

Chapter Four

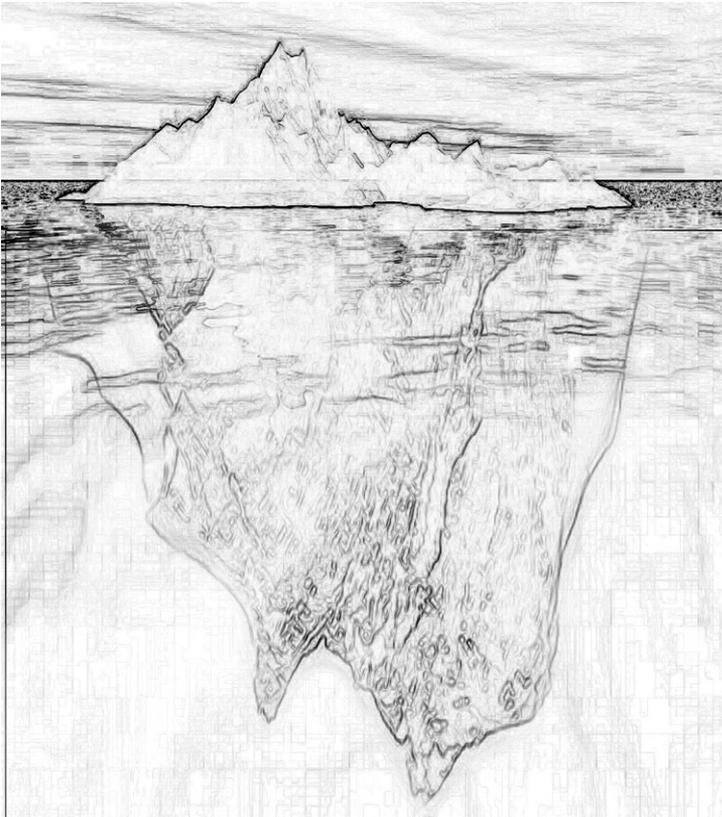
123 KCG: A SIMPLE MODEL FOR PRACTICING EMOTIONAL INTELLIGENCE

Six Seconds is an international organization helping all people learn to know themselves, choose themselves, and give themselves. We define emotional intelligence as the ability to integrate thinking and feeling to make optimal decisions. Six Seconds has developed a highly effective model for putting emotional intelligence into action in leadership and life – a simple three-step process for making emotionally intelligent choices. **These three steps will let you use emotions as assets and provide you with a way to see more clearly into the heart of people.**

LOOK BENEATH THE SURFACE

One of the great values of studying emotional intelligence is the insight it gives you into yourself and

FIGURE 4.1: THE ICEBERG



At Six Seconds, we use the iceberg to represent the importance of what’s “hidden beneath the surface.” Behavior is the tip of the iceberg, yet we tend to focus almost exclusively here. EQ helps you understand the drivers of behavior that live beneath the surface – which is also the most significant and powerful part of the iceberg.

others. People are complex, subtle, and a lot of our behaviors just don't seem to make sense. But people behave the way they do for a reason, and frequently that reason is tied to emotion.

Imagine an iceberg, imagine a mountain of ice rising out of the water. It's huge and complex and magnificent. And, you are only looking at the 15% that's above the surface. That part represents someone's behavior. The behavior you see at work and home every day.

But what is the source of that behavior? What influences and drives it? Those "hidden drivers" are represented by the 85% beneath the surface. The part that matters most.

Likewise, the 15% represents what you see of yourself on a daily basis. The 85% represents the hidden drivers that influence and shape your own performance.

There are many drivers "beneath the surface": your mental state, your physical self, your spirit, and certainly your emotions. Emotional intelligence lets you explore and understand a large part of what's hidden beneath the surface – in yourself and in others. As you come to understand these emotional drivers, you will become more able to strategically use emotions to get optimal results.

Leveraging your EQ can transform your leadership and your life. A few years ago, an HR Director from a financial services company came to our 5-day EQ

training in South East Asia. “Asana” was living a highly successful life; she and her husband were both well-educated, busy executives. She was a good mother, making sure her only daughter – now a teenager - was also prepared for success. In the training program, Asana started to “dive beneath the surface” and look at what drives her. As the week went on, she began to reflect about her relationship with her daughter and the legacy she was leaving. On the fourth day she came to me full of tears, “I just wanted you to know that this morning I had the first honest conversation with my daughter that I can remember. And when we were talking, for the first time since she was little, she told me she loved me.” I know Asana’s personal life was changed by this experience, and I’m convinced her work life was as well. Like a blindfold removed, Asana was seeing the 85% – seeing the heart.

As you develop your understanding of EQ, you will become more skilled in diving beneath the surface and seeing the magnificence and complexity of the whole iceberg. If you approach yourself and others with a real curiosity – a sense of wonder and hopefulness for knowing – you can be astounded by what you will learn and how it will help you.

