**Activity:** Read the definitions and consider your own performance in relation to the ‘hallmarks’ and give yourself a score on a scale of 1 to 10 (low – high). Then consider what you might do to improve your performance in each of the components**.**

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|  | **Definition** | **Hallmarks**  Score: 1 to 10 (low – high) | |
| **Self-awareness** | The ability to recognise and understand your moods, emotions and drives as well as their effect on others | Self-confidence; realistic self-assessment; self- deprecating sense of humour |  |
| **Self-regulation** | The ability to control or redirect impulses and moods, a propensity to suspend judgement – to think before acting | Trustworthiness and integrity; comfort with ambiguity; openness to change |  |
| **Motivation** | A passion to work for reasons that go beyond money and status, a propensity to pursue goals with energy and enthusiasm | Strong drive to achieve optimism; even in the face of failure; organisational commitment |  |
| **Empathy** | Ability in managing meaningful relationships and building networks, skill in treating people according to their emotional reactions | Expertise in building and retaining talent; cross- cultural sensitivity; service to customers |  |
| **Social Skill** | Proficiency in managing relationships and building networks, an ability to find common ground and support | Effectiveness in leading change; persuasiveness; expertise in building and leading teams |  |

(After Goleman 1998)