

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capacity

SEI LEADER'S DEVELOPMENT GUIDE

International Edition

Report prepared for
On:

Provided by **Six Seconds**



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

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

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

Contents:

Section 1: Goals and Objectives	3
Section 2: Developing EQ	9
KNOW YOURSELF	9
1. Enhance Emotional Literacy	10
2. Recognize Patterns	12
Choose Yourself	14
3. Apply Consequential Thinking.....	15
4. Navigate Emotions	15
5. Engage Intrinsic Motivation	17
6. Exercise Optimism	19
Give Yourself	23
7. Increase Empathy.....	24
8. Pursue Noble Goals	24
Section 3: Conclusion	26



Section 1: Goals and Objectives

This Leader’s Development Guide is customized based on your SEI profile and is intended as a follow-up to the Six Seconds Emotional Intelligence Assessment you completed on @@date.

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

Framing the Need

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

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

Use this worksheet; the first row is an example.

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

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



An EQ Perspective

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

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

Know Yourself (awareness): Emerging
Choose Yourself (intention): Functional
Give Yourself (purpose): Functional



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

You scored highest in Choose Yourself.

Your strength is in "how" – in taking action with emotions. This means you have many of the skills you need to manage the emotional dynamics of the challenges you face. How important is it for you to fully apply these skills?

Your lowest score was in Know Yourself.

This means you are at least somewhat aware of the challenges and your role in them. How important is it for you to clarify this awareness?



What's your reaction to this perspective?

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

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

Notes:



Success Factors

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

EQ Competence → Success Factors → Optimal Leadership

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

Success Factor	Your Score	What are some effects of this?
Effectiveness		
Relationships		
Health		
Quality of Life		
Overall		

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



EQ for Success

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

Success Factor	EQ Drivers
Effectiveness 	
Relationship 	
Health 	
Quality of Life 	

EEL - Enhance Emotional Literacy

ACT - Apply Consequential Thinking

NE - Navigate Emotions

IE - Increase Empathy

RP - Recognize Patterns

EIM - Engage Intrinsic Motivation

EO - Exercise Optimism

PNG - Pursue Noble Goals



Action Plan

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

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

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

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



Section 2: Developing EQ



KNOW YOURSELF

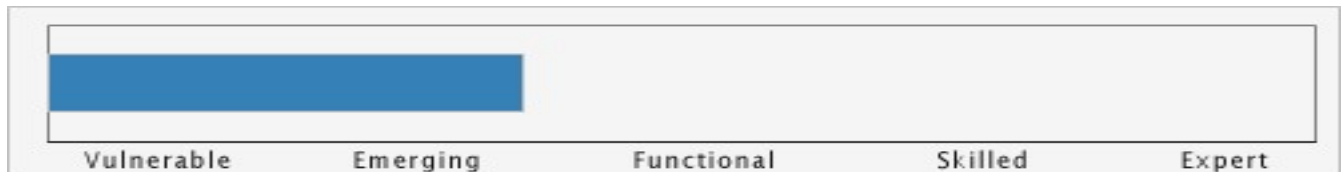
Purpose	Self-awareness
Competencies	1. Enhance Emotional Literacy 2. Recognize Patterns
Reflection	You are the instrument of leadership. Do you know <i>yourself</i> at least as well as you know everything else about your business?

“Leadership’s first commandment – Know Thyself!”

- Harvard Business Review, Dec. 2001



1. Enhance Emotional Literacy



Definition:

Accurately identifying and interpreting both simple and compound feelings.

Applications:

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

Risks:

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

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

Opportunities:

Enhancing emotional literacy will help you develop all other areas of EQ. Emotions provide important data about you and others. While you are aware of that information at times, you miss it when you are rushed or stressed - and that may be when you need it most. Improving in this area will give you important insight about yourself and others. You may need the insight to meet your goals as a leader.



Action Steps:

"I Feel." Learn more emotional vocabulary. Read about emotions and talk to others to develop a more specific lexicon that captures the range of each feeling. Ask people to honestly tell you about their feelings and listen to the varied ways they express those emotions. Expanding your feeling vocabulary is a first step to increasing your awareness of emotions and their effects.

