

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capacity

SEI LEADERSHIP REPORT

International Edition

Report prepared for Steven Seek

On October 5, 2015

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?

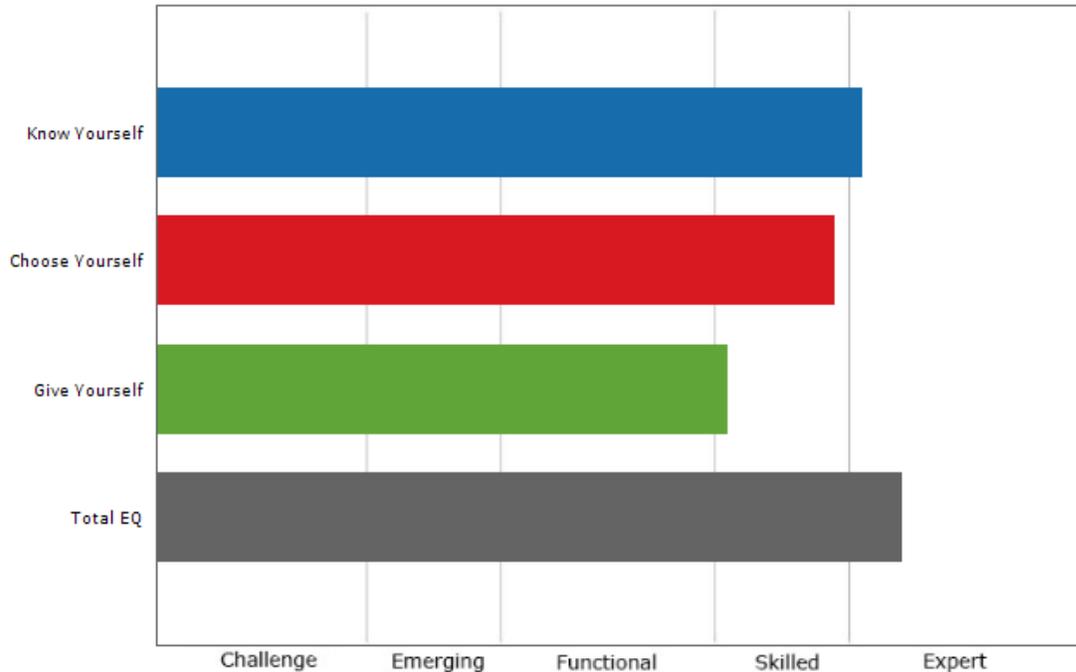
A leader’s job is to engage a team to do work beyond the capacity of any one individual. It is about enrolling people to utilize their full potential. When a leader is aware, authentic, passionate, and acts in integrity, s/he will build trust, commitment and alignment to foster an environment where people 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 have unique strength in your ability to manage yourself; you have the potential to make outstanding decisions. You are able to be fully present, employ your competencies for maximum integrity, and predict future problems. Using these strengths lets you build an ethical, cohesive, and highly productive team.
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, energising yourself, and predicting your own reactions. How you are using those gifts every day as a leader?

