

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capacity

SEI LEADER'S DEVELOPMENT GUIDE

International Edition

Report prepared for James Sample (#3)

On Sample

To help you fully achieve your goals as a leader (and person), this guide will help you to leverage your emotional intelligence strengths and develop in areas that are important for you.

Section 1 sets the context by asking you to define your needs, then walking you through a high-level review of your scores. You should take away a clear idea of which EQ competencies are most important for you.

Section 2 provides details about each of the eight EQ competencies including additional background to supplement your SEI Leadership Report, plus specific development strategies. Focus on the competencies that are key for you right now.

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Section 1: Goals and Objectives

This Leader's Development Guide is customized based on your SEI profile and is intended as a follow-up to the Six Seconds Emotional Intelligence Assessment you completed on 08/10/2015.

The purpose of this guide is to help you define specific areas for improvement and then to improve your EQ competence so that you get better results.

Framing the Need

This guide is intended to help you become more effective as a leader. To achieve that goal, invest a few minutes to clarify the need.

- What is the most important work you do as a leader?
- What are your leadership challenges?

Use this worksheet; the first row is an example.

Goal as a leader	What is difficult about that?	What's challenging about this for you personally?
<i>Focus team members so they use their time effectively.</i>	<i>Many competing pressures, lots of "fires to put out."</i>	<i>I get caught up in my own "fires" and it's easier for me to focus on my tasks than on the team.</i>
1.		
2.		
3.		

The next steps are to see the links between EQ and these goals – and then to drill in to identify which EQ competencies are most important for you right now.



An EQ Perspective

Your EQ competence can help you assess your key challenges and goals. It may be that you need to re-examine your goals in light of your emotional intelligence strengths and challenges.

From the “EQ In Action” on page 3 of your SEI Leadership Report, you saw your scores on the three “pursuits” in the Six Seconds Model.

Know Yourself (awareness): Expert

Choose Yourself (intention): Skilled

Give Yourself (purpose): Skilled



How do these three domains affect your awareness of your challenges – and your capacity to meet the challenges you face?

You scored highest in Know Yourself

Your strength is knowing "what" needs to happen or change. This means you are probably highly aware of the challenges and your role in them. How important is it for you to act on this awareness?

You scored lowest in Give Yourself

While this is the lowest area, your score is Skilled – so relative to your other strengths, you may sometimes find it difficult to sustain motivation and clarity around the challenges you identified above. How important is it for you to enhance this area?



What's your reaction to this perspective?

Consider your goals and challenges in light of your overall EQ scores.

Pursuit	Effect	Implication for your leadership
Know Yourself	Offers insight on what's happening on the people-side (and your role in that).	
Choose Yourself	Provides the "how to" that allows you to manage emotional dynamics.	
Give Yourself	Helps you see why your choices and vision are valuable.	

Notes:



Success Factors

As you read in your SEI Leadership Report, the competencies measured by the SEI drive performance on critical Success Factors. In turn, these Success Factors likely affect your leadership goals and challenges:

EQ Competence → Success Factors → Optimal Leadership

How are your current Success Factor scores playing out in your leadership?

Success Factor	Your Score	What are some effects of this?
Effectiveness	120	
Relationships	116	
Wellbeing	118	
Quality of Life	109	
Overall	120	

Which Success Factor(s) would you most like to increase?



EQ for Success

This table shows which competencies are most closely linked to each Success Factor; use it to consider which EQ competencies are most critical for you to develop and leverage.

Success Factor	EQ Drivers
<p>Effectiveness</p>	
<p>Relationships</p>	
<p>Wellbeing</p>	
<p>Quality of Life</p>	

EEL -Enhance Emotional Literacy
RP -Recognize Patterns

ACT -Apply Consequential Thinking
EIM -Engage Intrinsic Motivation

NE -Navigate Emotions
EO -Exercise Optimism

IE -Increase Empathy
PNG -Pursue Noble Goals



Action Plan

Thus far you have considered your goals, the overall effect of EQ, your current Success Factor scores, and the link between EQ and those factors. The next step is to define the specific areas of EQ that you would like to develop.

