

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capacity

SEI LEADERSHIP REPORT

International Edition

Report prepared for **Sample Report**
On: **March 25, 2008**

Provided by **Six Seconds**



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?

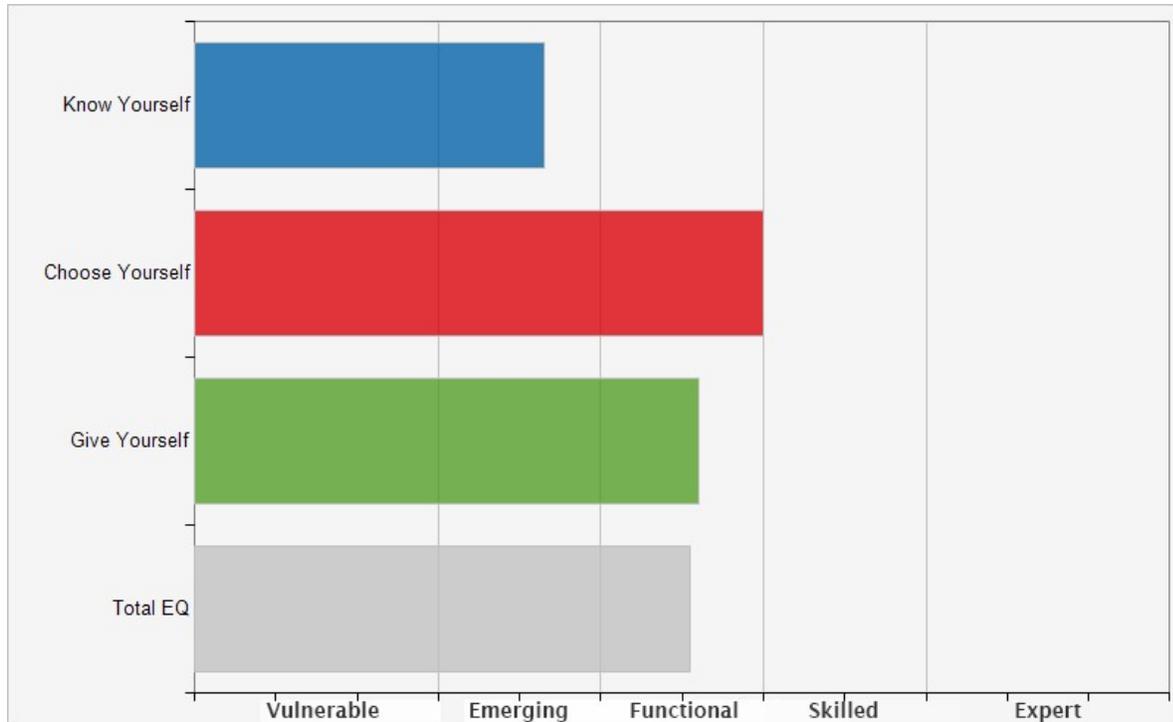
A leader’s job is to engage a team to do work beyond the capacity of any one individual. It is about enrolling people to utilize their full potential. When a leader is aware, authentic, passionate, and acts in integrity, s/he will build trust, commitment and alignment to foster an environment where people 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	Most times you are able to manage your own reactions. However, when you are overloaded or when problems arise and challenges pile up, you might succumb to this pressure and overreact. Build on your strengths in this area; this will help you respond appropriately in leadership situations. You will also see benefits in your creativity and decision making ability.
Give Yourself (Self Direction)	Aligning your daily choices with your larger sense of purpose unlocks your full power and potential.	You have sense of purpose and concern for others. Strengthening these competencies will make you more effective at influencing and engaging team members, building trust, and inspiring optimal performance.



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 its 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 aligning with your vision and values, energising yourself, and finding new solutions. How you are using those gifts every day as a leader?

