

SOCIAL AND EMOTIONAL INTELLIGENCE



Understands the knowledge, skills, attitudes, and behaviors that create healthy identities, manage emotions, and achieve personal and collective goals; demonstrates ability to feel and show empathy, establish and maintain supportive relationships, and make responsible, caring decisions.*

Competency Theme	Level 1: Foundational	Level 2: Mobilizing and Power Building	Level 3: Agenda Driving
Understands one's emotions, thoughts and values and how they influence behavior across contexts	<p>Understands and can articulate one's purpose; recognizes one's strengths and areas of growth with a well-grounded sense of confidence and purpose. Being aware of what you can tolerate in your/ the current reality and being aspirational of what is still possible</p> <p>Learning Considerations Engages in self-reflection, self-assessment, and improvement. Understands own emotions. Identifies personal, cultural, and linguistic assets. Learns how to develop a purpose (why) statement. Understands the intersection of personal and social identities of self and others. Examines and addresses prejudices and biases. Understands identity within context of a foundational level understanding of race, racism, and the intentional development of racialized institutions and systems. Articulate personal role in contributing to transformative change. Engages in contemplative practices. Develops a growth mindset. Identifies and evaluates their values and beliefs as a leader. Develops a healthy sense of self to strengthen agency, vulnerability, and relationships</p>	<p>Leads others to develop self-awareness. Creates space and opportunities for others to identify their own emotions, recognize their assets and contributions, reflect on their experiences and identities; examines conscious and unconscious biases; cultivate growth mindset</p> <p>Learning Considerations Educates others in practices to discover their purpose. Equips others on how to identify values. Understands the relationship between feelings and reactions to people and situations. Learn how to give and receive feedback to promote self-awareness. Educates others on developing a growth mindset. Understands identity within the context of race, racism and the intentional development of racialized institutions and systems; can facilitate conversations and train others. Leads others in discovering conscious and unconscious biases. Understands knowledge from research and experience regarding advocacy and movement building as avenues for purpose and self-efficacy</p>	<p>Uses self-awareness and discernment to develop organizational awareness to guide the Association in developing healthy organizational (Association and/or workplaces) cultures and lead continuous improvement. Leads reframing the understanding of a situation/ assumption/mindsets</p> <p>Learning Considerations Learns the power of awareness of personal and social identities and their impact on the organization and its members. Encourages the organization to apply a race equity lens in all aspects of the organization. Leads the organization in assessing and improving culture, including normalizing the practice of self-awareness and a growth mindset. Assesses the organization's readiness for change, and identifies levers to enhance organizational effectiveness. Uses data in decision-making. Aligns the organization's work with core values. Helps members develop a toolkit of protocols, practices, procedures, etc., to improve self-awareness</p>
Manage one's emotions, thoughts, and behaviors effectively in different situations and to achieve goals and aspirations	<p>Understands how to regulate one's emotions, deconstruct patterns of thinking, identify, and use self-care and stress and trauma management strategies, as well as demonstrate personal agency and the ability to exhibit self-discipline, self-motivation, and the courage to take initiative and have voice and seat at the table. Demonstrates an ability to prioritize and juggle multiple demands without losing focus or energy</p> <p>Learning Considerations Understands and practices vulnerability as a core competency of leadership. Learns practices of self-management including coping and resilience skills, stress and trauma management, and seeks opportunities for healing. Explores how to develop personal goals. Learns the history of racism, engages in anti-racism training and equity assessments</p>	<p>Equips members and students in managing emotions and developing coping skills; demonstrates how to express emotions with others as appropriate to the situation. Assists others in discovering their personal agency as well as the collective agency of groups. Assists members in developing motivation to accomplish personal and professional goals. Instructs members on how to develop and use planning and organizational skills. Helps others manage their stress, trauma, and seek opportunities for healing</p> <p>Learning Considerations Learns how to engage in critical conversations. Understands how to lead others in regulation and expressing emotions. Understands and helps others set goals and the role of motivation and resilience in achieving goals and dealing with setbacks. Cultivates others' abilities, develop habits, and practices of self-care, including the use of contemplative practices (meditation, journaling, etc.) to identify and manage emotions, as well as training to develop trauma-informed practices and healing</p>	<p>Understands and uses influence to affect Association behavior and achieve Association goals. Unites others in collective goals and a shared sense of efficacy</p> <p>Learning Considerations Explores how to lead the Association in understanding and appreciating the value of collective agency in shaping the Association's culture and effectiveness. Understands the importance of aligning individual and Association values to increase motivation and commitment. Understands how to align individual goals to create collective goals and actions. Understands and encourages collective action with assessment and reflection</p>

