A picture containing text, tool

Description automatically generated

**Emotional and Social  
Intelligence Self-Assessment**

# What is emotional and social intelligence?

Emotional and social intelligence is becoming increasingly important in today's workplace. In the context of diversity and inclusion efforts, emotional intelligence is critical for picking up on discomfort or disengagement. Emotional intelligence involves being aware of and managing your own emotions and understanding and empathising with others. Empathising with others is critical skill for strengthening inclusion in the workplace. Social intelligence involves understanding social dynamics and building strong relationships with others. These skills are valuable in a performance management context, as they can help managers provide effective feedback and support to employees.

By incorporating emotional and social intelligence into performance management practices, organisations can create a more supportive and positive work environment. When managers have high emotional intelligence, they are better equipped to provide feedback that is constructive and meaningful, rather than critical or demotivating. This can help employees feel more engaged and motivated, leading to improved performance and increased retention. Greater connection between managers, leaders and the rest of the team helps create a culture of trust and open communication. This is the foundation for robust conversations about diversity and inclusion in the workplace.

Emotional and social intelligence are critical skills for leaders, managers and HR professionals.   
By incorporating these skills into performance management practices and HR plan objectives, organisations can create a more positive and productive workplace, which is conducive with supporting diversity and inclusion.

# Emotional and social intelligence self-assessment

Below, a self-assessment questionnaire has been provided. This assessment, along with any assessments conducted online, are to be taken as indicative only. The self-assessment is useful for managers and employees to take privately for self-reflection and development purposes. This is a particularly helpful tool to undertake prior to engaging in performance discussions of any type, as it may highlight areas for you to pay particular attention to in the way you engage in the conversation.

The assessment is self-rated and should take between 5 to 10 minutes to complete. Definitions relating to results are provided and may be utilised for development purposes.

There is also a free self-assessment available online that may provide you with an indication of your emotional intelligence: <https://www.ihhp.com/free-eq-quiz/>

# Self-assessment questionnaire

Rate the questions below then score your responses on the pages that follow.

**1= Very 2 = Rarely 3= Sometimes 4 = Usually 5 = Always**

|  |  |
| --- | --- |
| **RATING** | **QUESTIONS** |
|  | 1. I am aware of the physical reactions (twinges, aches, sudden changes) that signal a “gut reaction”. |
|  | 1. I readily admit mistakes and apologize. |
|  | 1. I let go of problems, anger, or hurt feelings from the past and I can move beyond these. |
|  | 1. I generally have an accurate idea of how another person perceives me during a particular interaction. |
|  | 1. I have several important things in my life that I am enthusiastic about and I let it show. |
|  | 1. I can easily meet and initiate conversations with new people when I need to. |
|  | 1. I take a break or use another active method of increasing energy when I sense that my energy level is getting low. |
|  | 1. I have little trouble taking carefully assessed risks. |
|  | 1. I “open up” with people appropriately – not too much but enough so that I don’t come across as cold and distant. |
|  | 1. I can engage in an interaction with another and can pre-assess that person’s mood based on non-verbal signals. |
|  | 1. Others feel inspired and encouraged after talking to me. |
|  | 1. I feel comfortable talking and making my point in front of groups or conducting meetings. |
|  | 1. I take time each day for quiet reflection. |
|  | 1. I take the initiative and move ahead on tasks that need to be done. |
|  | 1. I wait until I have all the facts before making up my mind on issues and expressing my opinion. |
|  | 1. I have several people I can turn to, and I ask for their help when I need it. |
|  | 1. I try to find the positive in any given situation. |
|  | 1. I can deal calmly, sensitively, and proactively with the emotional displays of others. |
|  | 1. I can identify the emotion I am feeling at any given moment. |
|  | 1. I am generally comfortable in new situations. |
|  | 1. I neither bury my anger nor let it explode on others. |
|  | 1. I can show empathy and match my feelings with those of another person in an interaction. |
|  | 1. I can keep going on a big project, despite obstacles. |
|  | 1. I am respected and liked by others, even when they don’t agree with me. |
|  | 1. I am clear about my goals and values. |
|  | 1. I express my views honestly and thoughtfully, without pushing others to agree. |
|  | 1. I am good at managing my moods and I refrain from bringing negative emotions to work. |
|  | 1. I focus my full attention on another person when I listen to them. |
|  | 1. I believe the work I do day-to-day has meaning and value to society. |
|  | 1. I can effectively persuade others to adopt my point of view without pressuring them. |