In the left column you can re-write your key leadership goals or challenges if your thinking has shifted since page 2. Or you can just put in a key word to refer back to your original list. You may want to discuss this chart with your Coach and also refer back to the original report to determine which EQ competencies are key for you. The first line is an example.

Key Goal or Challenge	What EQ Competence Will Help?	Result I Want
<i>Focusing my time/energy so I can help team members focus as well.</i>	<i>Recognize Patterns Apply Consequential Thinking</i>	<i>Notice when I'm getting caught in the same situation – evaluate it before I go down that unproductive path.</i>
1.		
2.		
3.		

Now set your priority – which one of these will you work on first?



Section 2: Developing EQ



KNOW YOURSELF

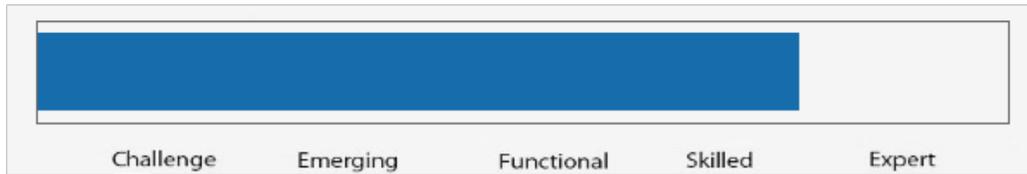
Purpose	Self-awareness
Competencies	<ol style="list-style-type: none"> 1. Enhance Emotional Literacy 2. Recognize Patterns
Reflection	You are the instrument of leadership. Do you know <i>yourself</i> at least as well as you know everything else about your business?

“Leadership’s first commandment – Know Thyself!”

- Harvard Business Review, Dec. 2001



1. Enhance Emotional Literacy



Definition:

Accurately identifying and interpreting both simple and compound feelings.

Applications:

- Scanning a group to read readiness for new information.
- Assessing a client's understanding of a proposal.
- Understanding your own reaction to a new situation.
- Knowing when to use humor or other techniques to change the mood.
- Making sense of your emotions; understanding the meanings, causes, and effects of your feelings.

Risks:

Without this skill, emotions remain vague, confusing, and misleading. Leaders who do not have Emotional Literacy are likely to be distant from others; they will be surprised by others' reactions and they might make frequent mistakes interpreting their own and others' reactions. Therefore, they tend to make assumptions and respond inappropriately.

Others are constantly assessing the leader's emotional state (in all interactions, such as holding a meeting, closing a deal, or giving performance feedback). In addition to the words you use, people will perceive the feelings beneath the language. If you're not aware of the emotional messages you're sending, there is likely to be a lack of coherence between what you're saying and what people are hearing. This dissonance reduces trust.

Opportunities:

Emotional Literacy is a strength to leverage. Naming feelings (yours and others') provides an opportunity for people to clarify thinking and articulate their perceptions. This puts the "cards on the table" so people can make better decisions. Articulating your feelings provides transparency and authenticity, which translates to personal power and influence. It also eliminates some "hidden agendas" which increases trust.



Action Steps:

"Emotion Impact Plus." Articulate the feelings you perceive and their effects. For example, before a discussion with a colleague, ask yourself: What is s/he feeling and how intense is it (on a scale from 1-10)? How will this affect her/his perceptions? Are there other feelings that would be helpful? If so, how could you authentically generate those feelings? Asking yourself these questions will help you apply your emotional literacy in your daily work by causing you to focus on the effects of emotions.

"Emotional Alchemy." Feelings combine and change in specific ways. Use your high level of Emotional Literacy to monitor your own emotional reactions to learn how to transform one feeling into another. Practice first on yourself, then apply this awareness to changing others' feelings. This exercise builds on Emotional Literacy and links to Navigating Emotions; it will help you build on your emotional self-mastery.

