

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capacity

SEI LEADERSHIP REPORT

International Edition

Report prepared for Sean Sample (#1)

On Sample

Executive Summary

Your Profile at a Glance

Most of the time, your emotional competence is sufficient to navigate the complexities of your daily work and life. However, in times of challenge, complexity, or stress, an increased EQ will strengthen your leadership. You have a solid foundation; use this report to help you increase your competence and improve your leadership.

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?

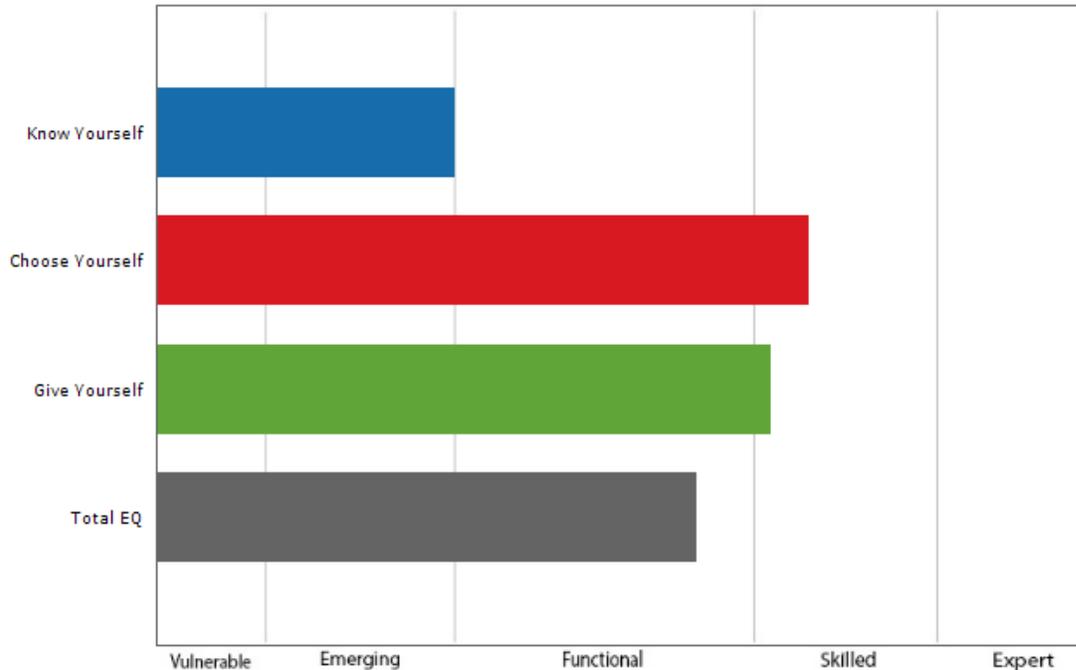
A leader’s job is to engage a team to do work beyond the capacity of any one individual. It is about enrolling people to utilize their full potential. When a leader is aware, authentic, passionate, and acts in integrity, s/he will build trust, commitment and alignment to foster an environment where people 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".	You have developed some awareness of your emotions and reactions. Strengthening this awareness will provide many benefits to your leadership ability. Emotions can provide you with important data about yourself and others – which can help you to make better decisions and solve problems more effectively.
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 connecting with others, finding new solutions, 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



