

# THE FRAMEWORK OF PERSONAL EMPOWERMENT TRAINING

	Personal Competence	Competency-based behaviors
<b>SELF-AWARENESS</b>	<b>Emotional Awareness:</b> recognizing one's emotions and their effect	<ul style="list-style-type: none"> <li>Know the emotions I am feeling and why</li> <li>Realize the links between my feelings and what I think, say and do</li> <li>Recognize how my feelings affect my performance</li> <li>Have a guiding awareness of my values and goals</li> </ul>
	<b>Accurate Self-assessment:</b> knowing one's strengths and limits	<ul style="list-style-type: none"> <li>Aware of my strengths and weaknesses</li> <li>Reflective, learning from experience</li> <li>Open to candid feedback, new perspectives, continuous learning, and self-development</li> <li>Able to show a sense of humor and perspective about myself</li> </ul>
	<b>Self-confidence:</b> A strong sense of one's self-worth and capabilities	<ul style="list-style-type: none"> <li>Present myself with self-assurance; have "presence"</li> <li>Can voice views that are unpopular and go out on a limb for what is right</li> <li>Decisive, able to make sound decisions despite uncertainties and pressures</li> </ul>
<b>SELF-REGULATION</b>	<b>Self-control:</b> Keeping disruptive emotions and impulses in check	<ul style="list-style-type: none"> <li>Manage my impulsive feelings and distressing emotions well</li> <li>Stay composed, positive and unflappable even in trying moments</li> <li>Think clearly and stay focused under pressure</li> </ul>
	<b>Trustworthiness:</b> Maintaining standards of honesty and integrity	<ul style="list-style-type: none"> <li>Act ethically and am above reproach</li> <li>Build trust through their reliability and authenticity</li> <li>Admit my own mistakes and confront unethical actions in others</li> <li>Take tough, principled stands even if they are unpopular</li> </ul>
	<b>Conscientiousness:</b> Taking responsibility for personal performance	<ul style="list-style-type: none"> <li>Meet commitments and keep promises</li> <li>Hold themselves accountable for meeting their objectives</li> <li>Are organized and careful in their work</li> </ul>
	<b>Adaptability:</b> Flexibility in handling change	<ul style="list-style-type: none"> <li>Smoothly handle multiple demands, shifting priorities, and rapid change</li> <li>Adapt my responses and tactics to fit fluid circumstances</li> <li>Flexible in how I see events</li> </ul>
	<b>Innovation:</b> Being comfortable with novel ideas, approaches and new information	<ul style="list-style-type: none"> <li>Seek out fresh ideas from a wide variety of sources</li> <li>Entertain original solutions to problems</li> <li>Generate new ideas</li> <li>Consider fresh perspectives and take risks in their thinking</li> </ul>
<b>SELF-MOTIVATION</b>	<b>Achievement drive:</b> Striving to improve or meet a standard of excellence	<ul style="list-style-type: none"> <li>Results-oriented, with a high drive to meet my objectives and standards</li> <li>Set challenging goals and take calculated risks</li> <li>Pursue information to reduce uncertainty and find ways to do things better</li> <li>Learn how to improve my performance</li> </ul>
	<b>Commitment:</b> Aligning with the goals of the group or organization	<ul style="list-style-type: none"> <li>Readily make sacrifices to meet a larger organizational goal</li> <li>Find a sense of purpose in the larger mission</li> <li>Use the group's core values in making decisions and clarifying choices</li> <li>Actively seek out opportunities to fulfill the group's mission</li> </ul>
	<b>Initiative:</b> Readiness to act on opportunities	<ul style="list-style-type: none"> <li>Ready to seize opportunities</li> <li>Pursue goals beyond what's required or expected of me</li> <li>Cut through red tape and bend the rules when necessary to get the job done</li> <li>Mobilize others through unusual, enterprising efforts</li> </ul>
	<b>Optimism:</b> Persistence in pursuing goals despite obstacles and setbacks	<ul style="list-style-type: none"> <li>Persist in seeking goals despite obstacles and setbacks</li> <li>Operate from the hope of success rather than fear of failure</li> <li>See setbacks as due to manageable circumstance rather than personal flaw</li> </ul>
<b>EMPATHY</b>	<p>Social Competence</p> <p><b>Understanding others:</b> sensing others' feelings and perspectives, taking an active interest in their concerns</p>	<p>Competency-based behaviors</p> <ul style="list-style-type: none"> <li>Attentive to emotional cues and listen well</li> <li>Show sensitivity and understand others' perspectives</li> <li>Help out based on understanding other people's needs and feelings</li> </ul>

