

Emotionally Intelligent Leadership Self-Assessment

How to Complete Tool

Emotional intelligence is the ability to monitor one's own and team members' feelings and emotions and to use this information to guide one's thinking and actions. Use this tool to reflect on emotionally intelligent leadership skills¹ and use the results to help you prioritize areas for further development.

Leadership Skill: Self-Awareness

Leadership Style	How easy is it to articulate a description?
1. Describe your leadership style and patterns:	Easy Very Easy Difficult Very Difficult
2. Describe how your leadership style impacts team members:	Easy Very Easy Difficult Very Difficult
3. Describe aspects of leadership are you most proficient in:	Easy Very Easy Difficult Very Difficult
4. Describe aspects of leadership you are least proficient in:	Easy Very Easy Difficult Very Difficult
5. I consider the impact of my behavior on team members: Never Seldom Occasionally Frequently Always	

¹ Goleman, D., Boyatzis, R. E., & McKee, A. (2013). *Primal leadership: Unleashing the power of emotional intelligence*. Harvard Business Press.

Leadership Skill: Self-Management

SELF-CONTROL	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I stay calm/level-headed in situations that are full of turmoil/confusion. ○ I do what is expected of me for the welfare of the team. ○ I set goals for myself and then work toward them. ○ I refrain from acting in ways that are outside my values. 					
TRANSPARENCY	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I make a point to explain the “why” behind decisions and requests. ○ I keep the team in the loop and share information freely. ○ I am clear and open about what is at stake for me in decision-making, what values and priorities guide my choices, and where my boundaries are. 					
ADAPTABILITY	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I can juggle multiple demands without losing focus or energy. ○ I am comfortable with ambiguities. ○ I change my opinions and plans based on new information and new circumstances and am not resistant to change merely for its own sake. 					
ACHIEVEMENT	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I strive to meet or exceed a standard of excellence, continually seeking to improve. ○ I welcome and act on feedback. 					
INITIATIVE	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I notice and act on opportunities in front of me. ○ I step up and go beyond my typical duties. ○ I take charge of situations. 					
OPTIMISM	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I recover and regroup from disappointment and setback, regaining a state of satisfaction or happiness. ○ I remain hopeful despite setbacks. ○ I hold a general belief that people can change and improve. 					

Leadership Skill: Social Awareness

EMPATHY	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I try to sense others’ emotions and understand others’ perspectives. ○ I show a genuine interest in my teammates by asking questions about their lives, their challenges, families, and aspirations. ○ I maintain open lines of communication and ensure my team knows they can come to me when they need help or made a mistake. ○ I make it a priority to show team members I care about them and try to help them with personal issues when I can. ○ I regularly discuss, with my team, strategies to buffer against burnout. 					
ORGANIZATIONAL AWARENESS	Never	Seldom	Occasionally	Frequently	Always
<ul style="list-style-type: none"> ○ I understand and use the structure or hierarchy of an organization, the “chain of command,” positional power, rules and regulations, and standard operating procedures to get things done. 					

	<ul style="list-style-type: none"> ○ I understand and use informal structures (identified key actors, decision influencers, etc.) in my organization. ○ I recognize unspoken organizational limitations—what is and is not possible at certain times or in certain positions. ○ I recognize and use the corporate culture and the language that will produce the best response. ○ I understand and use ongoing power relationships within the organization (alliances, rivalries). ○ I build broad-based support for ideas based on a cultural understanding of the informal hierarchies and the organizational culture.
SERVICE	Never Seldom Occasionally Frequently Always
	<ul style="list-style-type: none"> ○ I give many opportunities for all team members to be heard. ○ I give team members my full attention, listen carefully to what is being said and potentially what is not being said. I notice nonverbal cues. ○ I avoid interrupting when team members are speaking. ○ I work to address the needs of key stakeholders (e.g., teammates, leadership, payors, team members).

Relationship Management

INSPIRATION	Never Seldom Occasionally Frequently Always
	<ul style="list-style-type: none"> ○ I provide the team with a vision to work toward. ○ I help my team see the “silver lining” of challenges and failures. ○ I notice and recognize team members’ strengths and successes. ○ I’m honest and act with integrity.
INFLUENCE	Never Seldom Occasionally Frequently Always
	<ul style="list-style-type: none"> ○ I set clear objectives for my team. ○ I help the team connect the dots between their tasks and the value they have for our organization, team, and clients. ○ I’m consistent with my direction, behaviors, and communication.
DEVELOPING TEAM MEMBERS	Never Seldom Occasionally Frequently Always
	<ul style="list-style-type: none"> ○ I see each team member’s potential ○ I provide constructive feedback and coach individuals and the team toward improving ○ I provide my team with opportunities to grow and develop. I find out what their employees’ personal goals are and give them projects or more responsibilities to help them achieve those goals ○ I lift team members up and help them find their voice
CATALYZING CHANGE	Never Seldom Occasionally Frequently Always
	<ul style="list-style-type: none"> ○ I challenge the status quo, champion change, and model it for my team. ○ I recognize that change often brings up fear in people, and I work to support my team in navigating this. ○ I clearly and persuasively articulate why change is necessary and help everyone visualize the goal, commit to the new ways, and make the daily decisions that lead toward success.
CONFLICT MANAGEMENT	Never Seldom Occasionally Frequently Always

	<ul style="list-style-type: none"> ○ I recognize that some conflict is to be expected and is a part of healthy working relationships. ○ I act quickly to resolve disagreements and repair my relationship with team members when there is tension or upset between us. ○ I'm able to suspend my own self-interests in order to envision the situation from the other person's perspective. ○ I demonstrate respect to the other person with my actions, tone, and words. 					
BUILDING BONDS	<table border="0" style="width: 100%; text-align: center;"> <tr> <td>Never</td> <td>Seldom</td> <td>Occasionally</td> <td>Frequently</td> <td>Always</td> </tr> </table>	Never	Seldom	Occasionally	Frequently	Always
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	<ul style="list-style-type: none"> ○ I create a safe environment, where the team can feel secure to explore all opportunities, boundaries, and frontiers without fearing anything. ○ I cultivate and maintain a web of work relationships. ○ I maintain high standards of integrity, honesty, and trustworthiness. ○ I coach and mentor the team toward developing strong relationships. ○ I create team experiences to engage in learning, foster growth, and be creative together. 					
TEAMWORK & COLLABORATION	<table border="0" style="width: 100%; text-align: center;"> <tr> <td>Never</td> <td>Seldom</td> <td>Occasionally</td> <td>Frequently</td> <td>Always</td> </tr> </table>	Never	Seldom	Occasionally	Frequently	Always
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	<ul style="list-style-type: none"> ○ I am clear about each person's role, what I want from them, and how they need to behave with team members and hold all team members accountable to this. ○ I apologize for mistakes and forgive those who make errors. ○ I set the expectation that everyone communicate clearly and in a timely manner. ○ I help the team understand what needs to happen to achieve our goals. 					

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