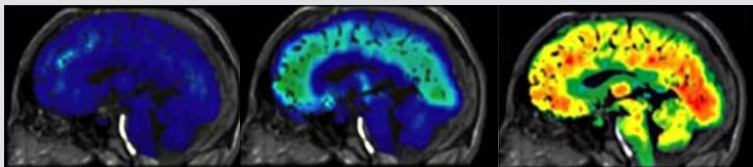


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EI Competencies: Background Information - Cerebral Cortex

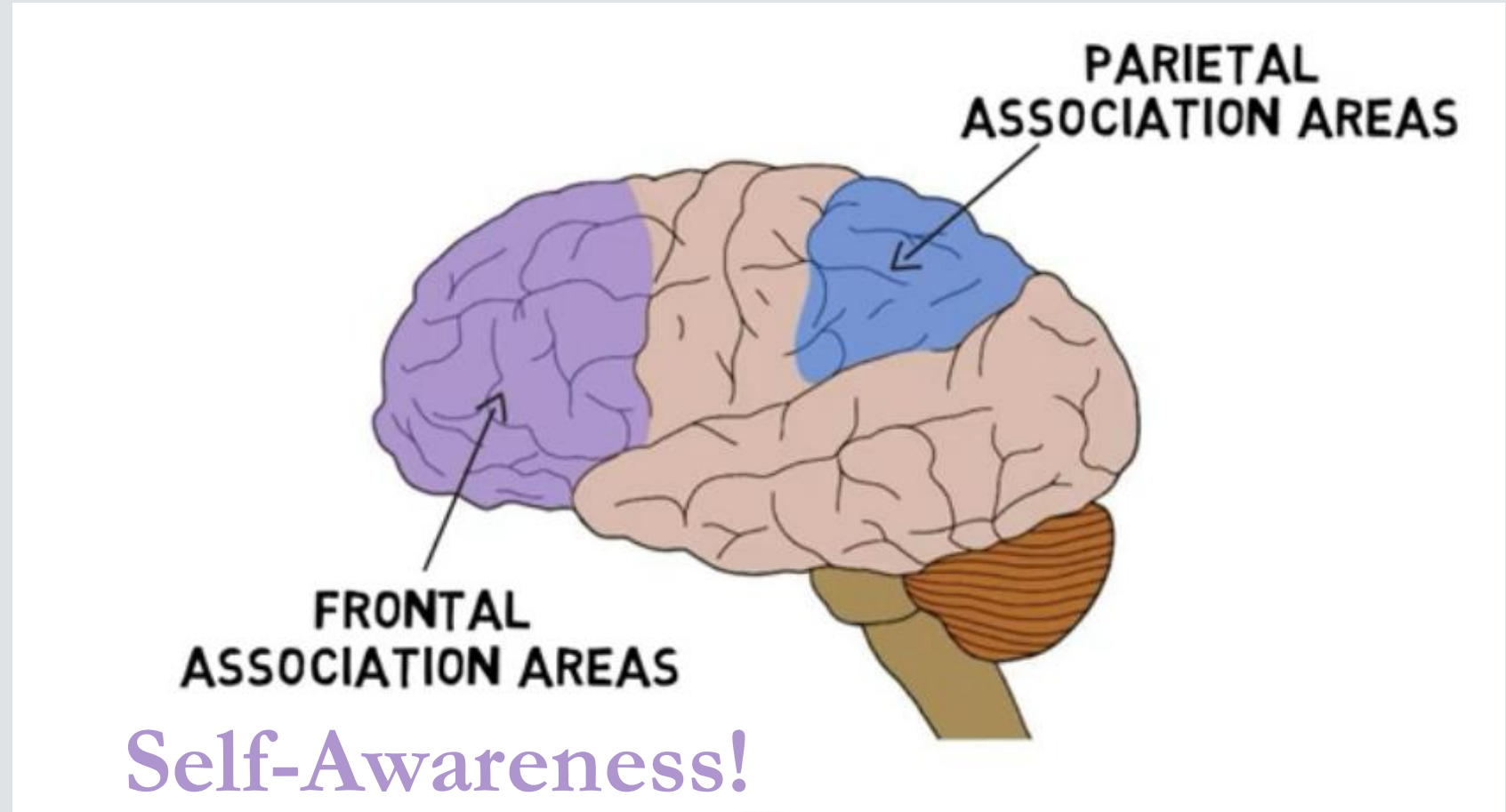


[Neuroscientifically Challenged – Cerebral Cortex Reference](#)