<b>EMPATHY (continued)</b>	<b>Developing others:</b> Sensing others' development needs and bolstering their abilities	<ul style="list-style-type: none"> <li>• Acknowledge and reward people's strengths and accomplishments</li> <li>• Offer useful feedback and identify people's needs for further growth</li> <li>• Mentor, give timely coaching, and offer assignments that challenge and foster a person's skills</li> </ul>
	<b>Service orientation:</b> Anticipating, recognizing, and meeting customers' needs	<ul style="list-style-type: none"> <li>• Understand customers/clients needs and match them to services and products</li> <li>• Seek ways to increase customers' satisfaction and loyalty</li> <li>• Gladly offer appropriate assistance</li> <li>• Grasp a customer's perspective, acting as a trusted advisor</li> </ul>
	<b>Leveraging diversity:</b> Cultivating opportunities through different kinds of people	<ul style="list-style-type: none"> <li>• Respect and relate well to people from varied backgrounds</li> <li>• Understand diverse worldviews and are sensitive to group differences</li> <li>• See diversity as an opportunity, creating an environment where diverse people can thrive</li> <li>• Challenge bias and intolerance</li> </ul>
	<b>Organizational Awareness:</b> Reading a group's emotional currents and power relationships	<ul style="list-style-type: none"> <li>• Accurately read key power relationships</li> <li>• Detect crucial social networks</li> <li>• Understand the forces that shape views and actions of clients, customers, or competitors</li> <li>• Accurately read organizational and external realities</li> </ul>
<b>SOCIAL SKILLS</b>	<b>Influence:</b> Wielding effective tactics for persuasion	<ul style="list-style-type: none"> <li>• Skilled at winning people over</li> <li>• Fine-tune presentations to appeal to the listener</li> <li>• Use complex strategies like indirect influence to build consensus and support</li> <li>• Orchestrate dramatic events to effectively make a point</li> </ul>
	<b>Communication:</b> Listening openly and sending convincing messages	<ul style="list-style-type: none"> <li>• Effective in give-and-take, registering emotional cues in attuning my message</li> <li>• Deal with difficult issues in a straightforward manner</li> <li>• Listen well, seek mutual understanding, and welcome sharing of information fully</li> <li>• Foster open communication and stay receptive to bad news as well as good</li> </ul>
	<b>Conflict management:</b> Negotiating and resolving disagreements	<ul style="list-style-type: none"> <li>• Handle difficult people and tense situations with diplomacy and tact</li> <li>• Spot potential conflict, bring disagreements into the open and help to de-escalate</li> <li>• Encourage debate and open discussion</li> <li>• Orchestrate win-win solutions</li> </ul>
	<b>Leadership:</b> Inspiring and guiding individuals and groups	<ul style="list-style-type: none"> <li>• Articulate and arouse enthusiasm for a shared vision and mission</li> <li>• Step forward to lead as needed, regardless of position</li> <li>• Guide the performance of others while holding them accountable</li> <li>• Lead by example</li> </ul>
	<b>Change Catalyst:</b> Initiating or managing change	<ul style="list-style-type: none"> <li>• Recognize the need to change and remove barriers</li> <li>• Challenge the status quo to acknowledge the need for change</li> <li>• Champion the change and enlist others in its pursuit</li> <li>• Model the change expected of others</li> </ul>
	<b>Building bonds:</b> Nurturing instrumental relationships	<ul style="list-style-type: none"> <li>• Cultivate and maintain extensive informal networks</li> <li>• Seek out relationships that are mutually beneficial</li> <li>• Build rapport and keep others "in the loop"</li> <li>• Make and maintain personal friendships among work associates</li> </ul>
	<b>Collaboration and cooperation:</b> Working with others toward shared goals	<ul style="list-style-type: none"> <li>• Balance a focus on task with attention to relationships</li> <li>• Collaborate; sharing plans, information and resources</li> <li>• Promote a friendly, cooperative climate</li> <li>• Spot and nurture opportunities for collaboration</li> </ul>
	<b>Team capabilities:</b> creating group synergy in pursuing collective goals	<ul style="list-style-type: none"> <li>• Model team qualities like respect, helpfulness, and cooperation</li> <li>• Draw all members into active and enthusiastic participation</li> <li>• Build team identity, esprit de corps, and commitment</li> <li>• Protect the group and its reputation, and share credit</li> </ul>

Sources: Cross-referenced comparison of *Emotional Intelligence* by Daniel Goleman (1995), *Working with Emotional Intelligence* by Daniel Goleman (1998) and the Personal Empowerment training curriculum developed from *The Powerful Self* (1994) by Steven Stosny <sup>®</sup>