To drive the metaphor home, consider the guys at the helm of the “unsinkable” Titanic. They looked at the 15% above the surface and drove on. But the 85% below the surface proved their undoing.

THE ORIGINS OF EMOTIONAL INTELLIGENCE

Most people first heard the term “emotional intelligence” around 1995 with the publication of Daniel Goleman’s best-selling book *Emotional Intelligence: Why It Can Matter More Than IQ*. In that work, Goleman laid out a powerful case that factors such as self-awareness, self-discipline, and empathy determine personal and professional success. He drew on the work of numerous leading scientists and authors who were working to define and measure the skills of emotional intelligence.

A global community of emotional intelligence practitioners has emerged, with consultants, researchers, trainers, and coaches implementing emotional intelligence training in all sectors of society.

Innovative businesses have begun to embrace the concept. The *Harvard Business Review* calls it “the key to professional success.”¹ Schools, hospitals, and government agencies world-wide are adopting EQ practices. From elementary school students to army officers from sales execs to hotel staff, a curriculum of emotional awareness is providing a new perspective on people.

According to Dr. Goleman, it all began with two psychology professors on a summer’s day in 1987. “John Mayer and Peter Salovey invented the whole field,” Goleman explains, “when they were chatting

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ABILITY TO PERCEIVE EMOTIONS, TO
ACCESS AND GENERATE EMOTIONS
SO AS TO ASSIST THOUGHT, TO
UNDERSTAND EMOTIONS AND
EMOTIONAL KNOWLEDGE, AND TO
REFLECTIVELY REGULATE EMOTIONS
SO AS TO PROMOTE EMOTIONAL AND
INTELLECTUAL GROWTH.

- MAYER & SALOVEY, 1997

about politics while painting a house.” Salovey, (now Dean of Yale College and Professor of Psychology at Yale University) and Mayer (now Professor of Psychology at University of New Hampshire) were talking about their research on cognition and emotion, and got to discussing a politician. They wondered: How could someone so smart act so dumb? Their conclusion: Smart decision making requires more than the intellect as measured by traditional IQ.

Goleman continues the story, “And because of that conversation, they published a wonderful seminal article – but in an obscure journal. The moment I saw their concept of emotional intelligence all kinds of bells went off. And I thought, ‘I have to write about this!’” With over 5 million copies in print in 30 languages, Goleman was right: The world was ready to learn about this powerful concept.²

Many other researchers and thought-leaders have contributed to the concept of emotional intelligence. Reuven BarOn has been researching the effects of emotion on performance since the late 1980s as well. In fact, in a draft of his Ph.D. dissertation he even used the term “EQ.” Now researchers all around the world are refining the scientific definition and practitioners are developing models to implement the science.

Salovey and Mayer updated their definition of emotional intelligence in 1997 to more clearly focus on the abilities to perceive and use emotions as part of thinking (see

inset on page 86).

Also in 1997, a group of educators met around a kitchen table in San Mateo, California. In his 1995 book, Daniel Goleman had written about our curriculum, *Self-Science*, as one of two models for how to teach emotional intelligence: “*Self-Science* is a pioneer, an early harbinger of an idea that is spreading to schools coast to coast.”³

Karen McCown, the author of the *Self-Science* program, had been teaching these skills for 30 years, and had formed an internationally acclaimed school based on the premise that emotional development and academic development were co-equal. Anabel Jensen (Six Seconds President) was the Executive Director of that school for 14 years; Marsha Rideout (Six Seconds Director of Instruction) and I were teachers there.

We looked at Salovey and Mayer’s work, Goleman’s models, and the science and education theory around these findings. We studied Antonio Damasio’s work on emotion as central to decision making, Joe LeDoux’s work on emotional reactions, and Candace Pert’s findings on the neurobiological basis of emotion. We were looking for a way to distill all our experience and this extensive research into a simple model. Our concern was, and is, how people could use their emotional intelligence in leadership and life – to find more fulfillment, wholeness, health, prosperity, and purpose.

We identified a three-step process that people can use to put emotional intelligence into action – a path for applying emotional intelligence in leadership and life. Then we identified the specific competencies that would enable someone to take the path.

SIX SECONDS MODEL

The Six Seconds Model of EQ-in-Action begins with three important pursuits. To put emotional intelligence in action, you work to become more aware (noticing what you do), more intentional (doing what you mean), and more purposeful (doing it for a reason). We call the three steps: “Know Yourself,” “Choose Yourself,” and “Give Yourself.”

- 1 **Know Yourself** – awareness. Increasing self-awareness, recognizing patterns and feelings, lets you understand what “makes you tick” and is the first step to growth.
- 2 **Choose Yourself** – intentionality. Building self-management and self-direction allows you to consciously direct your thoughts, feelings, and actions (vs reacting unconsciously).
- 3 **Give Yourself** – purpose. Aligning your daily choices with your larger sense of purpose unlocks your full power and potential. It comes from using empathy and principled decision making to increase wisdom.