If you have questions about your report, please contact you SEI Coach: FARISELLI LORENZO
lfariselli@6seconds.org

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



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



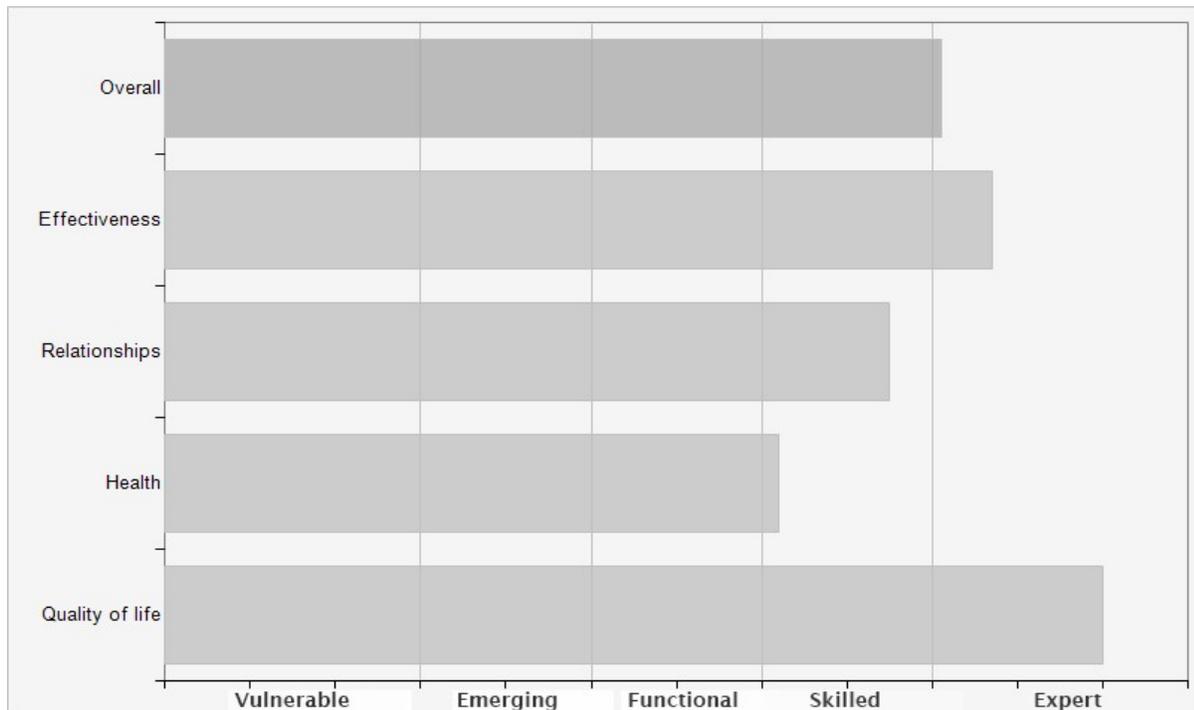
Table of Contents

Executive Summary	2
Section 1: Success Factors	6
Section 2: The Six Seconds EQ Model	7
Section 3: Your SEI Profile	9
Section 4: Your Results in Detail:	
Know Yourself	11
Choose Yourself	13
Give Yourself	17
Section 5: Conclusion	19
Action Plan	20



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
Health	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

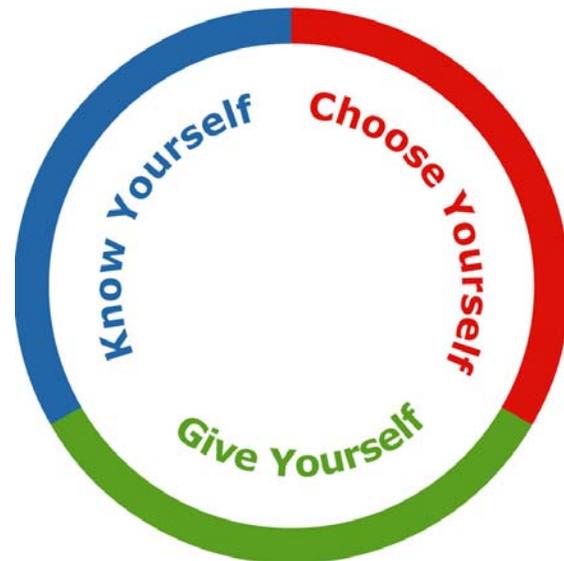
Doing what you mean to do.

