

# Ed. D. Program Leadership Competencies



## Self-Awareness

*Knowing one's internal states, preferences, resources, and intuitions*

**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-Regulation

*Managing one's internal states, impulses, and resources*

**Self-control:** Keeping disruptive emotions and impulses in check

**Integrity:** Maintaining standards of honesty and integrity

**Conscientiousness:** Taking responsibility for personal performance

**Adaptability:** Flexibility in handling change

**Openness:** Being comfortable with novel ideas, approaches, and new information

## Motivation

*Emotional tendencies that guide or facilitate reaching goals*

**Personal drive:** Striving to improve and challenge oneself

**Commitment:** Embraces and takes responsibility for fulfilling program expectations

**Initiative:** Readiness to act on opportunities

**Persistence:** Pursuing goals despite obstacles and setbacks

## Empathy

*Awareness of others' feelings, needs, and concerns*

**Understanding others:** Sensing others' feelings and perspectives, taking an active interest in their concerns

**Developing others:** Sensing others' development needs and bolstering their abilities

**Service orientation:** Anticipating, recognizing, and meeting others' needs

**Diversity:** Cultivating understanding with people of different perspectives

**Awareness:** Reading a group's emotional currents and power relationships

## Social Skills

*Adeptness of inducing desirable responses in others*

**Influence:** Judiciously using persuasion

**Communication:** Listening openly and sending clear and appropriate messages

**Conflict management:** Negotiating and resolving disagreements

**Leadership:** Inspiring and guiding individuals and groups

**Change catalyst:** Initiating and sustaining change

**Building bonds:** Nurturing relationships

**Collaboration and cooperation:** Working with others toward shared goals

**Team capabilities:** Creating group synergy in pursuing collective goals

The competencies are informed by the research and/or writings of Brother Agathon, FSC (1785), Mayer and Salovey (1995, 1997), Goleman (1995, 1998), Mayer, Salovey, and Caruso (2000), Bar-On (2003, 2005), Causo and Wolfe (2004), and Cameron (2008).