

## Clustering Emotional and Social Intelligence Performance

Measured by the AIR Series based on the EQ-i 2.0®

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*Emotional intelligence is a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.*

Bundles or clusters of EQ components or attributes highlight an individual's competence in various dimensions of top performance, leadership and healthy functioning. The following seven clusters are identified:

### A. Emotional Management

When we perform, our intellectual and emotional health shines through in the way we present ourselves and what we are alerted to. The little imbalances, which we all have, tend to be the grips whereby we are described and remembered, and help define what we stand for and who we represent. Our selective attunement to certain receptors in life determines how we habitually regulate our emotions. Competent emotional management of this broad section involves the larger half of the EQ-i scales, notably from the intrapersonal, interpersonal, and general mood domains.

#### 1. Self-presentation

Performance on this cluster portrays to what extent you make a powerful impression. It indicates to what extent you successfully present your general well-being and brand yourself as being composed; it is about your appearance of feeling balanced and secure. It sheds light on the positive self-image and uplifting spirits you manage to radiate to the outside world. Your competence in displaying a desirable persona may help build a strong organizational climate and culture.

The cluster combines performance on the scales SR, SA, OP and HA. The individual scale RT may shed further light on the forward thinking component of this cluster.

#### 2. Emotional alertness

Three key receptors in life are considered: you, core others, and those in your broader environment. This cluster addresses how in tune you are with each of the three life receptors and how you regulate imbalances between them. This cluster also indicates how your emotional control over, for example, anger or impulsiveness, will likely play out with regards to intrapersonal, interpersonal and communal demands placed on your daily functioning and interaction.

The cluster combines performance on the scales IC, ES, EM and RT. The scale PS may shed further light on the creativity component of this cluster.

### B. Leadership Smarts

Leadership is an area of interest that is receiving renewed attention in scientific publications and through various business applications. Leader attributes are sharply distinguished from that of managers, while specific leader characteristics are associated with different leadership styles. Generally, we consider versatility in different leadership styles, all to be well developed, as smart and desirable to foster intellectual and emotional health. When one of our leadership styles dominates above others, we may want to build on this strength by seeking to ensure the other leadership styles are strongly present in the team around us. Competent management of this broad section involves two-thirds of the EQ-i scales, notably from the intrapersonal, stress management, and adaptability domains, with support from the interpersonal domain.

#### 3. Resoluteness

This cluster is about your determination to achieve explicit results and solutions. Strength in this cluster may manifest in the form of high deliverables and strong output, which are often measurable or tangible. A high

score on this cluster portrays a focus on business management, which you likely perform in a directive, task-oriented fashion. This leadership style is about pace setting, and is often commanding and monitoring in nature. It helps create enhanced visibility for an organization.

The cluster combines performance on the scales IN, AS, SR and RT. Individual scales that may shed further light on the innovative side of this cluster are PS (to add innovation to this leadership smart) and ST (for long-term impact).

#### **4. Supportiveness**

This manifestation of leadership often draws from strong people skills. Your performance on this cluster indicates your natural capability to facilitate people to cohesively make a success of the task at hand. This leadership style is about collaboration and harmony; it is morale-boosting and anti-conflictive. It is indispensable in situations where projects rely heavily on teamwork.

This cluster combines performance on the scales SR, ST, IC and FL. Your communication skills may be an asset in this cluster, while the scales EM and IR may also shed further light on the interpersonal dimension of this cluster.

#### **5. Motivational impact**

This style of leadership lies in the degree to which you influence and inspire others effectively. While a strong influencing capability is often associated with selling, it is just as powerful in situations where negotiation is required or where a swaying argument must be made. Your performance on this cluster indicates to what extent you lead through inspiration and gain follower-ship. This leadership style fosters commitment, strong affiliation and connection, and loyalty.

This cluster combines performance on the scales RE, RT, FL and AS. The scales EE and PS may shed further light on creative strategizing built into this cluster.

### **C. Sustainability**

The manner in which we deal with adversity and use different resources to draw our strength and energy from are important indicators of intellectual and emotional health. An intrinsic sense of accomplishment and worthiness, coupled with a belief that we will prevail and can overcome most challenges are necessary for desirable performance. Competent management of this broad section involves the larger half of the EQ-i scales, notably from the intrapersonal, stress management and general mood domains.

#### **6. Self-fulfillment**

Your demeanor is reflected by an overall feel of success in your career, personal, and relational life. This would include a sense of accomplishment and satisfaction at work, with oneself, in marriage, etc. Your performance on this cluster indicates the degree to which you act by example and naturally lead from known inner strength and contentment. Competence in this cluster helps you shine in your area of specialization and gives you a backdrop for when times are tough.

This cluster combines performance on the scales SA, HA, IR and ES. The scale RE may shed further light on your involvement and sense of belonging to further round out this cluster.

#### **7. Resilience**

An important foundation of a healthy demeanor is your ability to be resilient in the face of daily pressures and demands in life. Your toughness and buoyancy may be developed qualities in coping with stress. Your performance on this cluster indicates to what extent you can bounce back in spirit after having to deal with tension or conflict. Competence in this cluster helps you overcome resistance experienced from others and be unreceptive to settings and tones that can hurt you badly, or be damaging to you.

This cluster combines performance on the scales OP, HA, SR, ST and IC. The scale FL may shed further light on durability within this cluster.