

The Skills That Make Up Executive Intelligence

REGARDING TASKS, Intelligent leaders:	REGARDING PEOPLE, Intelligent leaders:	REGARDING THEMSELVES, Intelligent leaders:
Appropriately define a problem and differentiate essential objectives from less-relevant concerns.	Recognize the conclusions that can be drawn from a particular exchange.	Pursue feedback that may reveal errors in their judgments and make appropriate adjustments.
Anticipate obstacles to achieving their objectives and identify sensible means to circumvent them.	Recognize the underlying agendas and motivations of individuals and groups involved in a situation.	Recognize their personal biases or limitations in perspective and use this understanding to improve their thinking and their action plans.
Critically examine the accuracy of underlying assumptions.	Anticipate the probable reactions of individuals to actions or communications.	Recognize when serious flaws in their ideas or actions require swift public acknowledgment of mistakes and a dramatic change in direction.
Articulate the strengths and weaknesses of the suggestions or arguments posed.	Accurately identify the core issues and perspectives that are central to a conflict.	Appropriately articulate the essential flaws in others' arguments and reiterate the strengths in their own positions.
Recognize what is known about an issue, what more needs to be known, and how best to obtain the relevant and accurate information needed.	Appropriately consider the probable effects and possible unintended consequences that may result from taking a particular course of action.	Recognize when it is appropriate to resist others' objections and remain committed to a sound course of action.
Use multiple perspectives to identify probable unintended consequences of various action plans.	Acknowledge and balance the different needs of all relevant stakeholders.	