Theory:

Emotions are neurotransmitters with specific effects and structures. Each has a unique physiological "signature" (such as a specific skin temperature, muscle pattern, and area of the brain activated). Each emotion also affects your thinking in specific and predictable ways (for example, fear focuses your attention on a risk or a problem). One of the brain's centers for acting on strong emotions is the amygdala; it is soothed when emotions are identified and named. Developing emotional literacy involves learning the vocabulary of feelings, understanding how emotions affect thinking and behavior, and assessing how emotions are likely to change and shift.



2. Recognize Patterns



Definition:

Acknowledging frequently recurring reactions and behaviors.

Applications:

- Notice habitual responses and deconstruct the pattern to foster creativity and innovation.
- Develop the capability to “read” the company’s culture.
- Get early warning about impending reactions or escalating emotions.
- Understand employees’ reactions and how to leverage those to increase performance.

Risks:

Leaders who do not recognize patterns have big “blind spots” and get stuck in ruts. They can be manipulated through their reactions. In addition, they can be perceived as unaware and therefore unreliable. They find themselves in the same conflicts and people-issues over and over.

For example, a leader might have a pattern of blasting people who give him or her bad news. If s/he’s not aware of the pattern (and doesn’t change it with Consequential Thinking), then others will learn to avoid reporting problems (or even information) to sidestep the leader’s reactions.

Opportunities:

Use this asset to clearly see your behaviors, a key to making change. You have a unique ability to understand the way you react, correspondingly you can be highly insightful about others’ patterns. Apply your clear observation to identify the root causes of issues and cut to the chase. Help your team focus on issues rather than personalities and patterns – when you see the patterns clearly you can make this distinction. Trust your self-awareness. Your insight provides accurate data that will inform your leadership decisions.



Action Steps:

"Awareness or Action?" You have an unusual level of self-awareness. You can clearly identify what's needed for your peak performance. You are aware - are you acting on it? Ask yourself this question regularly. If not, perhaps one of the "implementation" skills in Choose Yourself needs a boost. This self-assessment will help you put your perception into action.

"If, then." Your level of self-awareness can be a tool to coach others for high performance. When you talk with team members, help them see the links between their thoughts, feelings, and actions. It may be crystal clear to you but pure mud to others! This will help others be stronger at recognizing patterns.

Theory:

The human brain is structured through ingrained neural networks that grow from repetition and association to create automatic responses. Thus everyone has and follows patterns, a kind of human autopilot. Approximately 95% of a person's behavior is unconscious, driven by these mental and emotional habits. Some patterns are functional; some are not. By learning to recognize the automatic responses, it becomes possible to assess which are serving you and which are not. There are costs and benefits to every pattern. You use the "Apply Consequential Thinking" competency to evaluate them - "Recognize Patterns" is simply about noticing them.





Choose Yourself

Purpose Self-management

Competencies

1. Apply Consequential Thinking
2. Navigate Emotions
3. Engage Intrinsic Motivation
4. Exercise Optimism

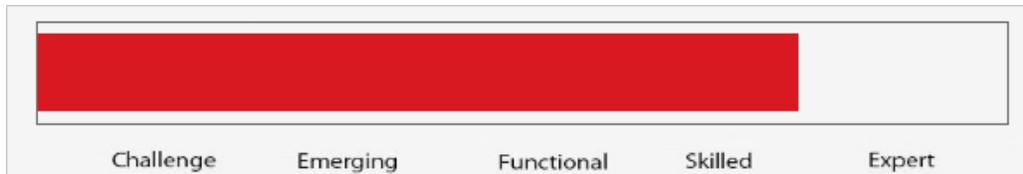
Reflection You are constantly making choices about how you think, feel, and act. Are you doing what you really intend to be doing?

“The leader for today and the future will be focused on how to be –
how to develop quality, character, mind-set, values,
principles and courage.”

- Frances Hesselbein, Chairman, Leader to Leader Institute



3. Apply Consequential Thinking

**Definition:**

Evaluating the costs and benefits of your choices.