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.



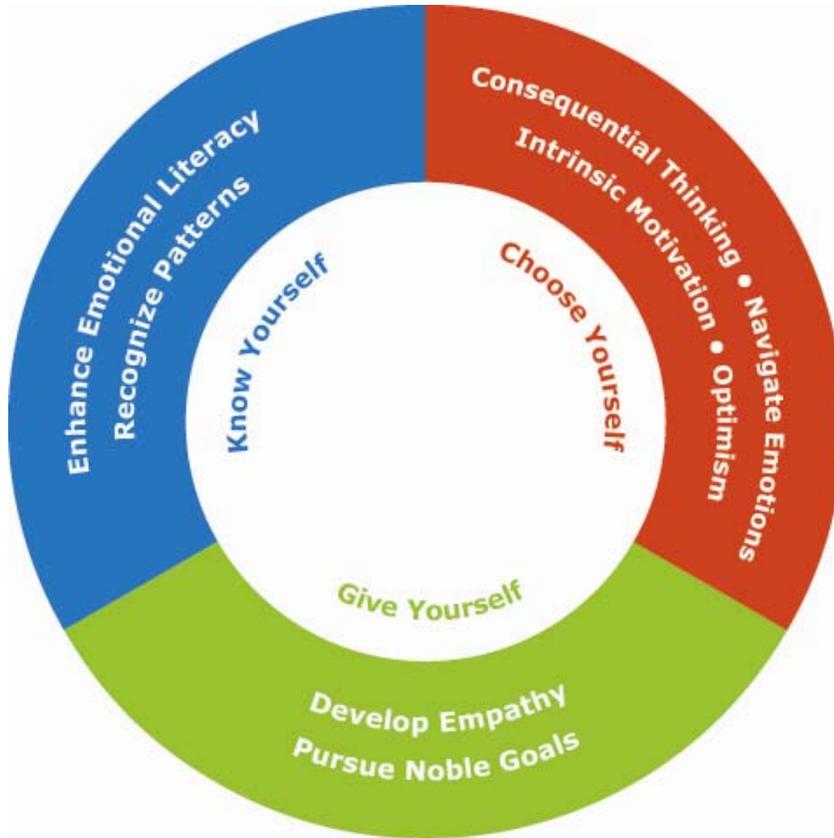
Know Yourself gives you the “**what**” – when you Know Yourself, you know your strengths and challenges, you know what you are doing, what you want, and what to change.

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.



