CONCEPTUAL FRAMEWORK: DEFINITIONS OF EMOTIONAL INTELLIGENCE COMPETENCIES

Competency*	Definition
Emotional awareness	recognizing one's emotions and their effects
Accurate self-assessment	knowing one's strengths and limits
Self-confidence	a strong sense of one's self-worth and capabilities
Self-control	keeping disruptive emotions and impulses in check
Trustworthiness	maintaining standards of honesty and integrity
Conscientiousness	taking responsibility for personal performance
Adaptability	flexibility in handling change
Innovation	being comfortable with novel ideas, approaches, and new information
Achievement drive	striving to improve or meet a standard of excellence
Commitment	aligning with the goals of the group or organization
Initiative	readiness to act on opportunities
Optimism	persistence in pursuing goals despite obstacles and setbacks
Understanding others	sensing others' feelings and perspectives, and taking an active interest in their concerns
Developing others	sensing others' development needs and bolstering their abilities
Service orientation**	anticipating, recognizing, and meeting customers' needs
Leveraging diversity	cultivating opportunities through different kinds of people
Political awareness	reading a group's emotional currents and power relationships
Influence	wielding effective tactics for persuasion
Communication	listening openly and sending convincing messages
Conflict management	negotiating and resolving disagreements
Leadership	inspiring and guiding individuals and groups
Change catalyst	initiating or managing change
Building bonds	nurturing instrumental relationships
Collaboration and cooperation	working with others toward shared goals
Team capabilities	creating group synergy in pursuing collective goals

* These 25 competencies and their definitions were taken from Daniel Goleman's "Working with Emotional Intelligence" (1998), pp. 26-27.

** Service orientation was somewhat expanded for the purposes of this study. Specifically, "customers" were taken to mean the general public, since, for the most part, specific customers were not cited in the texts and therefore any service to the community as a whole was considered a means of anticipating, recognizing, and meeting the needs of customers, potential or actual.