FIGURE 4.2: SIX SECONDS EQ MODEL



The Six Seconds Model of Emotional Intelligence is based on three actions, or pursuits:

Know Yourself – increase awareness.

Choose Yourself – act intentionality.

Give Yourself – align with purpose.

The model is depicted in Figure 4.2; it is presented in a circle because the three steps are cyclical. Like a propeller driving a ship, the model should “spin,” it works when you Know, Choose, Give, Know, Choose, Give, Know... etc. As you spin this “EQ propeller” you will gain momentum and insight to move toward optimal decisions.

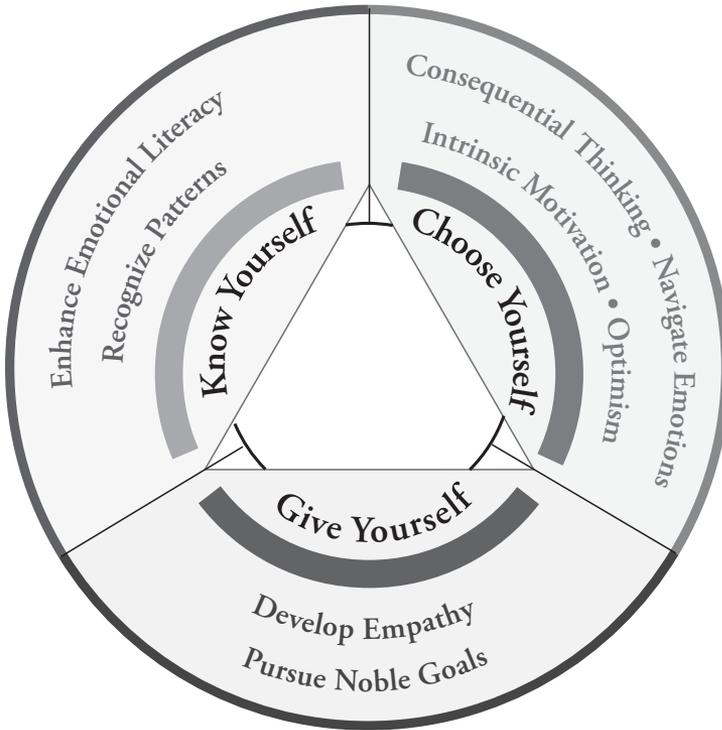
In a sense, Know Yourself gives you the “what.” Choose Yourself provides the “how.” Give Yourself delivers the “why.” Imagine you’re making a change in your company because after reading the business case in this book, you realize you’re sending the wrong emotional messages to employees and, in turn, that’s creating suboptimal responses from customers.

The competencies of Know Yourself will help you see WHAT needs to change. The Choose Yourself tools will supply the HOW so you can put the change in action. The Give Yourself components will remind you and your people WHY this change is important.

While “Give Yourself” may, at first, sound like a concept better suited to a church or temple, it is the key distinguishing feature that makes the Six Seconds Model transformational. When you connect your daily actions with your deepest sense of purpose, you will make the best possible decisions, develop self-mastery, and most effectively engage commitment from others.

So what does it take to know yourself, choose yourself,

FIGURE 4.3: SIX SECONDS EQ MODEL IN DETAIL



Within the three Pursuits of the Six Seconds Model there are eight specific, learnable competencies. These are like the “muscles” that help you achieve the pursuit.

and give yourself? What specific skills are required for success? We have identified eight fundamental competencies that are part of our training and research. They are illustrated in Figure 4.3.

Each of the eight competencies in this model is essential for putting emotional intelligence into action. These are the competencies measured by the *Six Seconds Emotional Intelligence Assessment* (see the Appendix). Each competency has value to you as a leader – and as a person. Taken together they will help you influence others, build full commitment, make great decisions, and lead and live to your highest intentions.

Throughout the rest of the book I will refer to these eight competencies and expand upon why they matter and how you can apply them.

PUTTING IT IN PRACTICE

Here's an example of the model in practice: Recently my team was going through a strategic planning process and someone suggested that we make a significant change in our structure, a structure I'd developed and considered successful.

Know: At first I thought it was a bad idea, then I noticed my feelings were defensive and a little hurt.

Choose: My short-term goal was an open dialogue, so stopped myself from reacting right away. When I considered my feelings more closely I realized that my hurt was a signal that we were touching on something important to me, and I had a lot of options including: be defensive, back off, challenge my own assumptions, experiment, express my concern, or treat this as an adventure.

Give: When I considered the other people's feelings, I realized they were concerned about the organization and there was no personal attack. Then I thought about our shared purpose and realized that the new idea would get us much further and I jumped on board.

In the rest of the book I will give illustrations showing how the three pursuits and eight competencies work in different aspects of leadership. But before you read more, I'd like you to test out the model and prove to yourself that this approach can really make a difference.

You have been reading an excerpt from *At the Heart of Leadership* by Joshua Freedman.

For more information and to order the book,
visit www.EQleadership.com