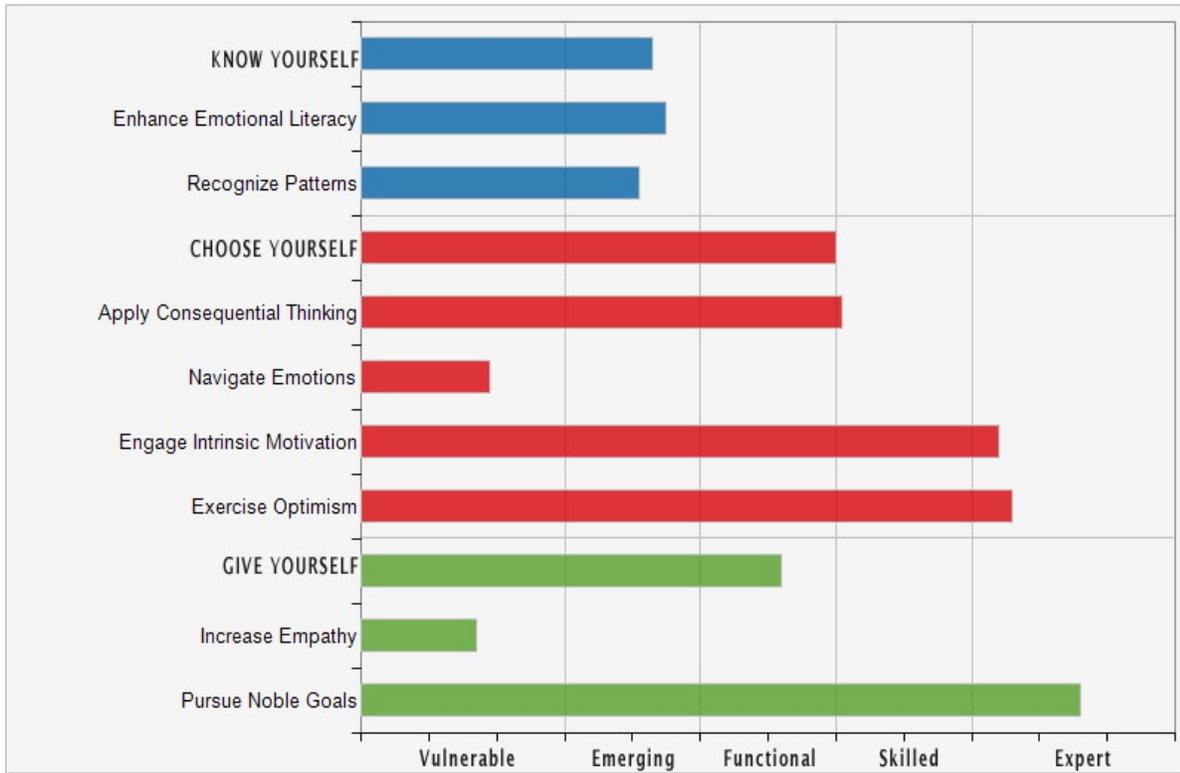


The Six Seconds EQ Model:

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	(0-70)	This area may be an obstacle for you as a leader; it may be creating personal and professional challenges.
Emerging	(71-90)	This is an area where you are developing skills and awareness; it is essential to continue to practice.
Functional	(91-110)	This competence is adequate to typical situations; it will be valuable to continue to further development to meet the demands of leadership.
Skilled	(111-130)	This is a potential strength for you to leverage.
Expert	(131-150)	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...
PURSUE NOBLE GOALS	aligning with your vision and values
EXERCISE OPTIMISM	energising yourself
ENGAGE INTRINSIC MOTIVATION	finding new solutions

Potential Vulnerabilities:

Your lowest scores are in...	This may present challenges for you around...
INCREASE EMPATHY	connecting with others
NAVIGATE EMOTIONS	managing your own emotions

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?



