

TABLE 4-2 Components of Emotional Intelligence

Component	Description
Self-awareness	Being aware of and in touch with your own feelings and emotions
Self-regulation	Being able to manage various emotions and moods without denying or suppressing them
Self-motivation	Being able to remain positive and optimistic
Empathy for others	Being able to read others' emotions accurately and putting yourself in their place
Interpersonal and social skills	Having the skills to build and maintain positive relationships with others

Sources: Based on D. Goleman, "What makes a leader?" *Harvard Business Review* 82, no. 1 (2004): 82–91; and D. Goleman, R. E. Boyatzis, and A. McKee, *Primal Leadership: Realizing the Power of Emotional Intelligence* (Boston: Harvard Business School Press, 2002).

components of intelligence. Researcher Robert Sternberg and his colleagues introduced the concept of practical intelligence to address the types of abilities and attributes that people use to solve everyday challenges they may face (Hedlund et al., 2003; Sternberg, 2002a; Sternberg et al., 2000). People with this type of intelligence either change their behavior to adapt to the environment, manipulate the environment, or find a new environment in which to succeed (Sternberg, 2007). Sternberg further proposes a model of leadership, WICS, that integrates wisdom, intelligence, and creativity in a systems approach putting intelligence at the center of leadership traits (Sternberg, 2003).