

AiA Classic™ and The Intelligences

An entire segment in learning is fueled by the “intelligences”. The use of the term “intelligence” to describe non-cognitive or non-intellective capabilities goes back to the 1920’s and 1930’s to Robert Thorndike, through the 1940’s with David Wechsler, into the 1980’s with Howard Gardner, and into the 1990’s with Salovey and Mayers. Simplistically, they include those emotional, personal and social factors enabling success in life.

Today, there are many schools of thought and theorists who describe domains of intelligence, provide lists of competencies and capabilities and cluster desirable attributes of individuals. In common practice those qualities and characteristics of the human being that cannot be classified elsewhere are placed into the category of emotional intelligence. Emotional intelligence is embedded in our learning industry and was popularized by Daniel Goleman’s 1995 bestseller of the same title.

Examination of the varying schools of thought finds these commonalities of the human attributes commonly ascribed to emotional intelligence:

- They are non-cognitive, non-intellective qualities.
- They are intrapersonal. They are interpersonal.
- They are personal. They are social.
- They are critical to success in personal and professional lives.
- They are qualities possessed by all people. It is in the qualitative differences in which we see unique human beings.
- They can be learned. They can be taught.
- They begin as abilities that can be developed into capabilities and competencies.
- They are defined as those highly desirable capabilities in the places in which we live and work.

AiA is frequently associated with emotional intelligence learning and development because it does the above so well. AiA does not assess or measure emotional intelligence. It is solely committed to the learning process that takes an ability that an individual has and develops and enhances that ability so that the result is a defined capability – a competency.

AiA preceded the development of common use of emotional intelligence by almost 40 years. However, if the domain descriptors did not now exist, they would have to be invented to describe the things that AiA creates and enhances in the learning process.

Emotional intelligence has two core competencies: personal, intrapersonal; and social, interpersonal. It is important to note that regardless of the domain model referenced, the competencies or capabilities are the outcome of learning.

Emotional Intelligence Domains

<p style="text-align: center;">Intrapersonal</p> <p style="text-align: center;">Personal Competencies</p> <p>Capabilities that determine how we manage ourselves</p>	<p style="text-align: center;">Self-Awareness</p> <ul style="list-style-type: none"> • Emotional self-awareness: Reading one's own emotions and recognizing their impact; using the "gut sense" to guide decisions. • Accurate self-assessment: Knowing one's strengths and limitations • Self-confidence: A sound sense of one's self-worth and capabilities <p style="text-align: center;">Self Management</p> <ul style="list-style-type: none"> • Emotional self-control: Keeping disruptive emotions and impulses under control • Transparency: Displaying honesty and integrity; trustworthiness • Adaptability: Flexibility in adapting to changing situations or overcoming obstacles • Achievement: The drive to improve performance to meet inner standards of excellence • Initiative: Readiness to act and seize opportunities • Optimism: Seeing the upside in events
<p style="text-align: center;">Interpersonal</p> <p style="text-align: center;">Social Competencies</p> <p>Capabilities that determine how we manage relationships</p>	<p style="text-align: center;">Social Awareness</p> <ul style="list-style-type: none"> • Empathy: Sensing others' emotions, understanding their perspective and taking an active interest in their concerns • Organizational awareness: Reading the currents, decision networks, and politics at the organizational level • Service: Recognizing and meeting follower, client or customer needs <p style="text-align: center;">Relationship Management</p> <ul style="list-style-type: none"> • Inspirational leadership: Guiding and motivating with a compelling vision • Influence: Wielding a range of tactics for persuasion • Developing others: Bolstering others' abilities through feedback and guidance • Change catalyst: Initiating, managing and leading in a new direction • Conflict management: Resolving disagreements • Building bonds: Cultivating and maintaining a web of relationships • Teamwork and collaboration: Cooperation and team building

Daniel Goleman, Richard Boyatzis and Annie McKee, *Primal Leadership: Realizing the Power of Emotional Intelligence* (Boston: Harvard Business School Press, 2002).