

SHARED LEADERSHIP COMPETENCIES: Dimensions of Emotional Intelligence

Emotional Intelligence Competencies (for Shared Leadership)	Description	Personal Reflections (Strengths & Areas for Improvement)
EMOTIONAL SELF-AWARENESS	Being aware of your own emotions and how they impact your actions offers a strong platform for leading yourself. And in shared leadership such self-awareness allows you to recognize how your colleagues' actions impact you.	
EMOTIONAL SELF-CONTROL	Once you're aware of your emotions, you can better manage what you do with them. Self-control allows you to pause before responding. You may feel angry at the actions of your co-leader or frustrated with their perspective. Self-control helps you choose whether or how to express those feelings with skill.	
ADAPTABILITY	When your sharing leadership, it helps to be able to adapt to styles and strategies that may be different from what you would do if you were leading on your own. Adaptability means that you can remain focused on the goal while remaining flexible in what tactics you use to achieve that goal.	

SHARED LEADERSHIP COMPETENCIES: Dimensions of Emotional Intelligence

Emotional Intelligence Competencies (for Shared Leadership)	Description	Personal Reflections (Strengths & Areas for Improvement)
EMPATHY	While self-awareness allows you to understand your own feelings, emphathy shines a light on your co-leaders' perspective. So often, in shared leadership situations we have to coordinate with someone we don't know well. Empathy allows you to understand your co-leaders feelings and how their background impacts their perspective.	
ORGANIZATIONAL AWARENESS	Leaders always need to recognize the big picture of their organization and its culture and power relationships, as well as what's going on between its parts. Shared leadership situations, especially those that cross organization or division boundaries, require that the leaders understand the dynamics within and between each organization or division.	
CONFLICT MANAGEMENT	Conflict is a given in all work settings and seems inevitable when two or more people share leadership. To be effective in their collaboration, leaders need be skilled at acknowledging and understanding different perspectives, and capable of finding common ground.	

ADOPTED FROM: Daniel Goleman, author of Emotional Intelligence (contributor to Korn Ferry Institute – Leadership & Talent Consulting; *Getting Along – At the Top*)