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

Steven Seek <steven@seekconsultant.com>

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



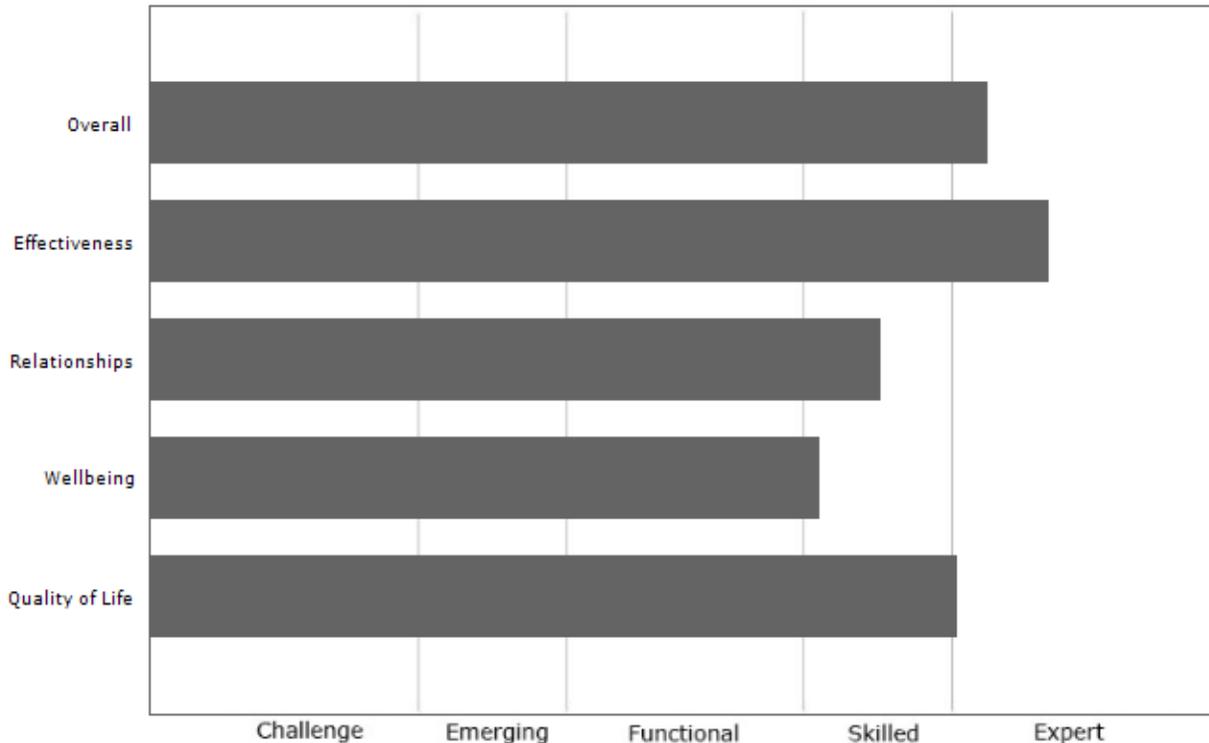
Table of Contents

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
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
Exercise Optimism	energising yourself
Recognize Patterns	predicting your own reactions

Potential Vulnerabilities:

Your lowest scores are in...	This may present challenges for you around...
Navigate Emotions	managing your own emotions
Increase Empathy	connecting with others

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?



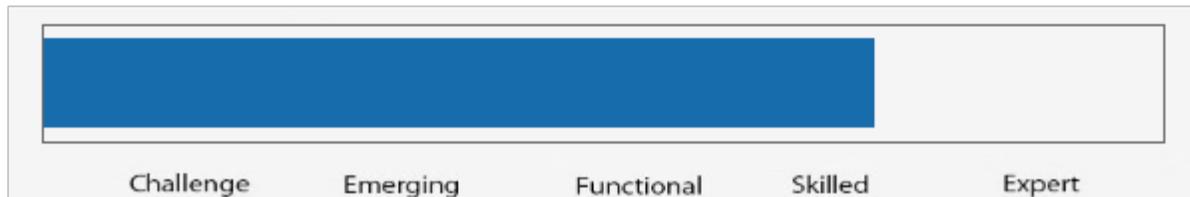
Section 4: Your Results in Detail

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 skilled in this competence bring emotional insights into their decision making in an appropriate way. They are aware of multiple and complex feelings and of the information these feelings provide us with. They 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 have the potential to manage the emotional level of communication. When they do so, they ensure their words are coherent with their feelings; this integrity creates respect and credibility.

Leverage this Strength

In many 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 are 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

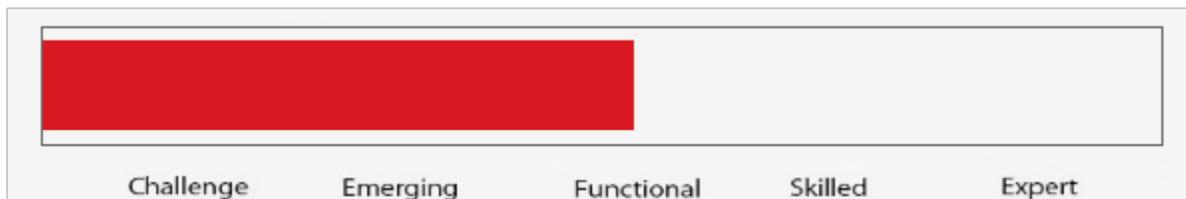
Consequential Thinking is key to making optimal decisions (about your own options, and for your team or organization). Use your strength in "the emotional side of strategic planning" to help your organization build loyalty with customers and alignment and collaboration with employees. Trust your insight 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 functional at Navigating Emotions cope with their own feelings well – except when they’re over-stressed, in a hurry, or facing particularly difficult emotional challenges. As a result, when these leaders are faced with high levels of complexity, they begin to struggle with emotions. They either start snapping at others or shutting down their feelings. This has a detrimental effect on the team. While they may have trouble helping team members harness their complex emotions, typically these leaders are capable of managing their own reactions. This helps them maintain good relationships with colleagues and clients.