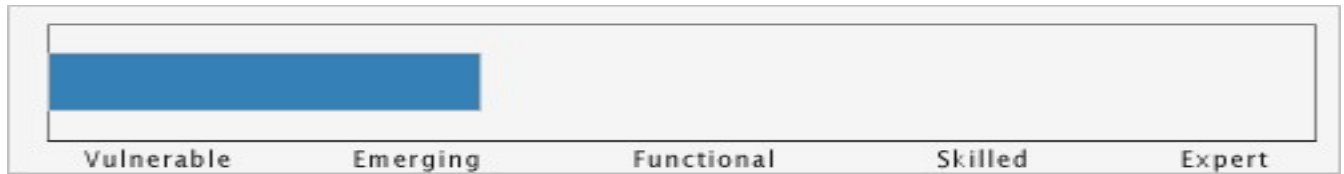
"Tune In." Your body provides great clues about your emotional state. Make a habit of noticing your physical sensations 3-6 times per day. You can make this learning more effective by keeping a logbook of what you're feeling physically, what's happening, and the concurrent feelings. This will help you begin to learn the "rules of emotions" - when do they arise, why do they repeat, and how do they change?

Theory:

Emotional Literacy includes recognizing and naming feelings. Emotions are neurotransmitters with specific effects and structures. Each has a unique physiological "signature" (such as a specific skin temperature, muscle pattern, and area of the brain activated). Each emotion also affects your thinking in specific and predictable ways (for example, fear focuses your attention on a risk or a problem). One of the brain's centers for acting on strong emotions is the amygdala; it is soothed when emotions are identified and named.



2. Recognize Patterns



Definition:

Acknowledging frequently recurring reactions and behaviors.

Applications:

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

Risks:

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

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

Opportunities:

There are probably some patterns you see now, but others you are not observing. Increasing your pattern recognition will help you follow your intentions vs. unconscious reactions. Heightened awareness lets you avoid escalation and blame, which helps you stay focused on your goals and be a more effective influence on others. By recognizing patterns you are able to learn from successes and failures to improve your performance over time. Increased awareness of your behavior provides valuable data for making more careful decisions.



Action Steps:

"Think-Feel-Act." Thoughts, feelings, and actions are inexorably tied. Think of a time you reacted – for example, a situation in which you became either sarcastic or withdrawn. In the beginning of that situation, what were your thoughts, your feelings, and your actions? How about 30 minutes later? A day later? If you were to change one thought, or one feeling, or one action, how would the others change? This will help you clarify the relationships between thoughts, feelings, and actions so you more accurately identify patterns.

"Get an Ally." Ask a colleague, friend, coach, mentor, or someone from your HR department to provide feedback about one of your typical ways of responding. For example, ask them: "How do I usually respond to criticism?" You can also ask about your response to other situations such as stress, challenge, and news, both good and bad. Then observe yourself; do you notice what they're seeing? Repeat this process frequently. Gaining outside perspective and testing it on a regular basis will help you begin to perceive your patterns more clearly.

Theory:

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





Choose Yourself

Purpose Self-management

Competencies

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

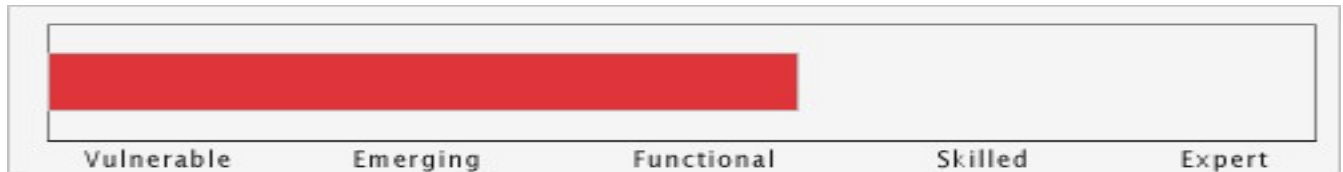
Reflection You are constantly making choices about how you think, feel, and act. Are you doing what you really intend to be doing?

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

- Frances Hesselbein, Chairman, Leader to Leader Institute



3. Apply Consequential Thinking



Definition:

Evaluating the costs and benefits of your choices.

Applications:

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

Risks:

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

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

You have unique ability in this area – use it! Especially when you are stressed or moving fast, be sure to invest a few seconds to apply this strength. This skill helps you anticipate and analyze both the material and the emotional impacts of choices, making it essential for the people-side of strategic planning. You may have a gut-level sense of how choices will impact others; just remember to take that into account in your planning. When helping a team member think through a problem, use your Consequential Thinking to assist her/him to consider multiple options and perspective and how each will affect the people involved. This will lead to a decision with better results and less collateral damage. You may find that you over analyze (both thoughts and feelings). Remember there are times to go with your impulse.



Action Steps:

"People Strategy" In meetings or discussions practice articulating the human consequences of options under discussion. For example, say, "Let's look at the costs and benefits on the people-side of the equation." Help the group assess how people will feel, think, and act in response to this strategy or decision. This practice will help the team think through the emotional impacts of choices. "Consequence Coach." In your role as a leader you may be surprised when others don't "think through" their choices - they don't evaluate the impact before they act. You can leverage your strength at Consequential Thinking by coaching your people to do this assessment. Make a grid of costs and benefits, short term and long term. Help your people evaluate a choice (hopefully before they've made it) by working with them to look at these four dimensions. For added power, ask them to assign a weight or significance to each impact. This will help others develop Consequential thinking, and help you practice as well.