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EI Competencies: Background Information

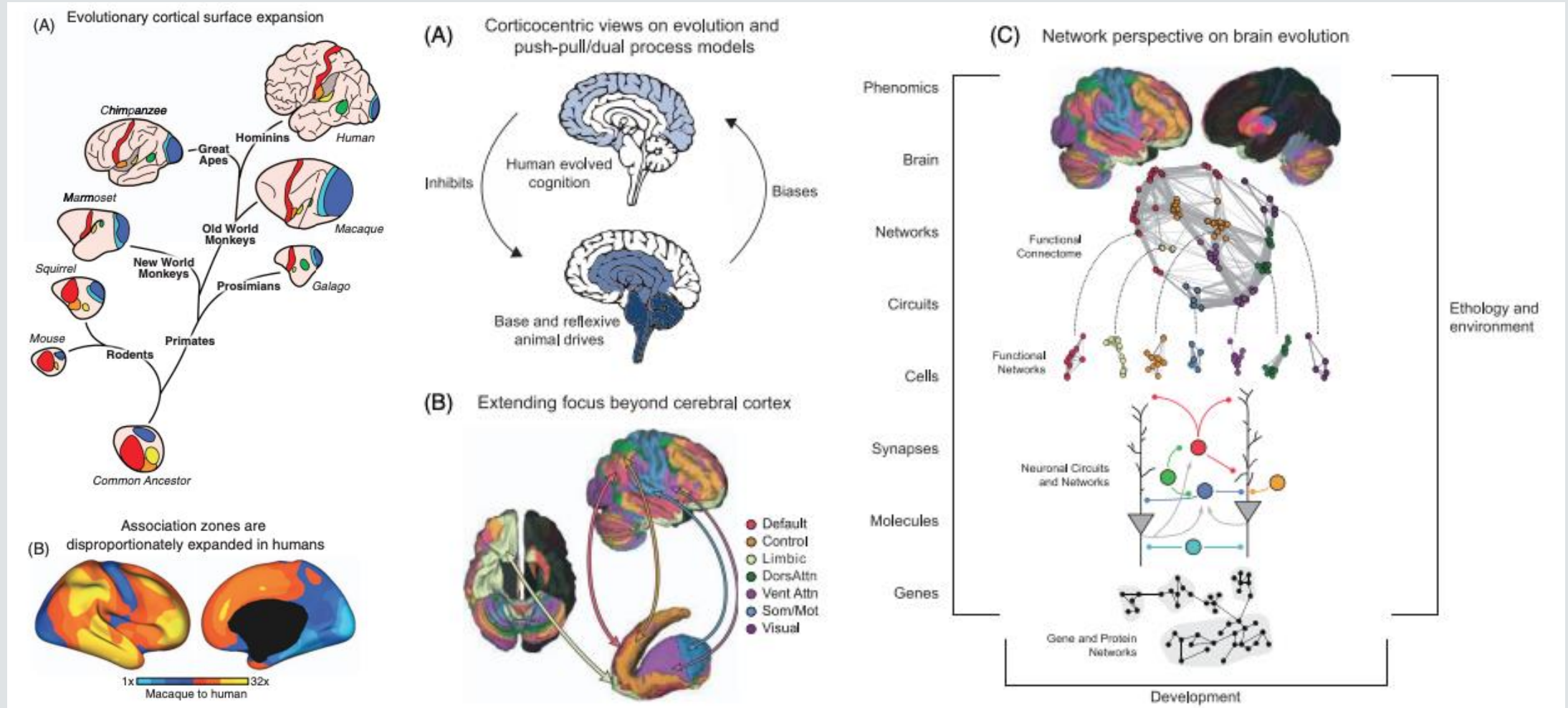
Yale Research Images of the Amygdala



[Activation of the left amygdala to a cognitive representation of fear - E. A. Phelps, et al.](#)