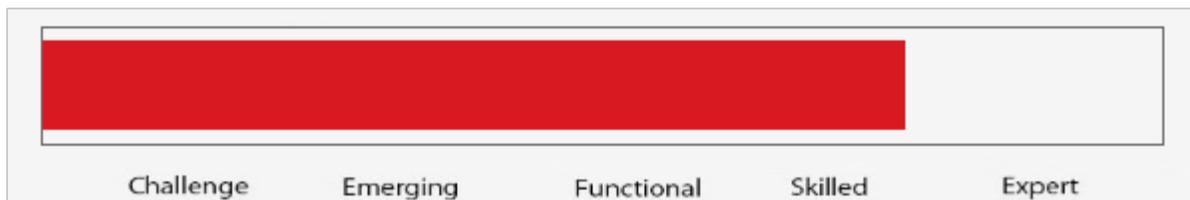
Development

To grow in this competence, work to value and appreciate emotions. Emotions are present to help you – can you see them as allies? It’s particularly difficult with challenging or unpleasant feelings. Ask yourself, “How is this troublesome feeling trying to help me?” You may find there are some feelings you try to avoid, cover up, or ignore. At some level, you perceive them as overwhelming and scary. As you become more comfortable reading the messages behind them, you can come to see them as allies. Accepting, even honoring, your own feelings is a key step to personal growth.



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

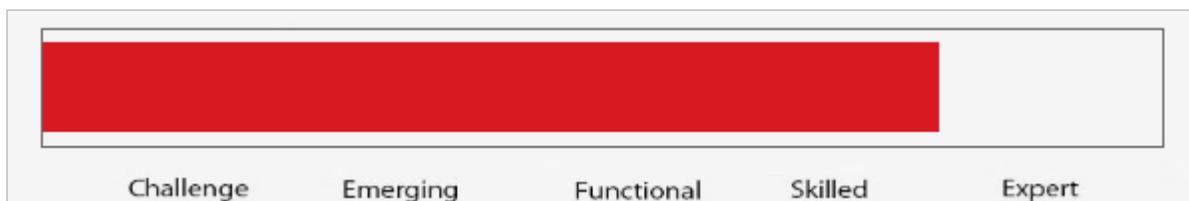
Your stamina is boundless. You need to recuperate sometimes too – but you hit the ground running come Monday morning. This energy can have a transformational effect on the whole organization – walking in the door you have the opportunity to electrify the room. Of course some people would rather have 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 themselves and their teams.

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.

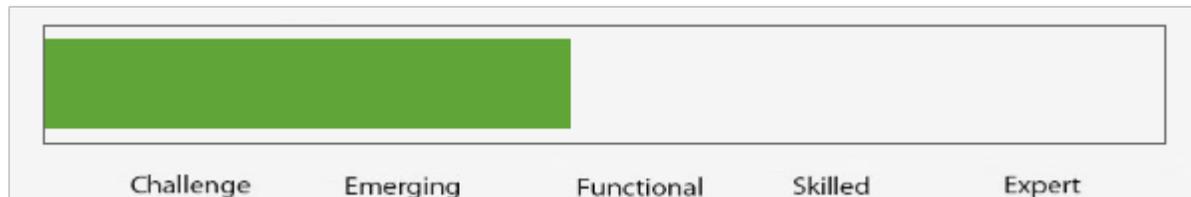


Give Yourself

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 functional in Empathy tend to respect and care about others and they demonstrate this through their behavior. However, they may miss the opportunity to do so when they are in a hurry or when faced with a very difficult situation. They value empathy but it is not their priority, so when they are caught up in projects or focused only on goals, people slip to a lower priority. While these leaders really do care, sometimes their people don't get to see the caring, which reduces commitment. Especially in "hurry mode," these leaders may not pay attention to the signals others send through nonverbal communication. This can lead to misassumptions and miscommunications.

Development

You're well on your way to making empathy a valuable tool for your leadership. When you're getting caught up in a task or feeling pressured you hurry past feelings, but this is probably when you most need to ensure mutual understanding. When someone has an issue or concern, focus on "just listening," do not try to solve their problems, instead put 80% of your time and energy into understanding the situation and the person's feelings. Through careful listening, noticing facial expressions, and assessing body language, you can recognize the person's emotions. Then look for corresponding feelings in yourself that will help you craft an appropriate response. Remember, there are two dialogues occurring - one in words, and another at an emotional level - make sure you respond to both.



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?