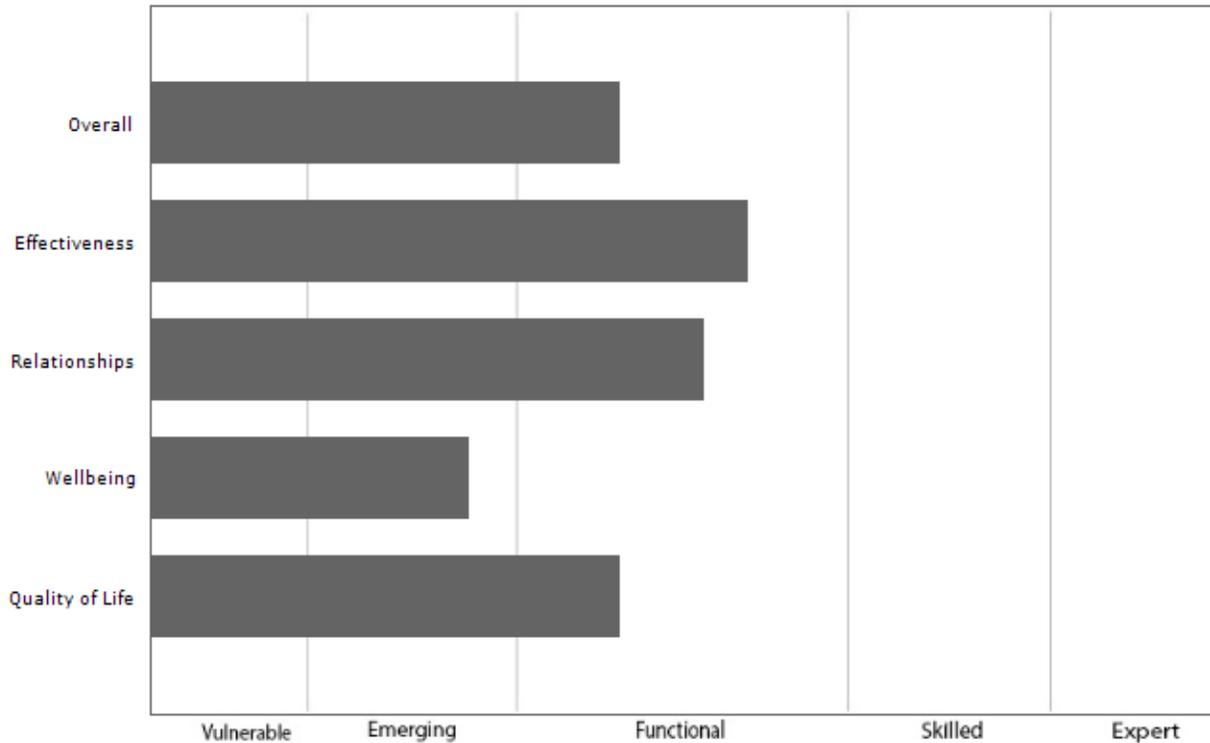
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Section 1: Success Factors

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

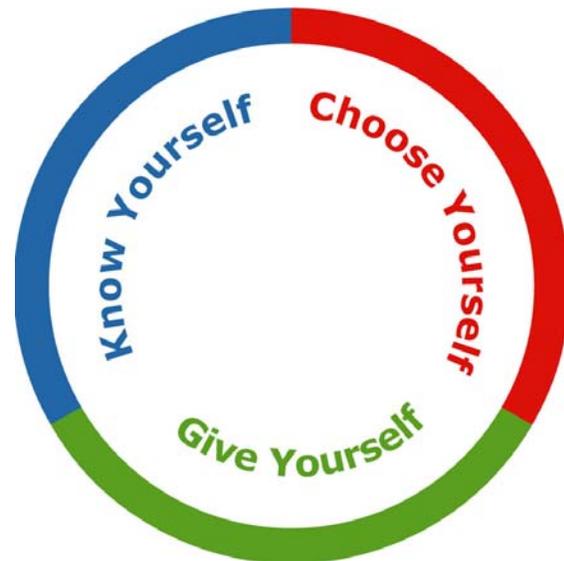
Doing what you mean to do.

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.