EI Competencies: Background Information

Yale Research on Cerebral Cortex



[Beyond Cortex: The Evolution of the Human Brain - R. Chin, et al.](#)

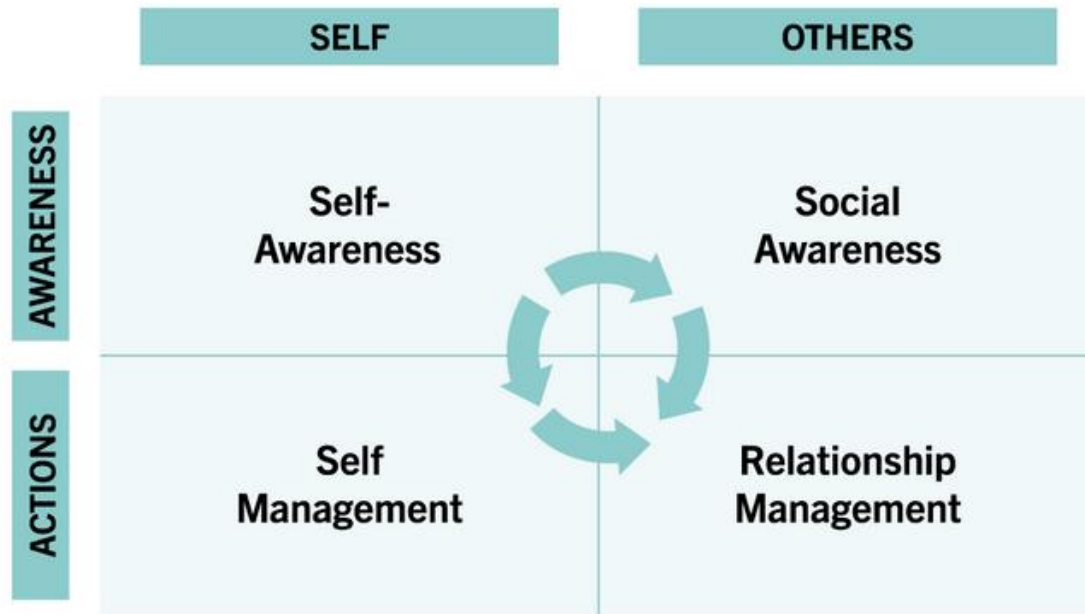
Dan Goleman's Model of EI: 12 Competencies



Dan Goleman: Four Domains of Emotional Intelligence

Dan Goleman's Model of EI: 12 Competencies

4 Core Competencies of Emotional Intelligence



[Why Emotional Intelligence is Important in Leadership](#)

Dan Goleman's Model of EI: 12 Competencies



- **Self-Awareness** – the ability to recognize and understand one's own emotions, thoughts, and feelings
- **Self-Management** – the ability to regulate and manage one's emotions and impulses

[Dan Goleman: Four Domains of Emotional Intelligence](#)

EI Competencies: Self-Awareness

SELF
AWARENESS

“Self Awareness - the ability to understand your feelings and how they shape your perceptions, thoughts, and impulse to act.”