* A race equity lens is a transformative approach used to inform and improve planning, decision-making, analysis, actions and resource allocation that leads to more racially equitable and socially just policies, programs and practices.
Each/All – The intentional inclusion and recognition of every individual and the many cultural identities they navigate (e.g., race, ethnicity, gender, sexual orientation, religion, ability and employment job category).
Diverse – Representative of the experiences and cultural identities of individuals and community (e.g., race, ethnicity, gender, sexual orientation, religion, ability and employment job category).

Competency Theme	Level 1: Foundational	Level 2: Mobilizing and Power Building	Level 3: Agenda Driving
<p>Understand the perspectives of and empathize with others, including those from diverse backgrounds, cultures, and contexts</p>	<p>Engages in perspective-taking; practices empathy, compassion, respect, and vulnerability when expressing one's own lived experiences and in seeking to understand others. Understands historical and social norms of behaviors in different settings and actively disrupts social norms that prevent equitable agency; recognizes and values that family, school/campuses/workplaces, and community are resources and supports, without applying a value judgment</p> <p>Learning Considerations Seeks out information about the historical and social construction of racism and other areas of marginalization/systemic oppression (racialized society). Individuals develop the ability to engage in polarity management mapping and thinking (i.e., exploring "both-and" thinking). Understands the power of storytelling to create safe, diverse, and inclusive spaces. Understands and recognizes their psychological and emotional response to micro-aggressions and other identity-related issues</p>	<p>Advocates with others to create safe, diverse, and inclusive spaces for educators and students to share their stories and be understood; and leads conversations to teach empathy, foster understanding, and learn about historical inequities and institutional disparities, while being intentionally aware of power dynamics and how they impact and prevent paths to leadership and engagement. Demonstrates an appreciation of the values, talent, and potential capacity of others and promotes collective agency. Helps members manage triggers so they can stay engaged in the work</p> <p>Learning Considerations Supports others to develop social awareness. Learns how to engage in dialogue and practice advocacy and inquiry in conversations to better understand the viewpoints of others. Engages in deep analysis of racism and oppression to better understand how one's experiences fit into the larger context and one's role in disrupting systemic racism. Engages in collaborative, consistent and open conversations with stakeholders. Learns to build coalitions that considers families and communities as partners, promotes shared power and collective action; explores the historical and social norms of students, families, and communities. Uses storytelling to connect with others and deepen understanding</p>	<p>Understands the influences of organizations and systems on social behaviors. Leads a review of the organization's practices to address institutional disparities and leverages the organization to address historical inequities and create systemic change. Expands the organization's role as a socially responsible partner</p> <p>Learning Considerations Leads the organization in becoming a learning organization and developing the skills for systems thinking. Understands and uses the skills and tools to facilitate transformative change. Recognizes and anticipates change and understands how change spurs leadership growth and makes the organization stronger. Helps the Association understand its role of being socially responsible and its impact on the larger system. Builds alliances and coalitions that are diverse, inclusive, promotes shared power, especially with underserved and marginalized communities</p>