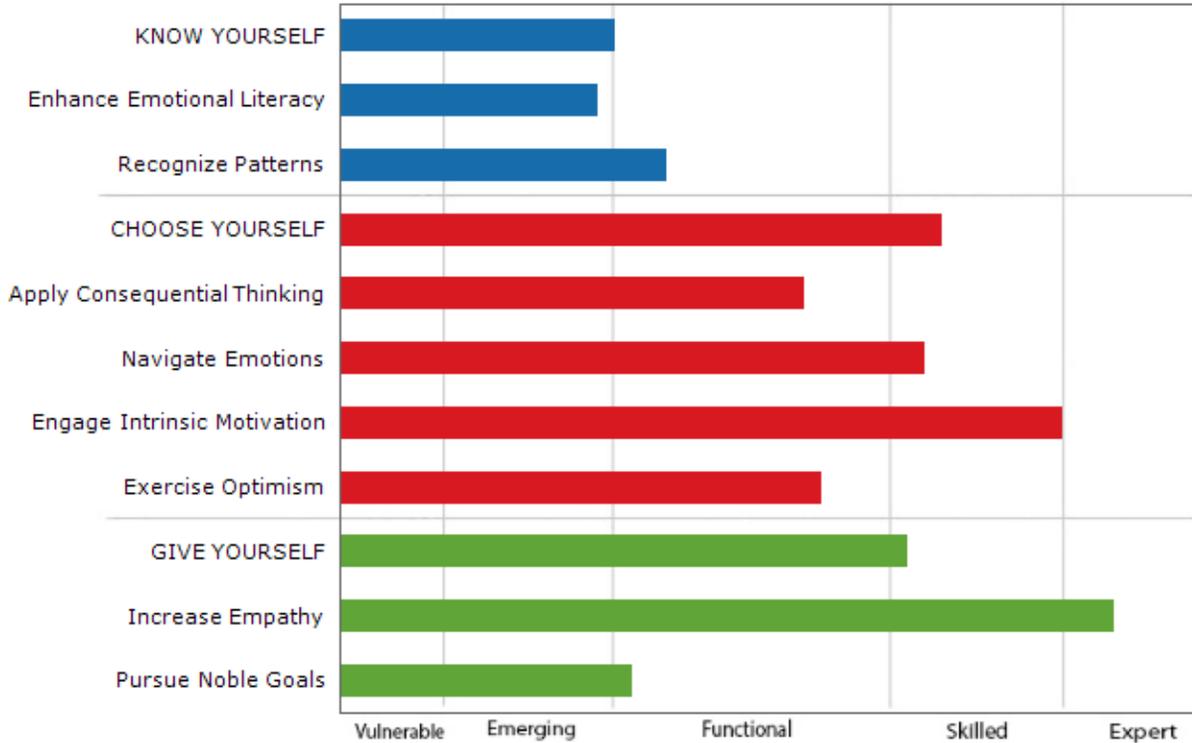


The Six Seconds EQ Model:

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
Vulnerable	(75-81)	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	(118-125)	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...
Increase Empathy	connecting with others
Engage Intrinsic Motivation	finding new solutions
Navigate Emotions	managing your own emotions

Potential Vulnerabilities:

Your lowest scores are in...	This may present challenges for you around...
Pursue Noble Goals	aligning with your vision and values
Enhance Emotional Literacy	seeing beneath the surface

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 emerging in this competence may rely too heavily on intellectual or cognitive analysis for problem solving, so they miss some insights and nuances. They try to avoid thinking about emotions because they perceive them as confusing. They are often surprised by their own and others' reactions, so they are not as effective at influencing. Emotions are contagious, and these leaders are not highly aware of the feelings they are spreading to others. They often don't see how powerfully these feelings are driving performance up or down.

Development

You have some of the basic building blocks of emotional literacy. Now you can learn the complexities. Continue to build your vocabulary about emotions. Focus on learning the rules of feelings – how emotions typically combine and change. For example, notice how boredom turns into disgust, or how appreciation turns into trust. Tracking your own emotions is one of the best ways to learn. Just as a digital camera instantly adjusts focus and exposure to the current situation, you have the opportunity to make the same appropriate adjustments based on feelings as you develop Emotional Literacy.



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 functional in this area are usually able to understand what's driving their own behaviors and perceptions. They use this awareness as a foundation for self-management avoiding unnecessary drama. However, there are many patterns they have not acknowledged. As a result they may miss important data, particularly in challenging situations. Their awareness of their own patterns helps them read others' responses and to better understand the emotional drivers of team members' behavior. This leads to a more functional team.

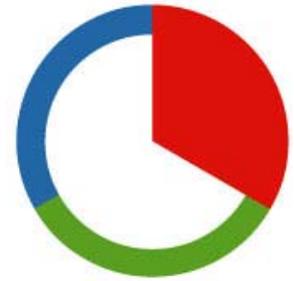
Development

Heighten your attention in times of stress and challenge. Build reflection time into your day - just a few minutes 2-3 times per day (for example, as you drink your coffee or walk back from lunch). Maintain a curious perspective by noticing your patterns without judging. Identify your thoughts, feelings, and actions. How are you reacting? Is that a typical reaction for you? Daily challenges provide great opportunities to practice. For example, when you are late and stuck in traffic, or when a colleague makes a preposterous assertion, pay close attention to your own reactions.



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 a functional level of Consequential Thinking can weigh their decisions to an appropriate degree. When they are “under the gun”, tired, hungry, angry or upset, they shortcut this step. They may realize it later if someone points it out to them, although they might get defensive rather than take ownership of their mistake. When they do use this skill, leaders are better able to plan and consider both their individual decisions and the team’s. This leads to efficiency and effectiveness as well as a climate of respect.

Development

One key to using Consequential Thinking is noticing when it’s time to evaluate and when it’s time to go with the flow. “Reading” a situation in order to quickly assess the upside/downside will give you a clue whether it’s time to carefully apply your Consequential Thinking skills. Another key is attending to the subconscious messages of your feelings. Emotions give you clues about what’s important to you, about your values, and about the direction to take. Acknowledge those feelings and add them to your reflection.





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 skilled at Navigating Emotions cope with their own feelings well, and their own well-managed feelings become effective tools for influencing others. This lets them create a cohesive team and a context for open communication and trust. If overused, this skill can cause someone to avoid expressing dissent or confronting conflict that can be helpful for addressing core issues. A leader with this skill gets insight from their feelings, giving them cues about problems that need to be addressed and the potential solution process. They are comfortable with emotions and able to create the feelings that support high performance.

