



1. Enhance Emotional Literacy

Definition: Accurately identifying and understanding feelings.

Importance: Emotions are chemicals, a form of neurotransmitter, that provide data about yourself and others; emotions are a feedback system delivering information that drives behavior and decisions. Emotional literacy is the capacity to access and interpret that data.

Emotional literacy helps you notice, name, and understand feelings. This provides critical information about you (and about others), which gives you insight into the core drivers of behavior. This understanding is also key to managing your reactions.

← Concrete	Extremes	Emotional →
Feelings are overwhelming and irrational. May treat feelings as irrelevant or weak. Might prefer analytic view.		Strong emotional vocabulary creates sense of insight and mastery. Can express emotional ideas. Others may find this person “emotional,” especially if “Navigate Emotions” is low.

“It is only with the heart that one can see rightly; what is essential is invisible to the eye.”

-- Antoine de Saint-Exupery



2. Recognize Patterns

Definition: Acknowledging frequently recurring reactions and behaviors.

Importance: Sometimes people assess new situations and respond carefully and thoughtfully, but frequently they run on autopilot, reacting unconsciously based on habit. In part it's because the human brain is wired to form and follow neural pathways. Left unconscious, these patterns can inhibit optimal performance because they are a generalized response rather than one carefully tailored to the current situation.

Recognizing Patterns helps you track and monitor your reactions – which is an essential step to managing them. Recognizing your own patterns will also help you see others' – which will be invaluable in coaching others so they get off of autopilot as well.

← Unconscious	Extremes	Analytical →
Unaware of own reactions. Viewed as not self-aware, gets stuck in same situations, maybe becomes a victim.		Insightful into own behavior. If combined with high Consequential Thinking can create real self-mastery.

“Insanity: doing the same thing over and over again and expecting different results.”

-Albert Einstein (1879 – 1955)



3. Apply Consequential Thinking

Definition: Evaluating the costs and benefits of your choices.

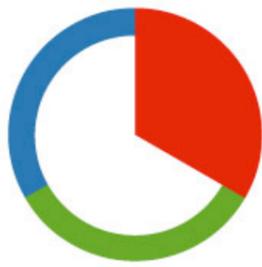
Importance: This skill helps you assess your decisions and their effects. It is key to managing your impulses and acting intentionally (rather than reacting). It's a process of analyzing and reflecting, using both thoughts and feelings, to identify a response that is optimal for yourself and others.

This competence is critical for making a strategic plan that accounts for the human dynamics - and for managing your own behavior as you execute that plan.

← Reactive	Extremes	Cautious →
Does not account for impact of choices, may not recognize s/he is making choices, may be impulsive for good or ill.		Thoughtful and careful, looks both at short and long term. Weighs decisions with feelings and thinking together. Could become unspontaneous or even calculating, especially if empathy is low.

“Nothing so conclusively proves a man's ability to lead others as what he does from day to day to lead himself.”

— Thomas J. Watson, founder of IBM (1874-1956)



4. Navigate Emotions

Definition: Assessing, harnessing, and transforming emotions as a strategic resource.

Importance: People are often told to control their emotions, to suppress feelings like anger, joy, or fear, and eliminate them from the decision-making process. However, feelings provide insight and energy; they drive decision-making and behavior – without emotion people literally cannot make decisions.

So rather than ignoring feelings or controlling them through sheer force of will, this competence lets you manage emotions, gain valuable insight from them, and then transform them so you create feelings that are helpful to you and others.

← Volatile	Extremes	Placid →
Either cut off from feelings – suppresses, minimizes, fixes, ignores them (maybe seen as cold). Or, at other end wallows or overindulges in them (maybe seen as passionate).		Feels feelings but does not get stuck; uses them for insight and energy. If combined with empathy can provide resonant leadership. Needs Emotional Literacy to be masterful.

“Energy is the essence of life. Every day you decide how you're going to use it by knowing what you want and what it takes to reach that goal, and by maintaining focus.

– Oprah Winfrey (1954 -), O Magazine, July 2003



5. Engage Intrinsic Motivation

Definition: Gaining energy from personal values and commitments vs. being driven by external forces.

Importance: People who require external reinforcement to be motivated are always at the mercy of others' approval or reward system. The ultimately reduces self-efficacy.

