

The Emotional Competence Framework

SOURCES: This generic competence framework distills findings from: *MOSAIC competencies for professional and administrative occupations* (U.S. Office of Personnel Management); Spencer and Spencer, *Competence at Work*; and top performance and leadership competence studies published in Richard H. Rosier (ed.), *The Competency Model Handbook, Volumes One and Two* (Boston : Linkage, 1994 and 1995), especially those from Cigna, Sprint, American Express, Sandoz Pharmaceuticals; Wisconsin Power and Light; and Blue Cross and Blue Shield of Maryland. Much of the material that follows comes from *Working with Emotional Intelligence* by Daniel Goleman (Bantam, 1998).

Personal Competence

SELF - AWARENESS

Emotional awareness: Recognizing one's emotions and their effects. People with this competence:

- Know which emotions they are feeling and why
- Realize the links between their feelings and what they think, do, and say
- Recognize how their feelings affect their performance
- Have a guiding awareness of their values and goals

Accurate self-assessment: Knowing one's strengths and limits. People with this competence are:

- Aware of their 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 themselves

Self-confidence: Sureness about one's self-worth and capabilities. People with this competence:

- Present themselves with self-assurance; have "presence"
- Can voice views that are unpopular and go out on a limb for what is right
- Are decisive, able to make sound decisions despite uncertainties and pressures

SELF - REGULATION

Self-control: Managing disruptive emotions and impulses. People with this competence:

- * Manage their 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. People with this competence:

- * Act ethically and are above reproach

- * Build trust through their reliability and authenticity
- * Admit their own mistakes and confront unethical actions in others
- * Take tough, principled stands even if they are unpopular

Conscientiousness: Taking responsibility for personal performance. People with this competence:

- * Meet commitments and keep promises
- * Hold themselves accountable for meeting their objectives
- * Are organized and careful in their work

Adaptability: Flexibility in handling change. People with this competence:

- * Smoothly handle multiple demands, shifting priorities, and rapid change
- * Adapt their responses and tactics to fit fluid circumstances
- * Are flexible in how they see events

Innovativeness: Being comfortable with and open to novel ideas and new information. People with this competence:

- * Seek out fresh ideas from a wide variety of sources
- * Entertain original solutions to problems
- * Generate new ideas
- * Take fresh perspectives and risks in their thinking

SELF - MOTIVATION

Achievement drive: Striving to improve or meet a standard of excellence. People with this competence:

- * Are results-oriented, with a high drive to meet their objectives and standards
- * Set challenging goals and take calculated risks
- * Pursue information to reduce uncertainty and find ways to do better
- * Learn how to improve their performance

Commitment: Aligning with the goals of the group or organization. People with this competence:

- * Readily make personal or group 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. People with this competence:

- * Are ready to seize opportunities
- * Pursue goals beyond what's required or expected of them
- * 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. People with this competence:

- * Persist in seeking goals despite obstacles and setbacks
- * Operate from hope of success rather than fear of failure
- * See setbacks as due to manageable circumstance rather than a personal flaw

Social Competence

SOCIAL AWARENESS

Empathy: Sensing others' feelings and perspective, and taking an active interest in their concerns. People with this competence:

- * Are attentive to emotional cues and listen well
- * Show sensitivity and understand others' perspectives
- * Help out based on understanding other people's needs and feelings

Service orientation: Anticipating, recognizing, and meeting customers' needs. People with this competence:

- * Understand customers' needs and match them to services or products
- * Seek ways to increase customers' satisfaction and loyalty
- * Gladly offer appropriate assistance
- * Grasp a customer's perspective, acting as a trusted advisor

Developing others: Sensing what others need in order to develop, and bolstering their abilities. People with this competence:

- * Acknowledge and reward people's strengths, accomplishments, and development
- * Offer useful feedback and identify people's needs for development
- * Mentor, give timely coaching, and offer assignments that challenge and grow a person's skills.

Leveraging diversity: Cultivating opportunities through diverse people. People with this competence:

- * Respect and relate well to people from varied backgrounds
- * Understand diverse worldviews and are sensitive to group differences
- * See diversity as opportunity, creating an environment where diverse people can thrive
- * Challenge bias and intolerance

Political awareness: Reading a group's emotional currents and power relationships. People with this competence:

- * Accurately read key power relationships
- * Detect crucial social networks
- * Understand the forces that shape views and actions of clients, customers, or competitors
- * Accurately read situations and organizational and external realities

SOCIAL SKILLS

Influence: Wielding effective tactics for persuasion. People with this competence:

- * Are skilled at persuasion
- * 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: Sending clear and convincing messages. People with this competence:

- * Are effective in give-and-take, registering emotional cues in attuning their message
- * Deal with difficult issues straightforwardly
- * Listen well, seek mutual understanding, and welcome sharing of information fully
- * Foster open communication and stay receptive to bad news as well as good

Leadership: Inspiring and guiding groups and people. People with this competence:

- * 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. People with this competence:

- * Recognize the need for 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

Conflict management: Negotiating and resolving disagreements. People with this competence:

- * Handle difficult people and tense situations with diplomacy and tact
- * Spot potential conflict, bring disagreements into the open, and help deescalate
- * Encourage debate and open discussion
- * Orchestrate win-win solutions

Building bonds: Nurturing instrumental relationships. People with this competence:

- * 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. People with this competence:

- * 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. People with this competence:

- * 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; share credit

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