[Daniel Goleman: The 4 domains of emotional intelligence](#) | [Daniel Goleman for Big Think+](#)

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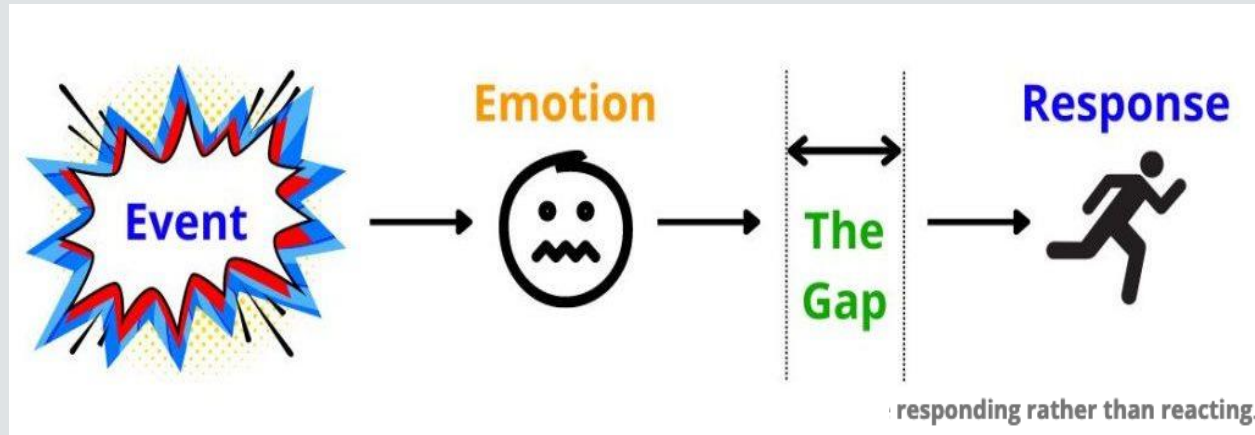
[Daniel Goleman: The 4 domains of emotional intelligence](#) | [Daniel Goleman for Big Think+](#)

EI Competencies: Self-Awareness



“Self Awareness - the ability to understand your feelings and how they shape your perceptions, thoughts, and impulse to act.”

- Your attention creates your reality – so it is key to be aware of how your feelings direct your attention
- Self-awareness helps you diagnose your current state
- Emotional maturity is defined as widening the gap between impulse and action.



[Daniel Goleman: The 4 domains of emotional intelligence](#) | [Daniel Goleman for Big Think+](#)

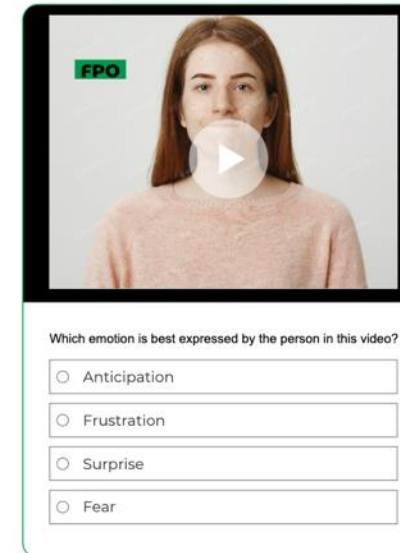
EI Competencies: Self-Awareness



“Self Awareness - the ability to understand your feelings and how they shape your perceptions, thoughts, and impulse to act.”

- People with low self-awareness struggle to develop strengths in other aspects of emotional intelligence
- People with high self-awareness tend to excel in all aspects of emotional intelligence

To understand and evaluate EI, the MSCEIT 2 measures:



[MSCEIT Product Brochure](#)

In this task, the test-taker is asked to identify emotions expressed through facial movement. This is a strong example of how the MSCEIT 2's performance-based approach requires individuals to apply their skills to solve problems involving emotions, like they would in their daily life.

