

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capacity

SEI LEADERSHIP REPORT

International Edition

Report prepared for James Sample (#3)

On Sample

Executive Summary

Your Profile at a Glance

Your SEI results suggest that you have an exceptional level of emotional competence. You have a tremendous opportunity to use your skills to build enduring and sustaining relationships, to influence others, and to live in accord with your own values; in other words, you can be an exceptional leader. In addition, your EQ expertise is an asset for developing other leaders and team members. This report will provide tips on applying your strengths.

What is Emotional Intelligence?

Emotional intelligence (EQ), as defined by Six Seconds, is a set of competencies that allows you to apply thinking and feeling to make optimal decisions. While many people have been taught to “leave their emotions at the door,” Six Seconds’ premise is that emotions are essential to effective decision making and motivation. If you use your EQ effectively you’ll be better able to influence others, to communicate, and to stay focused on the critical path. This is why Harvard Business Review says emotional intelligence is “the key to professional success.”

Why is Emotional Intelligence Important to you as a Leader?

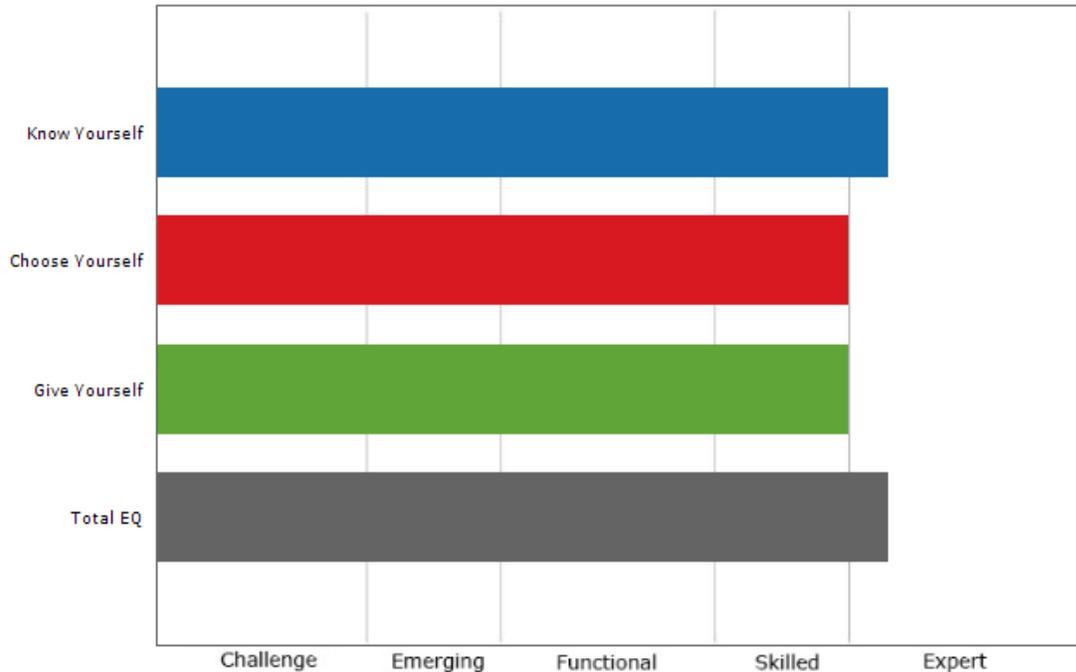
A leader’s job is to engage a team to do work beyond the capacity of any one individual. It is about enrolling people to utilize their full potential. When a leader is aware, authentic, passionate, and acts in integrity, s/he will build trust, commitment and alignment to foster an environment where people can bring their best to the table.

There is no formula for great leadership, no magical path to follow. A great leader makes her or his own path – one that is uniquely based on his or her own skills and attributes. You cannot imitate someone else’s style or use a prescribed set of behaviors. Instead you need to carefully assess yourself to know your own strengths and vulnerabilities, and move forward. This report will give insight to build and apply your EQ to improve leadership.