Applications:

- Strategically plan ahead to manage your own and anticipate others' reactions to change and complexity.
- Assess historical data, consider the present context, and then make a decision for the future.
- Improve your decision-making by considering the emotional implications of various scenarios.
- Create an accurate cost-benefit analysis that accounts for relational and emotional issues.

Risks:

Leaders who don't apply Consequential Thinking are impulsive and reactive. They don't assess the impact of their choices and so the result is resistance and undermining instead of collaboration and engagement. They can be rigid or stubborn, not recognizing the costs of their behaviors.

These leaders might take a team member's idea without giving appropriate credit thereby diminishing that person's willingness to contribute. In meetings they "act like a loose cannon," saying what comes to mind even if it doesn't advance the case. They might later justify the point as "I was just being honest." Others come to fear the inappropriate reactions.

Opportunities:

Your exceptional ability in this area will help you coach and model how to make optimal decisions. In planning, this strength will help you recognize the unintended consequences, including the unlikely or hard-to-see scenarios. When helping a team member think through a problem, use your Consequential Thinking to assist her/him to consider multiple options and perspective and how each will affect the people involved. This will lead to a decision with better results and less collateral damage. Take the opportunities where stakes are low to be impulsive, to bring in fun and humor, plus creativity and excitement to the job.



Action Steps:

"Consequence Coach." In your role as a leader you may be surprised when others don't "think through" their choices – they don't evaluate the impact before they act. You can leverage your strength at Consequential thinking by coaching your people to do this assessment. Make a grid of costs and benefits, short-term and long-term. Help your people evaluate a choice (hopefully before they've made it) by working with them to look at these four dimensions. For added power, ask them to assign a weight or significance to each impact. This will help others develop Consequential Thinking, and help you practice as well.

"Litmus Test." Make a regular habit of identifying one of your organizations norms, values, or processes and applying your Consequential thinking skills. How is this way of doing business affecting people inside and outside of the organization? Is that the desired effect? If not, how could the practice be optimized for a net positive effect? Forecasting in this way will let you apply your Consequential thinking skills to improve the long-term health of the organization.

Theory:

People are constantly making choices, and there are costs and benefits to each decision. Sometimes those stakes are high; sometimes they are not. "Meta cognition," or "thinking about your thinking," is one key to knowing the difference. Improving Consequential Thinking is learning to evaluate the options and choose wisely. It begins by investing a few seconds of reflection to assess the options, risks, and rewards. Emotions provide data about our decisions – a "felt sense" of what's right or wrong. Part of the brain called the basal ganglia provides that "felt sense;" it's a kind of barometer for our behavior. At the same time an area called the pre-frontal cortex does the cost-benefit analysis of the decision. It takes these two parts working together to make optimal choices. Bringing the intelligence of emotions into decision-making requires attending to both thinking and feeling.



4. Navigate Emotions



Definition:

Assessing, harnessing, and transforming emotions as strategic resources.

Applications:

- Stay on track toward the long-term goals even during challenging conversations.
- Tap the power that is at the core of all emotions, refining it into energy you can use.
- Develop a reputation as someone who can be counted on to listen and respond carefully.
- Maintain your focus in the face of workplace stress.

Risks:

When leaders don't Navigate Emotions, they are either unpredictable and volatile, or cold and disconnected. When leaders attempt to "control" vs. "navigate," emotions surface in unintended ways undermining credibility and harming relationships, as well as damaging health.

For example, if an employee provides critical feedback that hurts or offends the leader, communication deteriorates. Without Navigating Emotions, the leader misses the opportunity for learning and creates hostility instead of improvement.

Opportunities:

Use your Navigate Emotions skills to express feelings in a strong and direct way when appropriate - to, as Aristotle said, 'Anyone can become angry - that is easy. To be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way - that is not easy.' In addition to managing your own emotions, these skills will let you create an optimum emotional climate in your team or organization. Your unique ability will be a resource for others, providing a support system or safety net that helps them to work through serious challenges with minimal collateral damage. Feelings provide data, but it's often confusing. Your skill at Navigating Emotions lets you access the wisdom of feelings. Tuning into this "inner knowledge" will help you make better decisions, and your skill inspires others to do the same.