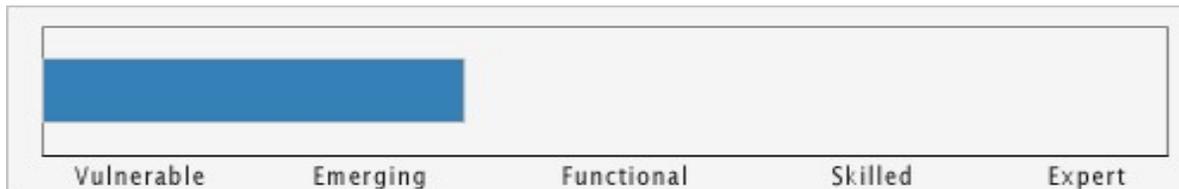
Section 4: Your Results in Detail

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

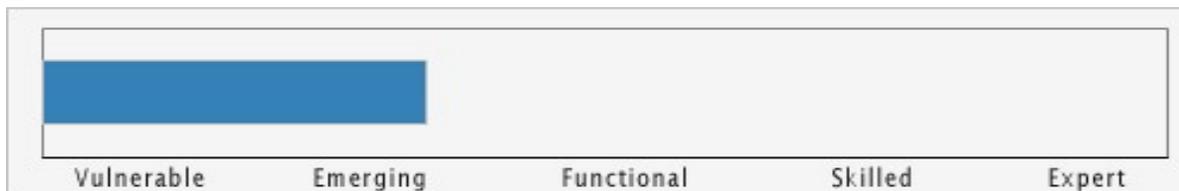
You have some of the basic building blocks of emotional literacy. Now you can learn the complexities. Continue to build your vocabulary about emotions. Focus on learning the rules of feelings – how emotions typically combine and change. For example, notice how boredom turns into disgust, or how appreciation 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 emerging in this area may be missing important data about themselves and their reactions, especially when they are stressed or busy. Even when the road is smooth and comfortable, these leaders may miss opportunities to reflect and grow. This leads to unintended reactions and behaviors that influence others in the wrong way; for example, when giving feedback these leaders might intend to encourage initiative but inadvertently end up creating fear because of their own unconscious reactions during the conversation. Frequently when people are not aware of their patterns they end up creating the opposite of what they really want.

Development

To become more effective at recognizing patterns, observe yourself more often and more deliberately. Notice your thoughts, your feelings, and your actions. Pay close attention to the beginnings and endings, for example the start of meetings or the end of confrontations. Be like an observant scientist, neutral and curious. Adopt a nonjudgmental view – don't assess what's "good" or "bad" about your reactions, simply notice them. Pay specific attention to how you respond to different thoughts and feelings and begin to track reactions that recur. Every day you have hundreds of chances to notice your reactions – start with the small ones. How are you reacting to reading this report? Is that a typical reaction for you?

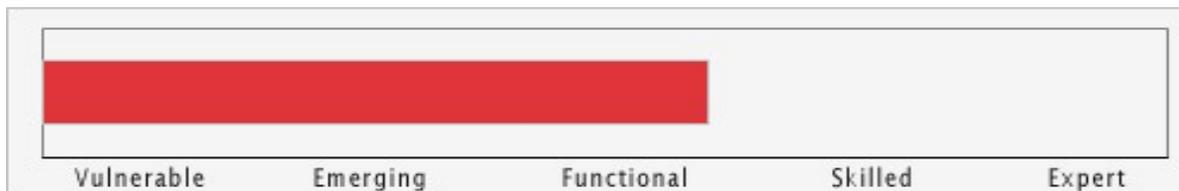
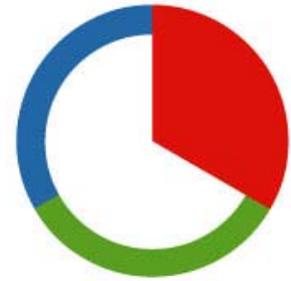


Choose Yourself

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 skilled level of Consequential Thinking usually know when to be impulsive and when to carefully evaluate. They rapidly appraise the seriousness of a situation, taking care in high-stakes situations and going with the flow when the downside is low. Emotions help them notice when they are going against a value, so they pay attention to those feelings to make the best possible decisions. They are usually careful enough to make good decisions and are confident enough to seek counsel from others. When they make a mistake, they recognize it quickly. Sometimes they overanalyze and have trouble going with their gut, so others can perceive them as slow to respond.

Leverage this Strength

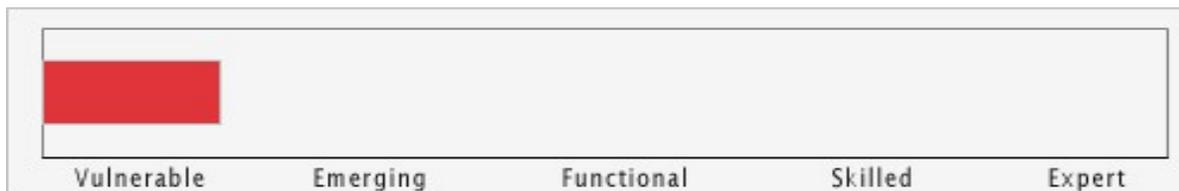
Consequential Thinking is key to making optimal decisions (about your own options, and for your team or organization). Use your strength in all of your planning (short-term, long-term, and strategic) to consider the "people side." This will help you and your organization build loyalty with both employees and customers. In your planning, anticipate both the likely scenarios, and the unlikely. In hiring, for example, carefully consider how this candidate will affect others. Sometimes people with high Consequential Thinking find it difficult to be impulsive or playful and can be seen as overly cautious (and can see themselves that way). Trust your gut to read the risk and find safe times to be creatively impulsive.