EQ In Action

The SEI is based on a straightforward model with three pursuits. Your overview profile is shown here:



Pursuit	Value	Interpretation
Know Yourself (Self Awareness)	Recognising your patterns and feelings lets you understand what "makes you tick".	Your SEI indicates that you are remarkably self-aware. You probably gain tremendous insight from emotions and you can clearly recognize your own reactions. This helps you be true to yourself and gives you a vivid perception of others, which lets you adjust accordingly.
Choose Yourself (Self Management)	Consciously directing your thoughts, feelings, and actions to avoid reacting unconsciously	You seem to be managing your reactions quite effectively. Most days you can look back and say, "I followed my intentions." As you build on your self management strengths you will make even better decisions, increase your level of energy, and more effectively engage others.
Give Yourself (Self Direction)	Aligning your daily choices with your larger sense of purpose unlocks your full power and potential.	You have a strong sense of purpose and an ability to connect with others. This allows you to fully engage others and to build a team culture of trust and commitment. Using these skills consistently will allow you to motivate and coach others to develop their own sense of purpose.



Next Up:

The rest of this report takes you through the Six Seconds EQ Model and describes your results in detail. You will find explanation of each competence and it's value to you as a leader, plus guidance for developing your competence and leveraging your strengths. Your customized Leader's Development Guide is also available to assist you to put these concepts into action.

As you read, remember these three key points:

1. **It's a Tool.** These results are intended to give you fuel for self-reflection and discussion; they are not an absolute truth.
2. **EQ is Learnable.** The SEI measures eight learnable competencies. Whatever your current level of expertise, you can increase it if you choose.
3. **Play To Your Strengths.** Your strengths are an asset. They are the mechanism for making change. You are strong in thinking through decisions, seeing beneath the surface, and managing your own emotions. How you are using those gifts every day as a leader?

If you have questions about your report, please contact you SEI Coach:

Josh Freedman <josh@6seconds.org>

For more information about EQ, please visit the Six Seconds web site: www.6seconds.org

On behalf of SEI team, thank you for your interest in developing and applying EQ.



- Joshua Freedman, Massimiliano Ghini MBA, & Anabel Jensen, Ph.D.
Authors of the SEI LR



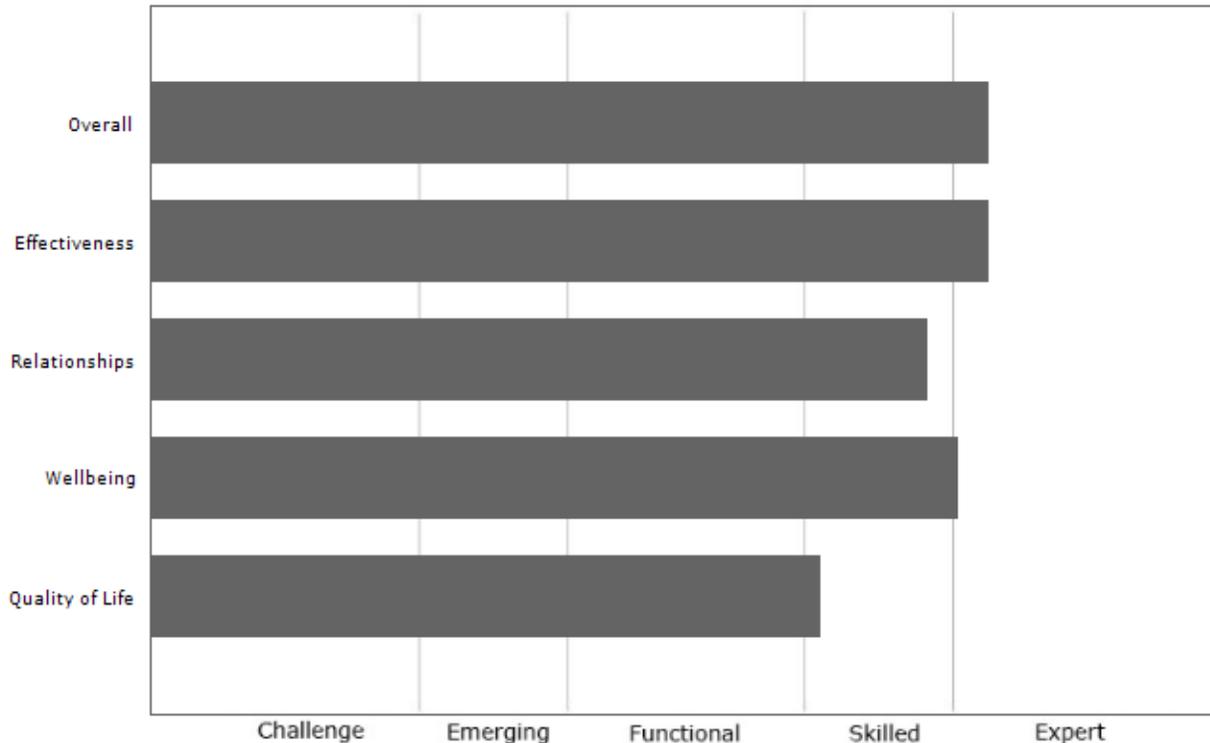
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Section 1: Success Factors

When you completed the SEI, you answered questions about your perception of your current work and life outcomes. Your scores are shown here:



Research shows that these outcomes are driven by your EQ competencies (see 6seconds.org/sei/eq_success.php). So as you read the rest of this report, consider your satisfaction with these outcomes and know that you can use your EQ skills to optimize these success factors.