Action Steps:

"Emotional Assets." The people you work with may have come to perceive feelings as liabilities instead of assets. Getting them to discuss, "How is this feeling trying to help me?" will begin to shift this paradigm and open the opportunity for crucial conversations. This will help you put your Navigating Emotions skills into action, strengthening them for yourself and your team members.

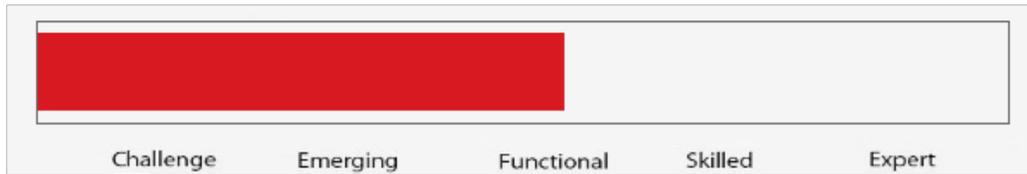
"Emotional Advisory Board." Next time you are making an important or challenging decision, take a few minutes and imagine yourself holding an advisory board meeting with your feelings. Imagine each emotion providing a brief report about the issue. Recognize that each emotion is trying to help, but each comes from a different point of view on how to do so. Consider the messages from each feeling and the diverse needs that these feelings convey. Craft your decision with this input in mind. Visualizing this kind of dialogue will help you gain useful perspective from your feelings. This exercise was inspired by Ayman Sawaf, co-author of Executive EQ.

Theory:

Emotions are chemicals that transmit information in the brain and body. The molecules, neuropeptides, are created primarily in the hypothalamus and last for approximately six seconds. People have multiple feelings at any given moment. As they attend to a feeling it is usually intensified and more of that chemical is produced. Emotions help direct and focus attention, providing data about the internal and external environment. Navigating Emotions is a process of understanding those messages and harnessing both the information and the energy in the feelings for a productive outcome. Feelings arise from stimulus – perceptions, thoughts, other combined feelings, or physical sensation. Each emotion is a unique chemical structure that produces a specific physiological reaction and conveys a specific message. The purpose is to serve a survival function, helping people avoid danger and forming supportive relationships. Neither suppressing nor exaggerating emotions is productive. The "emotionally intelligent" choice is somewhere in between: recognize the feelings, identify the feelings, and keep them moving.



5. Engage Intrinsic Motivation



Definition:

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

Applications:

- Make decisions based on your own values and principles.
- Listen to others without being unduly influenced.
- Ignite the “fire within” for enduring stamina.
- Turn down short-term rewards that could compromise ethics.
- Create loyalty by making decisions that are not self-serving.

Risks:

Dependent on external motivators, leaders waste their energy trying to please others or maintain an image; they enter into a zero-sum game where they are compelled to accumulate credit, power, and prestige. In this pursuit they have to work to reinforce the hierarchy, which often leads them to take credit from others, squelch rising stars, and profit at others’ expense. Ultimately this may prove hollow for them, alienate values-oriented followers, and reduce lasting motivation.

Opportunities:

Increasing Intrinsic Motivation will give you even more energy. Your Intrinsic Motivation will help you influence others to be more committed. Using your Intrinsic Motivation will provide the strength to do what you know is right even when others with status and money disagree.



Action Steps:

"Values Reflection." Write down a short statement of the work you do, such as, "I sell insurance," or "I manage a team to develop IT solutions." Write the answer to these questions:

1. Why do you do this?
2. Why is that (your answer to #1) important?
3. What about that (your answer to #2) really matters to you?
4. What's one action you could take at work tomorrow that would make that (your answer to #3) more a part of your day's work?

