

## **Leadership Competence: Personal and Social**

Leadership competence has “four domains” in two areas: “personal competence” consists of “self-management” and “self-awareness,” and “social competence” includes “social awareness” and “relationship management.” These competences are fundamental to good leadership.

### **The self-management competences are:**

“Self-control” – This is the ability to control negative emotions and channel them in positive directions. Self-controlled leaders stay calm under fire, think clearly even in a crisis, and remain unflappable and imperturbable. They steadfastly convey these emotions to others.

“Transparency” – These leaders walk the talk. They do as they say. They are authentic and without duplicity. When they make mistakes, they admit that they are at fault.

“Adaptability” – Adaptable leaders adjust to change without panic. They understand that organizational life is ambiguous and in flux. They are flexible and regain their balance quickly on shifting ground. If the facts change, they change their minds.

“Achievement” – Achievement-oriented leaders constantly stretch to attain new goals and achieve higher, more difficult objectives. Yet, they are realists. They calculate risk and return, and then pragmatically set achievable targets.

“Initiative” – Leaders with a sense of initiative seize success. They reach out and take it, instead of waiting for it. They don’t let red tape stop them. When rules don’t make sense, they bend or even break the rules. They make their own opportunities.

“Optimism” – Optimistic leaders are positive and see the upside in any situation.

### **The self-awareness competences are:**

“Emotional self-awareness” – Be aware of your emotions and how they affect your behaviour and performance. Emotionally self-aware leaders know their values, and often intuitively know the best way to handle a situation. They are forthright, frank and unafraid to say what they feel. They talk with true conviction.

“Self-assessment” – Self-aware leaders usually know their strengths and weaknesses. They have a sense of humour. They’re comfortable with, and even welcome, constructive criticism. They are willing to learn and humble enough to ask for help.

“Self-confidence” – Self-aware leaders know when they are in an area of personal strength. They don’t shy away from hard assignments. They welcome the challenge.

### **The social awareness competences are:**

“Empathy” – Empathetic leaders tune into others’ emotional signals. They listen, pay attention and understand. They get along with people from various backgrounds.

“Organizational awareness” – These leaders are politically savvy, and can read the power landscape and the social lay of the land. They sense which political forces are in competition and why – and they know each player’s strong and weak points.

“Service” – These leaders nurture a climate of service and satisfaction by being excellent servants to those around them.

**The relationship management competences are:**

“Inspiration” – Inspiring leaders build resonance in people by having a contagious vision and a mission that everyone shares. They lead by example.

“Influence” – Influential leaders know what to say or do to convince others to follow them. They can persuade, engage, get necessary buy-ins, and build and use networks.

“Developing others” – Leaders with this competence can cultivate other people’s abilities. They show a real interest in others, and make good coaches and mentors.

“Change catalyst” – These practical, strategic leaders see what change is necessary, and aren’t afraid to rock the boat. They are potent advocates who speak the truth, even if the boss doesn’t like it.

“Conflict management” – Conflict managers can air differences and similarities. To find a compromise, they acknowledge the conflict and emphasize common interests.

“Teamwork and collaboration” – Team players foster an ambience

Source: Daniel Goleman

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