EQ Skills Help Drive:

Success Factor	Definition
Effectiveness	Capacity to generate results
Relationships	Capacity to build and maintain networks
Wellbeing	Capacity to maintain optimal energy and functioning
Quality of Life	Capacity to maintain balance & satisfaction
Overall	Combination of all factors



Section 2: The Six Seconds EQ Model

This model of EQ-in-Action begins with **three important pursuits**: to become more aware (noticing what you do), more intentional (doing what you mean), and more purposeful (doing it for a reason).

Know Yourself

Clearly seeing what you feel and do.

Emotions are data, and these competencies allow you to accurately collect that information.

Choose Yourself

Doing what you mean to do.

Instead of reacting “on autopilot,” these competencies allow you to proactively respond.

Give Yourself

Doing it for a reason.

These competencies help you put your vision and mission into action so you lead on purpose and with full integrity.



Know Yourself gives you the “**what**” – when you Know Yourself, you know your strengths and challenges, you know what you are doing, what you want, and what to change.

Choose Yourself provides the “**how**” – it shows you how to take action, how to influence yourself and others, how to “operationalize” these concepts.

Give Yourself delivers the “**why**” – when you Give Yourself you are clear and full of energy so you stay focused why to respond a certain way, why to move in a new direction, and why others should come on board.

Within each of these three pursuits are specific competencies measured by the SEI. The competencies are shown on the next page.





The Six Seconds EQ Model:

Pursuit	Competency	Definition
Know Yourself	Enhance Emotional Literacy	Accurately identifying and interpreting both simple and compound feelings.
	Recognize Patterns	Acknowledging frequently recurring reactions and behaviors.
Choose Yourself	Apply Consequential Thinking	Evaluating the costs and benefits of your choices
	Navigate Emotions	Assessing, harnessing, and transforming emotions as a strategic resource.
	Engage Intrinsic Motivation	Gaining energy from personal values & commitments vs. being driven by external forces.
	Exercise Optimism	Taking a proactive perspective of hope and possibility.
Give Yourself	Increase Empathy	Recognizing and appropriately responding to others' emotions.
	Pursue Noble Goals	Connecting your daily choices with your overarching sense of purpose.



Section 3: Your SEI Profile



SEI scores are reported in five performance bands:

Zone	Score	Definition
Challenge	(65-81)	This area may be an obstacle for you as a leader; it may be creating personal and professional challenges.
Emerging	(82-91)	This is an area where you are developing skills and awareness; it is essential to continue to practice.
Functional	(92-107)	This competence is adequate to typical situations; it will be valuable to continue to further development to meet the demands of leadership.
Skilled	(108-117)	This is a potential strength for you to leverage.
Expert	(118-135)	You have unique ability in this area that distinguishes you as a leader.



Opportunities and Challenges

Potential Strengths:

Your highest scores are in...	These probably help you in...
Apply Consequential Thinking	thinking through decisions
Enhance Emotional Literacy	seeing beneath the surface
Navigate Emotions	managing your own emotions

Potential Vulnerabilities:

Your lowest scores are in...	This may present challenges for you around...
Engage Intrinsic Motivation	finding new solutions
Exercise Optimism	energising yourself

Six Seconds, the organization that publishes this assessment, comes from the perspective that real change comes from utilizing strengths.

Consider:

- How thoroughly are you using your strengths?
- Could you improve an area of vulnerability by utilizing a strength?
- Are any strengths over-used?
- What is one way you could use a strength more effectively starting now?