Doing this reflection on a regular basis will help you identify your values and how to put them in action at work.

"Want It." People all have some parts of their work that feel like "chores" – tasks that require toil, that are not fulfilling. Pick one chore on your "to do" list and consider: every task can be done in many ways – calmly or irritably; inclusively or exclusively; carefully or haphazardly. How can you do this task in a way that makes a positive difference? Build a connection between the task and one of your values. For example, while filing your time sheet, you can be irritated at this requirement, or you can use it as an opportunity to reflect on your accomplishments and celebrate the building of the value of accountability. Repeating this exercise will help you explore and develop your innate motivation.

Theory:

Intrinsic Motivation is driven from within; extrinsic motivation is driven from outside. Increasing Intrinsic Motivation involves two components. The first is to reduce the need for external validation and reward. This means lessening the craving for approval, praise, money, or adulation from others, and worrying less about criticism and failure. When you "need" reinforcement from others you give up autonomy; you make yourself dependent on others' regard. The second component is to develop clear internal values, goals, and self-validation in place of the external substitutes. In other words, be passionate about what's important to you and then make that the center of your work. From a leadership perspective, Intrinsic Motivation grows by providing inclusion, choice, authentic challenge, and meaningful feedback in the workplace.



6. Exercise Optimism



Definition:

Taking a proactive perspective of hope and possibility.

Applications:

- Initiate brainstorming to identify multiple solutions.
- Motivate team members to persevere, even in the face of failure or challenge.
- Influence others to make change.
- Take responsibility for failures and turn them into successes.

Risks:

Without optimism, leaders over-emphasize risks and stifle innovation. They also reduce inner accountability by blaming rather than giving people the power to take ownership and make change.

When a new idea is presented to the pessimistic leader, s/he focuses on obstacles and the potential downside. People feel like their contributions are not valuable because they hear constant criticism.

Opportunities:

Your optimism is essential to creating solutions and fostering innovation. When you connect your vision with optimism, you can inspire your people to excel. Because you understand both the pessimistic and optimistic perspective, you can articulate the vision in a way that is both realistic and compelling. Increasing your optimism enhances your stamina and endurance. Exercising Optimism also has personal benefits: people who practice optimism are healthier and live longer, are more likely to be promoted and make more money, are happier, and their relationships and marriages last longer.



Action Steps:

"Realistic Optimism." Sometimes the pessimistic style is appealing because it seems "more real." When you are facing a challenge, you don't need to pretend it's not difficult. In fact, you can be quite blunt with yourself and others that this is a terribly difficult situation, AND there are options. Every time you "confront the reality" of how bad it is, also assert the fact that you can and will find a solution. Simply practicing voicing the optimistic view will help you come to believe it – and it will provide an opportunity for optimists to help you.

"TIE." In Seligman's model (above), optimism is a perception of time, isolation, and effort. When you are considering a success or struggle, specifically identify the optimistic and pessimistic view for each dimension. You can write it down in a chart like this. This example shows the optimistic point of view about success (in contrast to the table above describing an adversity from the optimistic and pessimistic view):

Dimension	Pessimistic	Optimistic
Time	They'll forget this by tomorrow	We'll keep hearing about this for a decade
Isolation	It's only a small part of the job	This is going to make the whole company stronger
Effort	It was an accident	We worked hard for this success

Practice at articulating the optimistic and pessimistic view (on paper, out loud, or in your head) will help you notice which style you're using at any given moment.

Theory:

Optimism means recognizing an adversity or failure as a temporary and isolated situation that can be changed with your effort. It does not mean "false hope" or "always being happy." There is a time for critical realism, and there is a time for being open to expanded possibilities. Exercising Optimism requires a mental and emotional shift. In Dr. Martin Seligman's outstanding work on optimism, he identifies the core differences between the pessimistic and optimistic view on failure or adversity as:

Pessimistic	Optimistic
Permanent (always or never)	Temporary (this will pass)
Pervasive (ruining everything)	Isolated (it's one area)
Powerless (nothing I can do)	Effort Possible (I can do something)

Research shows that people with an optimistic explanatory style have increased resilience and achieve more successful outcomes, both professionally and personally.





