

THE FRAMEWORK OF PERSONAL EMPOWERMENT TRAINING

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

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

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 [®]