Engaging Intrinsic Motivation helps you develop and use lasting inner drivers. This allows you to stand up, challenge the status quo, take risks, and persevere when the going is tough - and it helps you inspire that in others.

← Passive	Extremes	Driven →
Either not highly motivated, or motivated by outside forces: reward (money, praise, status, power) or threat (fear, loss of status, punishment). Easily swayed by others, can become a victim (giving up power) or dictator (trying to take too much power).		Self-assured, self-reliant. Can find motivation for what matters. Can be a strong ally and leader. May be impatient with things that don't matter deeply. When linked to other EQ strengths becomes a driving force for positive change.

“The task of leadership is not to put greatness into people but to elicit it, for the greatness is there already.”

— John Buchan, Scottish politician, author (1875-1940)



6. Exercise Optimism

Definition: Taking a proactive perspective of hope and possibility.

Importance: This learned way of thinking + feeling gives you ownership of your decisions and outcomes. Everyone uses both optimistic and pessimistic styles of feeling + thinking, some tend to use one more often.

An optimistic outlook increases the pool of choices and the opportunity for success. This provides a solution-oriented approach, helps you innovate, and allows you to engage others' positive energy. Optimism helps you see beyond the present and take ownership of the future.

← Victim	Extremes	Overconfident →
Blames, finds fault, makes things worse (“awfulizes”), uses victim thinking (“they did it to me”), and sees her/himself as powerless. Describes own perspective as “practical.” Can over-assess risk.		Takes responsibility, finds multiple solutions, perseveres, gains energy to fix what’s wrong. May have trouble with limits/boundaries, esp if Consequential Thinking is low (ie, can be too hopeful). Can under-assess risk.

“Every man takes
the limits of his own field of vision
for the limits of the world.”

-- Arthur Schopenhauer, German philosopher (1788 –1860)



7. Increase Empathy

Definition: Recognizing and appropriately responding to others' emotions

Importance: Empathy is a nonjudgmental openness to others' feelings and experiences that builds connection and awareness. It starts by noticing both the pleasant and unpleasant feelings and genuinely caring what the other person is experiencing. The next steps include listening, sharing, and responding in a way that shows your concern.

Empathy is key to understanding others and forming enduring and trusting relationships. It ensures you take other people into account in your decision-making and gives them a rock-solid assurance that you are on the same team.

← Distant	Extremes	Entangled →
Intellectualizes, minimizes, fixes, or ignores feelings. Isolates self. If Emotional Literacy is low, may want to empathize but just not aware of feelings; likewise if Navigate Emotions is low may have trouble switching from analysis to feelings.		Sensitive, able to connect on emotional level to build trust, understands others. With high Emotional Literacy and Navigate Emotions can also use own emotions to influence others (ie, resonant leadership). High empathy does not mean “low boundaries,” but if either Emotional Literacy or Navigate Emotions are low, may be overwhelmed by feelings.

“The most precious gift we can offer others is our presence. When mindfulness embraces those we love, they will bloom like flowers.”

- Thich Nhat Hanh, Vietnamese Buddhist monk (1926-)



8. Pursue Noble Goals

Definition: Connecting your daily choices with your overarching sense of purpose.

Importance: Noble Goals activate all of the other competencies in the Six Seconds Model. When people examine their personal vision, mission, and legacy, and use that conviction to set their goals and objectives, emotional intelligence gains relevance and power.

When you are clear about your Noble Goal, you feel compelled to pay fierce attention to your daily choices to ensure that you are not undermining your life's purpose. Pursuing a Noble Goal facilitates integrity and ethical behavior, which helps you maintain focus, inspire others, and access your full power and potential.

← Aimless	Extremes	Impelled →
Living for short-term, not clear about what matters to her/him, easily swayed by others and by short-term feelings (such as avoiding discomfort).	Strong personal power, sways others (esp if strong in Increase Empathy). Capable of making great decisions and of transforming feelings on a deep level. May be frustrated if low in Choose Yourself because it's hard to advance toward this noble goal.	

“Leaders manage the dream. All leaders have the capacity to create a compelling vision, one that takes people to a new place, and then to translate that vision into reality.”

- Warren Bennis