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 vulnerable at Navigating Emotions may be hard on their people. These leaders may be unpredictable, and they may have a detrimental effect on morale. Because they find it difficult to manage emotions, sometimes these leaders try to conceal their feelings, but this makes them appear cold and impersonal, and keeps them from using their positive feelings to influence the mood of the team. The result is a workplace where people do not feel emotionally safe and connected. People who struggle with Navigating Emotions usually find feelings to be overwhelming, so they try to avoid them – but it doesn’t make the feelings go away.

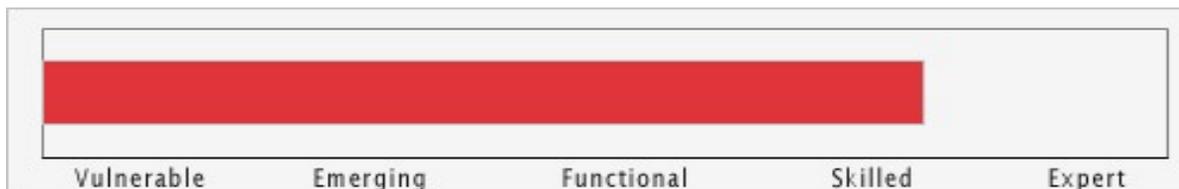
Development

This is a critical skill for you to develop. Developing and using your Emotional Literacy skills combined with your Recognizing Patterns skills is an important starting point. Use of your intellectual understanding of the way emotions function can be a bridge to managing them. If you see emotions as “in the way,” or even “enemies,” it’s going to make it more challenging to learn to Navigate Emotions. The term “navigate” is used because the goal is not “rigid control” or even “mastering yourself.” Can you begin to appreciate feelings as allies, or as a feedback system?



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 expert in Intrinsic Motivation are pushed from within by their internal beliefs and values. This lets them stand firm against the pressures of “group-think” and short-term reward. They have a “fire in their belly” and are always looking for opportunities for growth and improvement. They propel themselves to take on monumental challenges, but sometimes they forget the word “no.” This can lead to burnout for themselves and others. In addition to self-perpetuating motivation, these leaders are able to influence others through their values. They have compelling reasons for what they do. This makes them a magnet for other highly motivated and values-oriented people.

Leverage this Strength

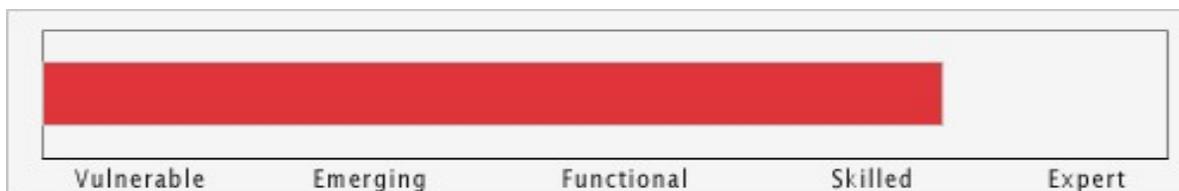
Your stamina is boundless. You need to recuperate sometimes too – but you hit the ground running come Monday morning. This energy can have a transformational effect on the whole organization – walking in the door you have the opportunity to electrify the room. Of course some people would rather have it dark and quiet, so they find you challenging. On the other hand, for those who are ready to work, your energy is infectious and exciting. 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 of that can you influence? When you give feedback to others, to what extent are you building their independence?