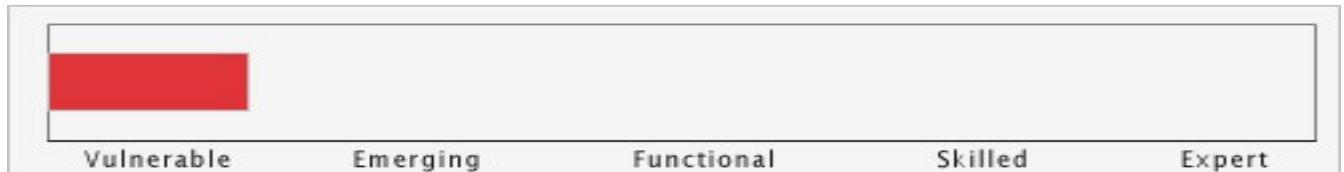
	Costs	Benefits
Short-Term		
Long-Term		

Theory:

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



4. Navigate Emotions



Definition:

Assessing, harnessing, and transforming emotions as strategic resources.

Applications:

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

Risks:

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

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

Opportunities:

Managing emotions is probably very challenging for you, perhaps even distressing. It is possible to learn to govern emotions effectively so you can feel more in charge of your own life. Low skills at Navigating Emotions can cause serious challenges in your relationships at work and in your personal life. Developing these skills will help you work more effectively with others, creating a more positive, collaborative work environment. You may find yourself trying inappropriate strategies to manage emotions, such as sarcasm or clowning. You may not be achieving what you mean to; developing this competence will make it unnecessary to use these interferences. As a leader, managing your own emotions is one of the most powerful tools for shifting the moods of the team and organization to foster engagement.



Action Steps:

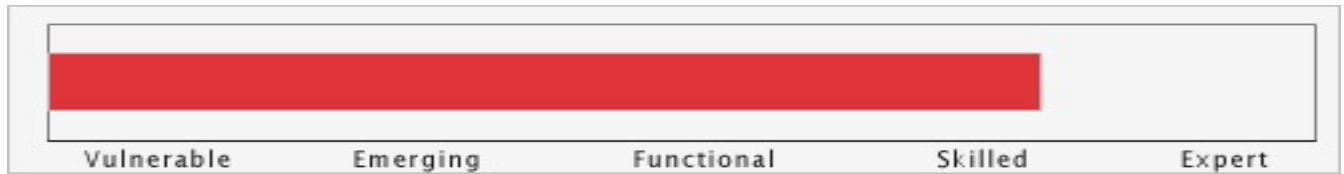
"Turn Autopilot OFF." When you are experiencing an intense feeling remember you have a choice! You don't have to go through this reaction the same way each time. By changing your focus and behavior you can produce different feelings and different results. Remembering you have options is key to beginning to exercise choice. "Shine the Spotlight." When you want to change your mood, recognize that you are always experiencing multiple feelings. You can choose to focus your attention on any of them. Select a feeling that you would like to intensify. Focus your attention on it. Think about the causes and effects. Ask yourself, "What is this feeling telling me now?" This will help you shift from one feeling to another.

Theory:

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



5. Engage Intrinsic Motivation



Definition:

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

Applications:

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

Risks:

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

Opportunities:

Create an organizational culture that reinforces Intrinsic Motivation by helping other leaders see where they are creating dependence through extrinsic rewards. When you use your Intrinsic Motivation to understand how the work you do is connected to your values, you will be able to communicate this to others, enrolling them in this commitment. When you make a strategic or long-range plan that involves risk, others may try to dissuade you by raising objections tied to external factors (such as costs, lost opportunities, or others’ opinions). Use this skill to stay on course with what you know is a principled decision. With boundless energy, it is easy to get involved in numerous projects. Focus on the most important and do those fully.



Action Steps:

"Motivation Match Up." People who are very high in Intrinsic Motivation may forget that others are not. Over the next couple of weeks, go to lunch with each person who reports to you. Ask them about their motivation, and watch as they respond. Try to identify their mix of intrinsic and extrinsic motivators, see if you can identify what "lights their fire." Ask questions such as: "When have you been most motivated in your life?" "What do you like about this job?" "What's one part of this job that you find exhausting?" "Energizing?" Take notes afterwards. This information will help you be far more effective at engaging your team members' full energy and commitment.