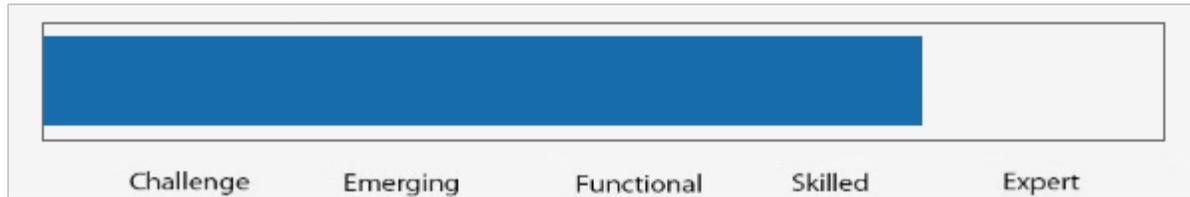
Section 4: Your Results in Detail

Know Yourself



1. Enhance Emotional Literacy: Accurately identifying and interpreting both simple and compound feelings.

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 lets you identify and interpret that data by noticing feelings, naming them, and beginning to analyze the causes and effects. This competence provides critical information about you and your team members and can give you insight and clarity into the core drivers of behavior.



Snapshot

Leaders who are expert in this competence gain a high level of insight into people and use that to make superior decisions. They are aware of multiple, complex feelings that provide nuanced information. These leaders know how emotions affect them and others, so they have the potential to be strategic in their use of feelings (matching emotions to the task at hand). They are highly aware of the “emotion messages” they are sending so they communicate more powerfully. They have the opportunity to manage this emotional communication to insure their words and actions are consonant with their feelings – an integrity that fosters trust.

Leverage this Strength

In most situations you will have more insight into emotions than others in your team. Share this data and help others understand the impact of emotions – point out the cause-effect relationship between how people feel and how they’re likely to respond. Continue to build your own awareness of these links.



2. Recognize Patterns: Acknowledging frequently recurring reactions and behaviors.



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 your people so they get off of autopilot as well.



Snapshot

Leaders who are expert at recognizing patterns know their own behaviors well and can articulate how and why they react. This gives them clear insight into themselves and also into others; they can create harmony by effectively listening and connecting with others. They ask penetrating questions that draw out important information. This self-awareness is the foundation for personal mastery and when it’s also combined with self-management, it creates trust. When overused, this strength can cause leaders to overanalyze situations. This may limit their creativity and prevent them from “living in the moment”.

Leverage this Strength

You can see your own reactions vividly. Use this awareness to focus on understanding others, and to identify patterns in your team and organization as a whole. By reading these patterns, you have the opportunity to adjust your approach to tap these strengths. Build a process into your team and organization to reflect on and assess the group patterns. You can also use your awareness to help others see potential pitfalls and obstacles before they arise.

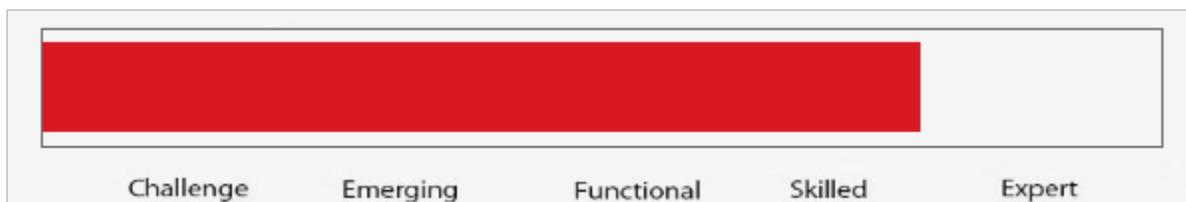


Choose Yourself

3. Apply Consequential Thinking: Evaluating the costs and benefits of your choices.

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.



Snapshot

Leaders who have an expert level of Consequential Thinking make excellent decisions. They almost always assess their choices (rather than jumping in), and they usually do so quickly and with little effort. They notice emotions and use feelings as one factor in their analysis. Sometimes they over-evaluate and they can worry too much about the costs of some necessary choices. These leaders create both enthusiastic and ethical employees who deeply respect the leader's mature judgment. They will encourage employees to speak up, even with unpopular opinions, keeping open and honest dialogue so the team stays on the critical path.

Leverage this Strength

Consequential Thinking is key to making optimal decisions (about your own options, and for your team or organization). Use your strength in "the emotional side of strategic planning" to help your organization build loyalty with customers and alignment and collaboration with employees. Trust your insight about the consequences of choices and act accordingly.



4. Navigate Emotions: Assessing, harnessing, and transforming emotions as a strategic resource.



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 can not make decisions. So rather than ignoring feelings, this competence lets you use emotions effectively to manage yourself and to have your intended effect on others.