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 expert in Optimism are usually great problem-solvers. They constantly reframe challenges as opportunities and always have another plan or solution. They take responsibility for their failures and accept due credit for their successes, creating accountability for themselves and those around them. Even when others are throwing up “barricades of impossibility,” these leaders know there is a solution and are undaunted by the pessimism. Their commitment to creating a future unlocks their own energy and potential, and inspires others toward the same. Sometimes pessimistic people complain these leaders are “always wearing rose colored glasses.” In a sense that is true, and it can lead to unrealistically minimizing risks and overstating reward. On the other hand, these highly optimistic leaders regularly confound the pessimists by achieving the “impossible” goals they have set for

Leverage this Strength

Seek a balance of “realistic optimism” where you acknowledge the difficulties and the solutions. Neither minimize the risks and downsides nor overvalue the benefits. Use your Consequential Thinking to balance your tendency to jump in. To help others benefit from your strength, exercise your optimism out loud. Make sure your team members are hearing your realistic optimism. When others fail or struggle, be sure you’re communicating about the three dimensions of optimism (temporary, isolated and effort possible), including helping them see their responsibility in the failure.

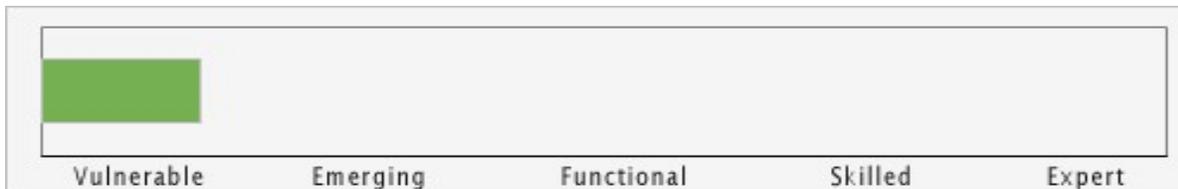


Give Yourself

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 vulnerable in Empathy may cut themselves off from their people. Most times, they prefer to stay in the world of logic (they may even see people akin to mechanical parts). This can leave them surprised or judgmental when people fail to act predictably. They are confused by, and sometimes impatient with, the complexity of human emotion. They enjoy focusing on tasks and may be unaware of the value in seeing “people as people.” While low empathy can help when making some hard decisions that will hurt people, it prevents these leaders from forming meaningful relationships with others. As a result, team members don't believe these leaders really care, so they do not trust them fully. Most times, communication is stifled, and the climate becomes harsh and competitive.

Development

Increasing empathy begins by recognizing that people's feelings genuinely matter. It takes commitment to valuing and respecting others, listening, and caring. A major obstacle to empathy is feeling pressured, rushed, and task-focused. While you are in the “drive” mode it is challenging to pay meaningful attention to people. The next step is learning to notice and interpret others' feelings. One of the most powerful and effective mechanisms for doing so is careful listening. Rather than focusing on yourself and the “tactical” content, attend to the other person and the emotional subtext. Many people beginning to work on empathy experience frustration and then become judgmental. You will need to develop patience and tolerance to work on empathy. Having support from people you respect will be important as you begin working on developing this skill.



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 expert in Pursuing Noble Goals live and lead from principles and purpose. Their connection to purpose lets these leaders influence others in a principled way – essential for leading change, and getting teams to be and do their best. Others are inspired by this “inner fire”. They have a deep concern for the legacy they are leaving and the impact they have on others. People sometimes criticize these leaders as “unrealistic,” yet they are inspired by the strength of conviction. Unless they are careful, strong conviction can compel these leaders to take on too much and risk burnout. Their “cause” can over-ride other priorities, leading them to risk health, colleagues, career, and family in service to their purpose.

Leverage this Strength

You have an incredible opportunity to create principled, purpose-driven teams and organizations. How effectively are you living your purpose outside of the work setting? What steps have you taken toward your Noble Goal today? It is possible to be overdriven by your Noble Goal and to sacrifice too much of yourself which potentially causes “burnout.” Alternatively, you can fall into an “ends justifies the means” stance where you are so caught up in your purpose that you do not take care of today. Renewing yourself, maintaining balance and building relationships that support your Noble Goals is key for you. If you have not articulated your sense of purpose into a concise, compelling statement, take time to do so. If you have, take time to review and refine it. It will help you keep this strength in focus.



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?