Give Yourself

Purpose Self-direction

Competencies

1. Increase Empathy
2. Pursue Noble Goals

Reflection What is your underlying purpose of your work? How are you taking steps toward that purpose every day? Do you need others to achieve that purpose? How are you enrolling them?

“If your actions inspire others to dream more, learn more,
do more and become more, you are a leader.”

– John Quincy Adams



7. Increase Empathy



Definition:

Recognizing and appropriately responding to others' emotions.

Applications:

- Deliver critical feedback in a way that allows colleagues to hear the message rather than become defensive.
- Respond to each team member as an individual so all feel supported.
- Effectively resolve a conflict or issue with customers or colleagues.
- Listen to customers/clients so you truly understand their needs and deliver solutions for mutual gain.
- Develop a team that is truly collaborative.

Risks:

Leaders without empathy are seen as rigid, inflexible, and hard-hearted because they intellectualize, minimize, "quick-fix," or ignore feelings. They are focused on spreadsheets and systems, but forget about the people they need to run them. They develop strategies that people cannot execute, and then blame the employees for failing. In communication they don't consider the impact they are having on others; they focus on the facts but don't achieve buy-in. They isolate themselves and end up alone at the helm.

When there is a crisis, for example, these leaders won't pay attention to employees' concerns and fears. Then when they ask their people for extra effort, or to take a risk, they get a half-hearted response – at best.

Opportunities:

Your empathy helps you build connection with others; this turns into "silken ties" of commitment. This leads to mutual respect and trust. Your people know you care about them and are committed to mutual gain. When you ask them to go an extra mile for you, they will go two. With your empathy, you are able to see "beneath the surface" and really understand others. This is key to problem-solving, motivation, sales, and communication. By Increasing Empathy you will understand other people's perspectives more clearly, which helps you identify the root cause of the issues making it easier to solve problems. With empathy, you can communicate in a way that will cause others to buy-in. When you give feedback you can intensify their commitment to be and do their best.



Action Steps:

"Authentic Appreciation." Think of someone with whom you work. Identify (to yourself) 3-4 specific reasons you appreciate this person – her/his strengths, contributions, etc. Give yourself a moment to intensify that feeling (don't just think about it, actually feel it). Now, go and express your appreciation to the individual (in person or by phone). Tell them specifically what you appreciate, and the underlying emotion will come across. This exercise is even more powerful when you are annoyed with someone, as it will challenge you to access your caring rather than stay in judgment. This will help you put your empathy in practice while continuing to develop it.

"Curious Listening." Even highly empathic people can have a tendency to "fix" others' problems. Instead, try listening to someone with your full curiosity and interest. Keep asking yourself (and/or the person), "What did you feel?" "What was that like?" and "I wonder why?" Stay focused on inquiry and discovery. This will help you increase the quality and quantity of your listening.

Theory:

Empathy is a feeling of shared understanding that occurs when people connect on an emotional level. It grows from recognizing the inherent humanity and interdependence all people share. Empathy is different from sympathy and pity. Pity occurs when you feel sorry for another person, but you don't want to get involved; you remain distant and judgmental. Sympathy implies a higher level of caring with only a superficial response. Empathy requires both recognizing the feelings in others, identifying a corresponding feeling within yourself, and connecting with others in an open, nonjudgmental, considerate manner. The final step to empathy is a compassionate response or action (this action need not be dramatic or even visible to others). Major obstacles to empathy include being in a hurry, devaluing emotions as "irrational" or "silly," considering the person to be unworthy, being afraid that the feelings might overwhelm you, and negating the significance of the situation.



8. Pursue Noble Goals



Definition:

Connecting your daily choices with your overarching sense of purpose.