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<p>Establishes and maintains healthy and supportive relationships and effectively navigates settings with diverse individuals and groups</p>	<p>Understands how to build relationships by focusing on trust, using clear and honest (nonviolent) communication, engaging in active listening, and encouraging cooperation and collaboration to problem solve and negotiate conflict constructively. Understands the need to have agency, resist negative social pressure, remain congruent with values while building relationships, and uses personal power to influence healthy relationships. Values and practices transparency</p> <p>Learning Considerations Engages in training to deepen self-awareness, self-management, and social awareness. Practices nonviolent communication and strategies for getting to 'yes'. Learns effective interpersonal communication skills to increase empathy, including the art of engaging in conversation, practicing deep listening, assessing your written communication, as well as your non-verbal communication, like body language. Engages in ongoing cultural and linguistic competency training to deepen awareness and appreciation for different cultures (i.e., understanding norms and social roles, and related rules about accepted emotional displays) and increase cultural and linguistic fluency (i.e., code switching). Applies principles of one-to-one organizing conversations to build relationships. Engages in role play to understand how to resist negative social pressure. Recognizes the need to build relationships and understands connections across race, culture, age, and distance</p>	<p>Creates and promotes a team culture that encourages vulnerability, invites diverse opinions, straight talk, commitment, accountability, and trust, and encourages a distributive leadership model that views all team members as leaders and understands how to manage conflict; encourages the growth of team members to collaborate toward a shared vision</p> <p>Learning Considerations Understands and attends to group dynamics (i.e., norms, group thinking, sub-group formation, triangulation, etc.) and the stages of group development, including understanding power, conflict, and decision-making; understanding the importance of developing a vision for the team. Uses facilitation skills to achieve consensus building. Practices giving and receiving feedback and engaging in one-to-one conversations. Creates training that involves experiential learning and scenarios that strengthen the team's effectiveness and ability to solve complex problems. Helps others become culturally and linguistically literate. Learns to advance the talents of others in ways that support their growth goals. Helps leaders develop social and emotional intelligence. Advocates for the rights of others. Demonstrates a willingness to continue to learn about the impact and role of racism on interpersonal and group relationships. Trains others on how to coach and mentor leaders. Engages others in normalizing conflict and addressing conflict constructively</p>	<p>Develops a strategic plan and budget that includes a strategy and resources for leadership and team development; promotes a culture of risk-taking, interdependency and support and help when needed and rewards collaboration. Relationship-building and strong communication skills are a part of the culture of the Association</p> <p>Learning Considerations Takes a high-level role in influencing the Association's culture; promotes collaboration within the organization and with external stakeholders. Encourages collective action. Understands how to manage transitions between leadership within organizations and its impact on the organization. Leaders serve as models and actively engages in creating a leadership development strategy for the organization that includes ongoing identification, coaching, mentoring of leaders and leadership programs that are race-inclusive; assesses the organization's structures to remove barriers to access for leaders, particularly underrepresented communities</p>
<p>Makes caring and constructive choices about personal behavior and social interactions across diverse situations</p>	<p>Demonstrates curiosity and open-mindedness. Applies a combination of lived experiences and decision-making tools and strategies that analyze situations to develop solutions, and evaluates the benefits and consequences of various actions for personal, social and collective well-being. Takes ownership of decisions. Questions assumptions and willing to learn and unlearn to discover new ideas and possibilities</p> <p>Learning Considerations Develops the skill to apply systems thinking to better understand and work to solve complex problems. Understands theory and frameworks about decision-making (i.e., level of decision-making) and Levels of Perspective. Applies an equity lens to decision-making. Applies an Appreciative Inquiry model when problem-solving and assesses the impacts of decisions for self and others. Learns about the ongoing individual and institutional impacts of systemic racism. Learns how to identify and address inequities and injustice</p>	<p>Educates and coaches others on how to behave ethically and responsibly and create solutions to address personal and social challenges and develop skills to engage and understand diverse audiences; helps others expand anti-racist practices and engage in healing work to find mental balance in a safe environment; demonstrates ability to explain reasoning and motivation behind decisions and actions that impact others</p> <p>Learning Considerations Understands the Association's core values and ensures alignment in decision-making. Explores the role of the Association in promoting personal, family and community well-being. Understands and addresses power dynamics in decision-making and teaches critical thinking skills that are useful for personal and professional growth; evaluates decisions for impact. Educates others on how to develop solutions for personal and social problems. Trains others on developing their awareness and use of decision-making theories and tools. Develop one's and others' ability to examine beliefs and assumptions and to learn about the ongoing individual and institutional impacts of systemic racism. Develops the abilities of others to identify and address inequities and injustice</p>	<p>Recognizes the Association's role in promoting personal and collective well-being as well as anticipate and respond to change responsibly</p> <p>Learning Considerations Leaders surface and address complexity, including across systems, across domains of development. Ensures decision-making processes are understood and accessible to the organization. Ensures the organization's strategic plan is aligned with advancing the vision, mission and core values and guides affiliates through the process of using responsible decision-making to focus on priorities and advance long-term goals. Understands the role of qualitative and quantitative data in decision-making. Analyzes organization's decisions to measure the impact on communities, institutions, and systems. Understands the levels of influence and how to use influence to organizational change and create systemic change. Association leads on addressing equity and institutional and systemic racism, takes an active role in dismantling white supremacy culture within the Association and the broader community, while providing opportunities for members to learn skills to play an active role in creating a more just society</p>

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