Snapshot

Leaders who are expert at Navigating Emotions are masterful in managing their own feelings – using them as a source of information and energy, expressing them appropriately, and easily transforming their own feelings to meet the present needs. In turn, this emotional mastery lets leaders influence others on a deep level; their authenticity and clarity inspire trust, open communication, and deep commitment.

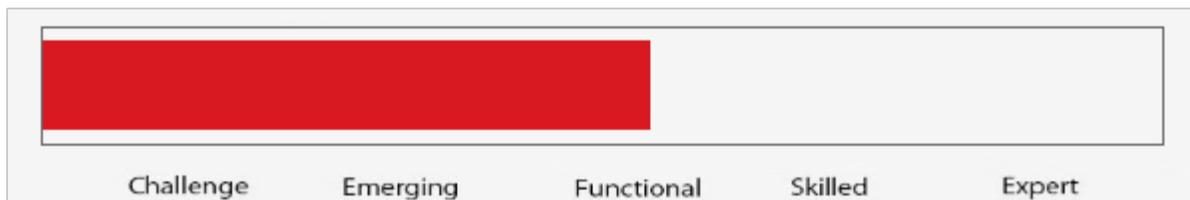
Leverage this Strength

Your mastery of Navigating Emotions means that you can confront any person or issue knowing that while there will be fallout, you have the skills to manage the emotions that arise. Engaging in these negotiations can be exhausting as you perform “emotional labor” (the work of managing emotions); be sure you are renewing your own energy. Chances are most of your team members won’t have your expertise in this area, and they will benefit from being coached. Don’t forget that while it may be easy for you, Navigating Emotions is extremely difficult for most people.



5. Engage Intrinsic Motivation Gaining energy from personal values and commitments vs. being driven by external forces.

People who require external reinforcement to be motivated are always at the mercy of others' approval or reward system. Engaging Intrinsic Motivation means developing and utilizing lasting inner drivers. This allows you to stand up, challenge the status quo, take risks, and persevere when the going is tough – and it help you inspire that in others.



Snapshot

Leaders functional in Intrinsic Motivation vacillate between external motivators (money, status, approval) and internal (values, beliefs, commitments to self) depending on the context. When they are confronted with external appraisals they can become highly concerned with these metrics. They are usually able to find the energy and drive to excel, but there are times when they may feel apathetic. Their team members respect their drive and see them as realistic in wanting appropriate compensation and status for their work. They are able to influence others through their values. Sometimes, they may forget the importance of this kind of value-based leadership and where this happens they may lose some of the commitment they could gain from team members.

Development

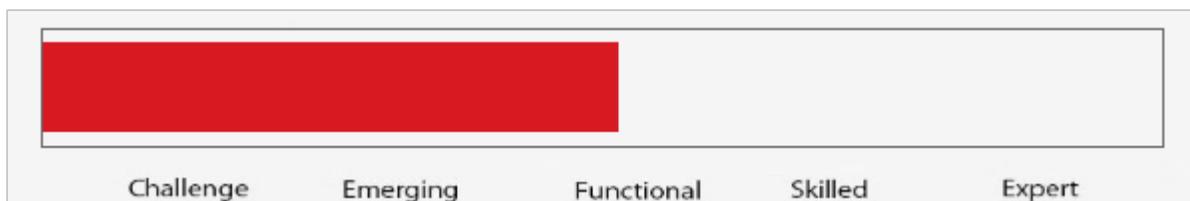
Maintaining focus on your own values in your daily work will help you leverage your Intrinsic Motivation. There are probably some aspects of your work that align closely with your own values, and others that feel less meaningful. Being intrinsically motivated does not mean you have to work without compensation (no need to start saying “no” to raises), but evaluate the pros and cons of reward-related decisions carefully. Notice the weight you give to others' opinions or material/fiscal incentives; don't let the external factors have too much influence.





6. Exercise Optimism Taking a proactive perspective of hope and possibility.

Optimism allows people to see beyond the present and take ownership of the future. 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.



Snapshot

Leaders functional in Exercising Optimism can be positive but they still frequently overestimate the downside. They make a mistaken assumption that achieving a solution will take extensive time and effort. This leads to missed opportunities. While they usually take responsibility for their choices, successes, and failures, they don't always do so. Especially in times of turmoil or stress, these leaders may slip into the role of the critic or overemphasize the downside. They can usually shift to an optimistic perspective with effort. When they use their optimism they motivate themselves and others to find and implement solutions.