Applications:

- Inspire team members to engage discretionary effort.
- Create a shared vision in the team/organization.
- Make sustainable, proactive, future-oriented decisions.
- Link change to purpose so you speak with conviction to engage and inspire others.
- Build a habit of ethical decision-making so others trust your judgment.

Risks:

When leaders operate without a commitment to Noble Goals, they focus on the immediate vs. the important. They are easily swayed, so they shift loyalties and directions based on favoritism or peer pressure instead of principles.

If a change is needed, these leaders have trouble articulating how the change links to a larger purpose, so they can't fully enroll their people in the initiative. In general, they don't communicate how the employees' daily work truly matters, thereby diminishing productivity.

Opportunities:

While it may be easy to know what to do when faced with dramatically different options, a Noble Goal is a powerful tool for evaluating options "in the grey area." Use your Noble Goal as a measure to assess your choices. What response is consonant with your Noble Goal and in support of others', as well as the organization's? A Noble Goal is one of the most powerful motivators you can have – it gets you moving to "take the right road" when you might otherwise give in and "take the easy road." People aspire to work in the presence of a leader who is deeply committed to a worthy purpose. These leaders evoke a sense of significance and call forth commitment to the team, the company, and the mission. When you are acting on your Noble Goal you unlock creativity and enlarge the possibilities. Your Noble Goal expands your vision, helping you to see beyond the present reality and to invent the future.



Action Steps:

"Ripple Effect." Consider these three questions:

1. What is one commitment you have made in your life that you would like to see thousands, even millions, of other people adopt?
2. In your daily life, there are probably ways that you fully act on that commitment and "live it out loud," and ways you undermine it. What's one action you could take to put your actions more in line with the commitment?
3. How would it feel to lead and live with your daily actions directly in line with your vision?

This exercise captures three essential ingredients of Pursue Noble Goals: 1) it asks you to think about the impact you want to have in the world; 2) it causes you to examine how you are acting that out; and 3) it encourages you to see the connection between your daily actions with the long-term effect you have.

"MBA All Star." A 1st string MBA program has recognized the importance of teaching future leaders to be principled and purpose driven. They ask you to help design the leadership curriculum. What would help these future leaders understand the importance of purpose-centered leadership? What evidence from your own leadership experience could be used as examples? What other leaders from your career might you use as case studies? Now use this reflection to help your succession planning: how will you foster these qualities in future leaders in your own organization? This exercise will reinforce and clarify your own commitment to

Theory:

In a business climate of globalization, outsourcing, and the rise of the knowledge worker, employees and customers are increasingly motivated by companies and products that hold significance. They look to leaders to articulate that meaningful vision and put it into action. Thus the pursuit of purpose is essential for today's leaders. Where your tactical or strategic goals define what to do, a Noble Goal helps you identify why. It is a statement of purpose that encompasses your professional and personal life, the driving purpose behind your values, principles, and goals. A Noble Goal is future-oriented, helping you to make sustainable decisions for yourself and the next generations. It helps you step out of ego protection, win-lose, and zero-sum thinking. Pursuing a Noble Goal requires you to combine all of the other aspects of your emotional intelligence: active self-awareness, careful concern about your choices, powerful optimism, clarity about your own motivation, and compassion for others. A Noble Goal grows from valuing interdependence and choosing to take full responsibility for your own life. When you begin to experience the sense of value and reward that comes from living out your own principles, it becomes compelling to strengthen these into a Noble Goal.



Section 3: Conclusion

In addition to a set of individual competencies, the Six Seconds EQ Model is a process for making emotionally intelligent decisions. You can use this process any time; with practice it requires only a few seconds of reflection. Practice the process by applying it to your action plan.

One key goal or objective:	
<p>1. K</p> <p>Know Yourself: How do you feel about this?</p>	
<p>2. C</p> <p>What options do you have?</p>	
<p>3. G</p> <p>What is your empathic and principled choice?</p>	

As you use this process and focus on the key EQ competencies you've identified, keep your purpose in mind. You've made a commitment to become more effective as a leader, and these skills and processes will help you do so.