Based on research, 95 percent of people think they're self-aware, but only 10 to 15% actually are. - HBR overview

EI Competencies: Self-Management

Self-Management – the ability to regulate and control your emotions, thoughts, and behaviors

- **Emotional Balance** - Learning to handle upsetting emotions so they don't disrupt your focus

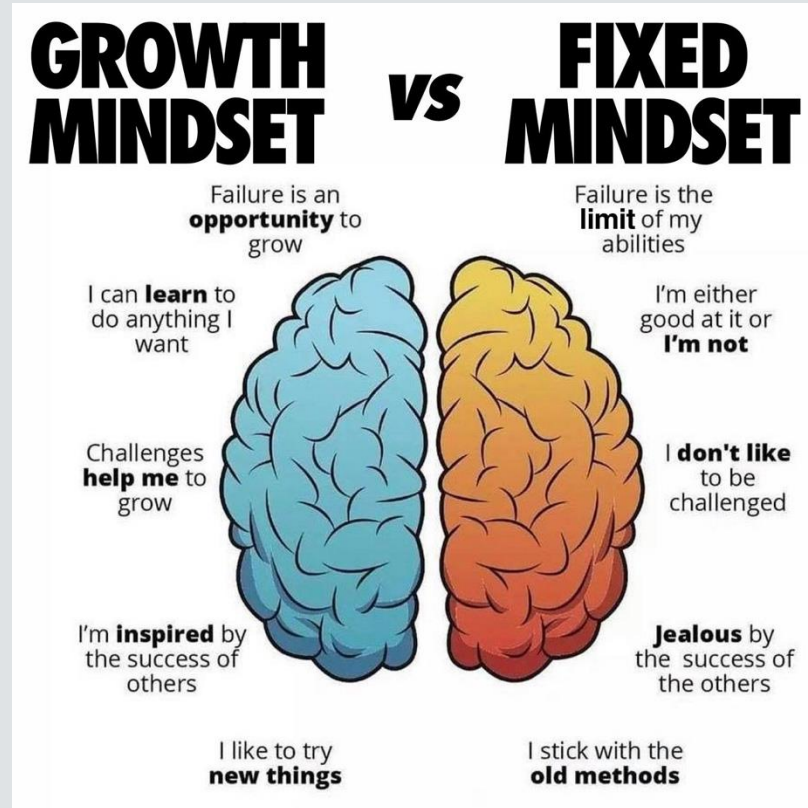


[Regulating Emotions at Work: The Underlying Strength of Effective Leaders \(Forbes\)](#)

[Dan Goleman: Four Domains of Emotional Intelligence](#)

EI Competencies: Self-Management

Adaptability – embrace a "growth mindset" (the belief that anyone can always improve)

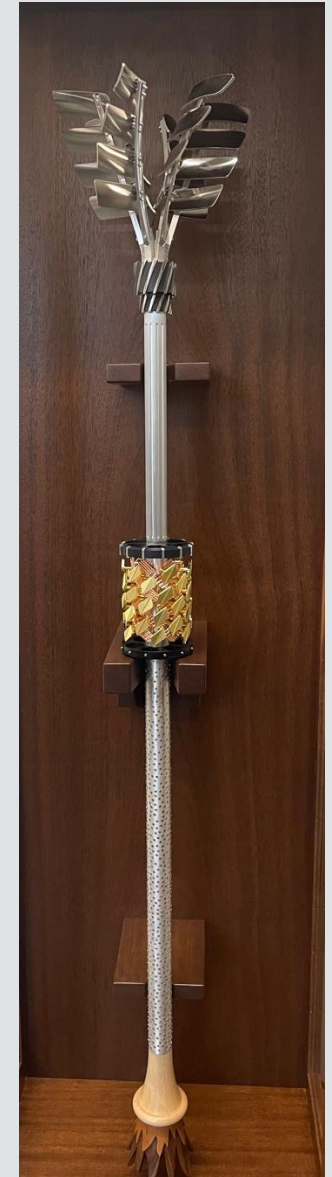


Addy Osmain:
Growth Mindset vs.
Fixed Mindset

Dan Goleman: Four Domains of Emotional Intelligence

EI Competencies: Self-Management

Achievement Orientation – staying focused on your goals despite distractions



[Dan Goleman: Four Domains of Emotional Intelligence](#)

EI Competencies: Self-Awareness



Positive Outlook - trying to see the bright side of things no matter what happens

[Half Full or Half Empty? Neue Privat Bank](#)



[Dan Goleman: Four Domains of Emotional Intelligence](#)

EI Competencies: Self-Awareness

How to Strengthen Your Emotional Intelligence Skills



Journaling: Record and reflect daily on how your emotions influenced your decision-making, interactions, and meetings.