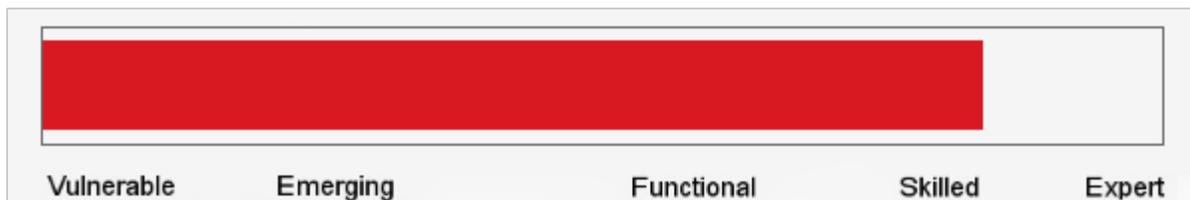
Leverage this Strength

Your skill at Navigating Emotions is a great resource for you and for your team. For most people, “managing emotions” is a major challenge, and your strength will increase team and organizational effectiveness. Because emotions typically are so stigmatized, you may not have thought about your emotional-management skills as an important leadership tool. Consider how you can coach others, challenging and teaching them to develop this competence.



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 skilled in Intrinsic Motivation have powerful internal drivers (values, beliefs, commitments to self). They are able to find the energy and drive to excel. Their team members respect their initiative. On the other hand, team members can become overwhelmed by the level of energy and commitment required to keep up with these leaders. In addition to motivating themselves, these leaders are able to influence others through their values. They have clear reasons for what they do and other values-oriented people want to work for these leaders because they find those reasons compelling.

Leverage this Strength

Perhaps the most effective way to leverage this strength is to help others build their Intrinsic Motivation. What happens in your organization that supports or undermines Intrinsic Motivation? What can you influence? When you give feedback to others, to what extent are you building their independence? With new team members or new projects, start by providing high support, then gradually reduce support to foster autonomy. In addition, use your Intrinsic Motivation to take risks and blaze trails. Don't forget that you need to bring others along (and that their concerns and objections are helpful in improving plans).





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.

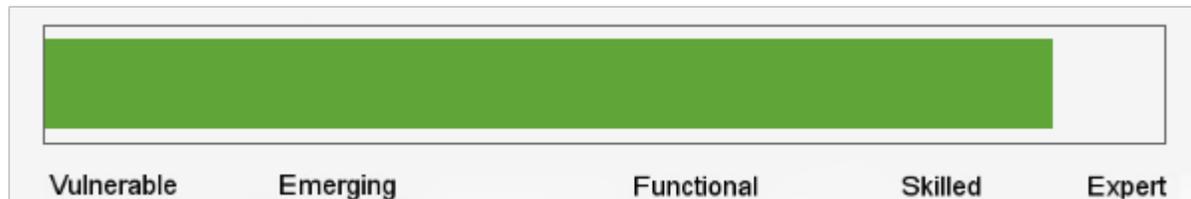


Give Yourself

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 expert in Empathy care about others and their people know it. They have a remarkable ability to listen, and they have a “gut level” understanding of others. With just a word or gesture they show their concern. People trust these leaders and like to follow them. They pay close attention to how their decisions affect others but they may be challenged with tough business situations because they can be overwhelmed by others' feelings. Because of their high level of caring, they may have a tendency to “solve” problems and take away discomfort. Alternatively, they may “take on” feelings from others and have a hard time delivering bad news, for example. These highly empathic leaders stand out as “people oriented.” They create organizations with a social conscience and a meaningful vision.

Leverage this Strength

Sometimes highly empathic leaders become overly concerned about an individual or overly loyal to one person. There is a need to balance your respect for the individual's feelings/needs with your concern for the larger group in the team or organization. Bring your empathy to the table in discussions with other team members. Help them understand clients' and colleagues' feelings and needs within the business context. This will help your team members plan an approach that is more likely to succeed in communicating, selling, or problem solving.



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

Leaders functional in Pursuing Noble Goals consider the legacy they are leaving and the impact they have on others. This usually strengthens their own motivation and furthers others’ commitments. While they are interested in strength of purpose, the vision is nebulous. They may not have codified it into a compelling statement. As a result they may vacillate, acting clearly from purpose at times, but reacting to short-term pressures at others. This dilutes their power as leaders, and can cause others to question the leader’s real commitment and even integrity. When they do act from purpose, these leaders create a sense of esprit des corps, of a team working together toward both success and significance.

Development

While you have thought about the direction of your life, you may not have fully articulated your ideas into a compelling statement of purpose. Perhaps you are ready to take the next steps. Your challenge is to craft a statement that captures your long-term vision of your life, and to use your emotional intelligence more consistently to put that vision into action. Invest time to reflect. What really matters to you? What are your core values and principles? What is the effect you want to have on others, your company, and your community? What is the legacy you’d like to leave?



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?