Development

You've experienced optimism and you've probably seen the benefits – but you haven't made it a full-time habit. You have the ability to use an optimistic style but there are situations where you give up your power and say, "There's nothing I can do." An additional challenge may occur in your role as a leader. For example, if an employee needs training or mentoring, and you don't know how to help, you may fall into pessimism. Notice those times and be blunt with yourself. What assumptions are you making? Where's the compelling evidence? What's the other point of view? Because you have many of the assets of optimism you can shift more easily out of pessimism.



Give Yourself

7. Increase Empathy Recognizing and appropriately responding to others' emotions



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.



Snapshot

Leaders who are skilled in Empathy care about others and their people know it. They listen effectively. Once in a while they may miss important opportunities to empathize when they're stressed or very focused on a task. On the rare occasions when they "blow it" they circle back and reconnect. They are also known to be empathic with themselves to renew their energy. With their concern for people and their feelings, these leaders will thrive in companies with a social conscience and a meaningful vision. Because of their high level of caring, they may give in to a tendency to "solve" problems and take away discomfort. Alternately, they may "take on" feelings from others and have a hard time delivering bad news, for example. This high level of concern for others leads people to trust and like these leaders. This creates tremendous opportunity for leading through influence.

Leverage this Strength

As an empathic leader, you develop powerful insight into people. Use this to build collaboration, help people solve difficult problems, and feel connected to the organization. Empathy is invaluable for influencing a team, whether you're selling an idea, or asking someone to make a change. Your emotional connection will help them take action. When others feel your empathy, they will be more willing to admit mistakes and learn – increasing accountability and organizational effectiveness.



8. Pursue Noble Goals Connecting your daily choices with your overarching sense of purpose.



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 as a leader.



Snapshot

Together with Empathy, this competence facilitates a “resonant” leadership style that engages people to full commitment. The downsides are these leaders can overextend themselves (especially if this strength isn’t balanced by other EQ strengths), and sometimes people can be overwhelmed by this leader’s drive. These leaders are often able to articulate the link between a strategy or an action item and the larger purpose. So when they talk about a change, make a request, or give feedback, they go beyond the surface or “tactical” message to communicate the driving purpose. This enrolls and motivates others – people see that these leaders have an inner fire. The leader’s strong commitment to purpose provides a role model for team members who crave significance in their work and life.

Leverage this Strength

While you are probably clear about your direction and purpose, you may not have actually written it down. It is time to do so. Craft a compelling statement of vision that encompasses all aspects of your work and life. Then, use that as a benchmark to assess your leadership, your decision-making, and your organization. What are you doing that supports your Noble Goal, and what are you doing that undermines it? Is the work you are doing consonant with your Noble Goal? If not, how will you make it align? Does the organization have a Noble Goal? If not, is it time for one? If so, how is the organization fulfilling and undermining its Noble Goal? What are you going to do about it?



Section 5: Conclusion

Please reflect on these results and consider how they are borne out in your day-to-day life. This is a self-report tool, so your scores are a reflection of how you see yourself at this moment in time. Check the accuracy of your self-perception by discussing these results with colleagues who know you well, both those you work with and people outside your organization.

In order to take full advantage of this SEI assessment, consider these questions:

Know Yourself:

- Is this data typical of you?
- Where do you agree and disagree?
- Is it different when you are in situations of stress or anxiety vs. calm and focus?

Choose Yourself:

- How is your current level of EQ competence affecting you as a leader and person – and affecting others?
- What are other behaviors and attitudes you might explore?
- What is one EQ competence you would be energized and excited to improve?

Give Yourself:

- How can you engage and enroll others in helping you grow as a leader?
- How would putting more EQ into your leadership help you meet your mission and purpose?
- How can you grow and improve your leadership in a way that empowers and inspires others to do the same?

We hope this report has helped you to understand your SEI results; it helps to discuss the results with a coach or the professional who administered the SEI for you. You are also welcome to contact Six Seconds to learn more about this model and our solutions to help people and organizations thrive: www.6seconds.org

When you are ready for next-steps, please ask your coach for your customized Leader's Development Guide which includes specific strategies for you to develop and leverage your EQ.

Congratulations on your decision to explore your emotional intelligence – may it enrich your life personally and professionally.



Action Plan

What are your strengths?

How will you use these strengths to enhance your effectiveness as a leader?

Which areas would you like to enhance or develop?

What strategies will you put in place?

What assistance do you need?

What is your next step?