Undergo a 360° assessment: Seek feedback from your colleagues and conduct a self-assessment to surface leadership gaps.



Practice active listening: Hide distractions, focus on what the speaker is saying, and show you're engaged using non-verbal cues.



Pay attention to your emotions: Reflect on what prompted a strong emotional response and why so you can better manage it in the future.



Take an online course or training: Enhance your emotional intelligence through a flexible online program that offers a 360° assessment.



Harvard
Business
School
Online

“Self-management refers to the ability to manage your emotions, particularly in stressful situations, and maintain a positive outlook despite setbacks. Leaders who lack self-management tend to react and have a harder time keeping their impulses in check.

A reaction tends to be automatic. The more in tune you are with your emotional intelligence, however, the easier you can make the transition from reaction to response. It's important to pause, breathe, collect yourself, and do whatever it takes to manage your emotions—whether that means taking a walk or calling a friend—so that you can more appropriately and intentionally respond to stress and adversity.”

[Why Emotional Intelligence is Important in Leadership \(HBR\)](#)

EI Competencies: Self-Awareness

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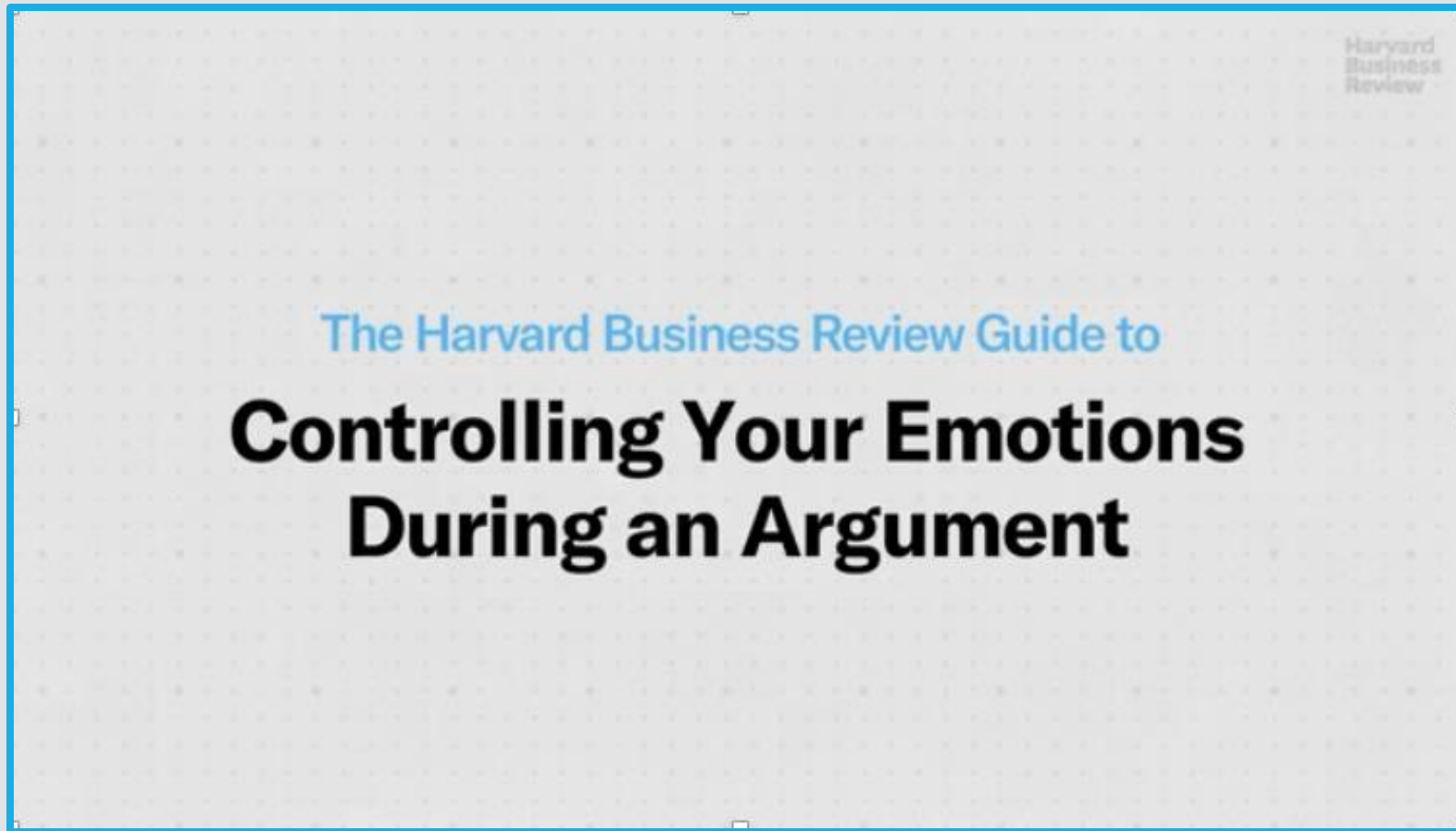
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[Why Emotional Intelligence is Important in Leadership \(HBR\)](#)