# 

# Scoring the self-assessment

|  |  |
| --- | --- |
| PERSONAL COMPETENCIES | SOCIAL COMPETENCIES |
| Self-awareness:  Q1 \_\_\_\_\_\_\_\_\_\_\_\_  Q7 \_\_\_\_\_\_\_\_\_\_\_\_  Q13 \_\_\_\_\_\_\_\_\_\_\_\_  Q19 \_\_\_\_\_\_\_\_\_\_\_\_  Q25 \_\_\_\_\_\_\_\_\_\_\_\_  Total self-awareness \_\_\_\_\_\_\_\_\_\_ | **Self-confidence:**  Q2 \_\_\_\_\_\_\_\_\_\_\_\_  Q8 \_\_\_\_\_\_\_\_\_\_\_\_  Q4 \_\_\_\_\_\_\_\_\_\_\_\_  Q20 \_\_\_\_\_\_\_\_\_\_\_\_  Q26 \_\_\_\_\_\_\_\_\_\_\_\_  Total self-confidence \_\_\_\_\_\_\_\_\_\_ |
| Self-motivation:  Q5 \_\_\_\_\_\_\_\_\_\_\_\_  Q11 \_\_\_\_\_\_\_\_\_\_\_\_  Q17 \_\_\_\_\_\_\_\_\_\_\_\_  Q23 \_\_\_\_\_\_\_\_\_\_\_\_  Q29 \_\_\_\_\_\_\_\_\_\_\_\_  Total self-motivation \_\_\_\_\_\_\_\_\_\_ | **Social awareness**  Q4 \_\_\_\_\_\_\_\_\_\_\_\_  Q10 \_\_\_\_\_\_\_\_\_\_\_\_  Q16 \_\_\_\_\_\_\_\_\_\_\_\_  Q22 \_\_\_\_\_\_\_\_\_\_\_\_  Q28 \_\_\_\_\_\_\_\_\_\_\_\_  Total social awareness \_\_\_\_\_\_\_\_\_\_ |
| Self-regulation:  3 \_\_\_\_\_\_\_\_\_\_\_\_  9 \_\_\_\_\_\_\_\_\_\_\_\_  15 \_\_\_\_\_\_\_\_\_\_\_\_  21 \_\_\_\_\_\_\_\_\_\_\_\_  27 \_\_\_\_\_\_\_\_\_\_\_\_  Total self-regulation \_\_\_\_\_\_\_\_\_\_ | **Social skills:**  6 \_\_\_\_\_\_\_\_\_\_\_\_  12 \_\_\_\_\_\_\_\_\_\_\_\_  18 \_\_\_\_\_\_\_\_\_\_\_\_  24 \_\_\_\_\_\_\_\_\_\_\_\_  30 \_\_\_\_\_\_\_\_\_\_\_\_  Total social skills \_\_\_\_\_\_\_\_\_\_ |

Total column score\_\_\_\_\_ Total column score\_\_\_\_\_\_

Your score on these 6 components of emotional and social intelligence can range from a low of   
5 to a high of 25. Any component where your score is below 18 is an area in which you could improve. On the following pages is a guide on how to interpret your scores.

# Definition of scoring elements

**Personal competencies**

1. **Self-awareness – key elements**

Emotional awareness is about recognising your emotions and their effects.   
People with this competence:

* Know which emotions they are feeling and why
* Realise the links between their feelings and what they think and how they behave
* Recognise how their feelings impact on their performance
* Have an awareness of their beliefs, values, and goals, which guides them in decision making

Accurate self-assessment is about knowing your strengths and weaknesses.  
People with this competence are:

* Aware of their strengths and their limitations
* Reflective and learn from experience
* Open to candid feedback, new perspectives, continuous learning, and self-development

1. **Self-motivation – key elements**

Achievement drive is about striving to improve or meet a standard of excellence.  
People with this competence:

* Are results-oriented and have a high drive to meet their objectives and standards
* Set challenging goals and take calculated risks
* Pursue information to reduce uncertainty and find ways to do better
* Learn how to improve their performance

Commitment is about aligning with the goals of the group or organisation.  
People with this competence:

* Readily make sacrifices to meet larger organisational goals
* Find a sense of purpose in working towards a larger mission
* Use the group’s core values in making decisions and clarifying choices
* Actively look for opportunities to deliver on the group’s mission

Initiative is about having a readiness to act on opportunities.  
People with this competence:

* Are ready to seize opportunities
* Will pursue goals even if it is beyond what’s required or expected of them
* Are willing to cut through bureaucracy and bend the rules when necessary to get the job done
* Can mobilise others through unusual, enterprising efforts

Optimism is about persistence in pursuing goals despite obstacles and setbacks.  
People with this competence:

* Persist in seeking goals despite obstacles and setbacks
* Work from hope of success rather than fear of failure
* See setbacks as due to manageable circumstance rather than a personal flaw

1. **Self-regulation – key elements**

Self-control is about managing disruptive emotions and impulses.   
People with this competence:

* Manage their feelings and distressing emotions so as to not act impulsively
* Are able to stay composed, positive, and unflappable in stressful moments

Adaptability is about flexibility in handling change. People with this competence:

* Smoothly handle multiple demands, shifting priorities, and rapid change
* Are responsive in adapting their responses and tactics to fit changing circumstances
* Are flexible in their approach

Trustworthiness is about maintaining standards of honesty and integrity.   
People with this competence:

* Act ethically
* Build trust by being reliable and authentic
* Can admit their own mistakes and confront unethical actions in others
* Can take tough, principled stands even if they are unpopular

Conscientiousness is about taking responsibility for personal performance.   
People with this competence:

* Meet commitments and keep promises
* Take ownership and accountability for meeting their objectives
* Are structured and careful in their work

Innovativeness is about being comfortable with and open to novel ideas and new information. People with this competence:

* Will look for fresh ideas from a wide variety of sources
* Seek original solutions to problems
* Generate new ideas and ways of doing things
* Are comfortable taking risks in their thinking

**Social competencies**

1. **Self-confidence – key elements**

Self-confidence is about having sureness about your self-worth and capabilities.   
People with this competence:

* Present themselves with self-assurance and have presence
* Can voice their views, even if they are unpopular and will take a stand on issues where they believe it is right to do so
* Are decisive, and able to make sound decisions despite uncertainties and pressures
* Find the appropriate internal balance of trusting they have the ability to perform the task at hand and willingness to acknowledge where they need assistance

1. **Social awareness – key elements**

Empathy is about sensing others’ feelings and perspectives, and taking an active interest in their concerns. People with this competence:

* Are attentive to emotional cues and listen well
* Demonstrate sensitivity and understand the perspectives of others
* Assist people based on understanding their needs and feelings

Service orientation is about anticipating, recognising, and meeting customers’ needs.  
People with this competence:

* Understand the needs of their customers and match them to services or products
* Look for ways to increase customers’ satisfaction and loyalty
* Gladly offer appropriate assistance to meet customers’ needs
* Work to develop a clear understanding of the customer’s perspective so they can act as a trusted advisor

Developing others is about sensing what others need in order to develop, and bolster their abilities. People with this competence:

* Acknowledge and reward others’ strengths, accomplishments, and development
* Offer useful feedback and identify people’s needs for development
* Mentor, give timely coaching, and offer assignments that challenge and grow a person’s skills

Leveraging diversity is about cultivating opportunities through diverse people.  
People with this competence:

* Respect and relate well to people from different backgrounds
* Understand diverse worldviews and demonstrate sensitivity to group differences
* See diversity as opportunity, and create an environment where people can thrive
* Challenge bias and intolerance

Political awareness is about reading a group’s emotional currents and power relationships. People with this competence:

* Accurately understand key power relationships
* Can detect crucial social networks
* Understand the forces that shape views and actions of clients, customers, or competitors
* Accurately read situations and organisational and external realities

1. **Social Skills – key elements**

Communication is about sending clear and convincing messages. People with this competence:

* Are effective in give-and-take
* Can deal with difficult issues straightforwardly
* Listen well, are able to seek mutual understanding, and welcome the opportunity to share information
* Use open communication and stay receptive to both good and bad news

Leadership is about inspiring and guiding groups and people. People with this competence:

* Can articulate and arouse enthusiasm for a shared vision and mission
* Are able to lead as needed, regardless of position
* Guide the performance of others while holding them accountable
* Lead by example

Influence is about wielding effective tactics for persuasion. People with this competence:

* Are skilled at persuasion
* Fine-tune presentations to appropriately appeal to the listener
* Use complex strategies like indirect influence to build consensus and support
* Orchestrate dramatic events to effectively make a point

Collaboration and co-operation is about working with others toward shared goals.  
People with this competence:

* Balance their focus on a task with attention to their relationships
* Collaborate, share plans, information, and resources
* Promote a friendly and cooperative climate
* Spot and nurture opportunities for collaboration

Change catalyst is about initiating or managing change. People with this competence:

* Recognise the need for change and work to remove barriers
* Are willing to challenge the status quo to acknowledge the need for change
* Champion the change and enlist others in its pursuit
* Model the change expected of others

Conflict management is about negotiating and resolving disagreements.  
People with this competence:

* Use diplomacy and tact to handle difficult people and tense situations
* Identify potential conflict, work to bring disagreements into the open, and help de-escalate potential conflict
* Encourage debate and open discussion
* Look to deliver win-win solutions

Building bonds is about nurturing instrumental relationships. People with this competence:

* Cultivate and maintain extensive informal networks
* Seek out relationships that are mutually beneficial
* Build rapport and keep others in the loop
* Make and maintain personal friendships among work associates

Team capabilities is about creating group synergy in pursuing collective goals.  
People with this competence:

* Demonstrate team qualities like respect, helpfulness, and cooperation
* Work to draw all team members into active and enthusiastic participation
* Identify opportunities to build team identity and commitment
* Protect the group and its reputation; share credit