Applying Emotional Intelligence in our Daily Lives

(one example & an EI review)



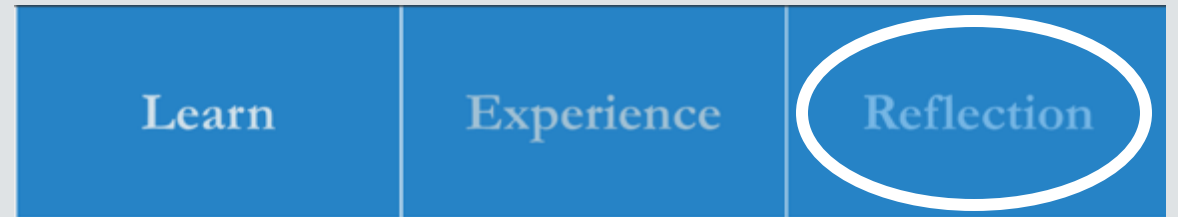
[Video](#)
[Link](#)
[posted](#)
[here](#)

EI Competencies: References

- *The Emotional Intelligence – Why it Can Matter More than IQ* – D. Goleman, 2004, Bantam Books
- *Building Blocks of Emotional Intelligence (12 book series)* – D. Goleman, et al., 2017, keystone-media.com ([overview of the book series that reviews each EI Competency](#))
- “[*Emotional Intelligence Has 12 Elements: Which Do You Need to Work On?*](#)”, D. Goleman & R.E., 2107, Harvard Business Review (available via Yale Library)
- “[*Clustering Competence in Emotional Intelligence: Insights from the Emotional Competence Inventory \(ECI\)*](#)”, R. Boyatzis, D. Goleman, K. Rhee, 1999, published in the *Handbook on Emotional Intelligence*, Jossey-Bass, pg. 343-362

Next Steps

- Seminar Review & EL Preview – *EI Competencies: Self-Awareness & Self-Management* – May 12 (1/2 hour on Zoom)
- Reflections on *Applying EI Skills* – **FRIDAY May 16** - (in-person w/lunch - all AGLP Fellows invited)
- Seminar – *EI Competencies: Social Awareness & Relationship Management*– **June 16** (in-person w/lunch)



AGLP Leadership Development Curriculum

EI Competencies: Self Awareness & Self Management

5/5/2025