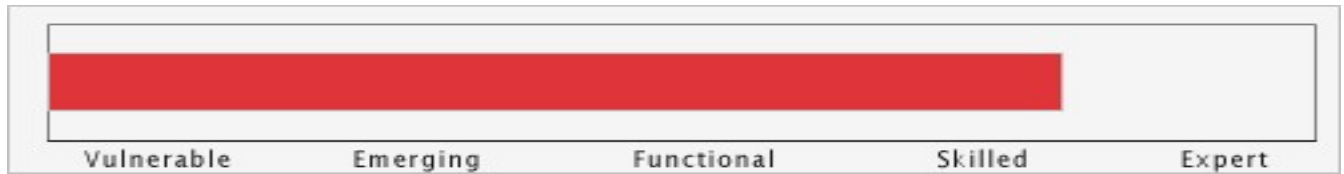
"Raise the Bar." To help an employee improve performance, provide observation-based feedback tied to high expectations. Identify one specific aspect of their work you saw or heard that doesn't meet your expectations. Describe your observation, and state that you are not satisfied and why. Then discuss how they can do it differently next time and the benefit of doing so. Rather than telling them exactly what to do, focus on your expectation and vision, letting them define how to meet the new objective. Providing observation-based feedback and high expectations reduces the employee's passivity. Letting them define the steps to meet the expectation gives them the opportunity to take ownership of their performance.

Theory:

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



6. Exercise Optimism



Definition:

Taking a proactive perspective of hope and possibility.

Applications:

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

Risks:

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

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

Opportunities:

Your optimism can be incredibly inspiring. When you use this strength, your followers will be engaged and excited, they will see a path forward and believe they can walk there with you. This means you have the capacity to help solve serious and complex problems, and to engage and encourage others to accept even massive challenges. Be careful not to undervalue risks and overvalue benefits – your optimism can lead you to take on too much, say "yes" too easily, or to take risks that you haven't fully considered. Using Optimism helps you ensure that you and your team are learning from failures without giving up. Exercising Optimism also has personal benefits: People who practice optimism are healthier and live longer, have more ability to laugh at human foibles, are more likely to be promoted and make more money, are happier, and their relationships and marriages last longer.



Action Steps:

"Compassionate Challenge." When people are using a pessimistic style, they make many misassumptions. You can help them by challenging their thinking, providing feedback that they are "pessimizing," and pushing them to give evidence. Use the three dimensions of the Seligman model to question their assumptions. For example if they express a doubt under "Pessimistic Voice," present them with the "Optimistic Challenge":

Dimension1	Pessimistic Voice	Optimistic Challenge
Time	We're never going to get this done...	How long did a similar situation last?
Scope	This is going to ruin everything...	What, exactly, is this going to and not going to affect?
Effort	There's nothing we can do...	What haven't we tried?

People in a pessimistic state are often in pain, so compassion is required; use your empathy (see that competency coming up next) along with your Optimism. Since you see the optimistic side, you are able to pinpoint where others are falling into pessimism. With practice you'll do this early and quickly averting a descent into negativism.

"Celebrate Failure." Real optimists don't hide from facing failures and mistakes. Recognizing that you made choices that contributed to the problem means taking the weight of responsibility - and the lightness of freedom to make different choices. This is the liberation that comes with real accountability. So when you and others make mistakes, put them on the table and discuss what went wrong and how this can be different next time. Be sure the conversation focuses on learning for the future vs.blame for the past. Treat these failures as valuable gifts of learning. Identify at least three specific benefits or lessons from the failure, and ensure that team members recognize these are important. Using your own and others' failures as learning opportunities will let you apply your optimism as a teaching tool.

Theory

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

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

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





Give Yourself

Purpose Self-direction

Competencies

1. Increase Empathy
2. Pursue Noble Goals

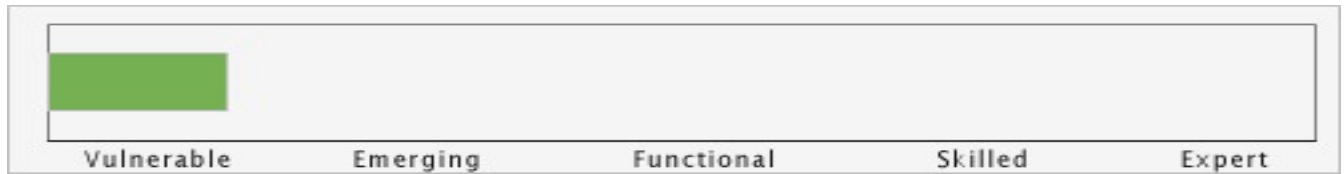
Reflection What is your underlying purpose of your work? How are you taking steps toward that purpose every day? Do you need others to achieve that purpose? How are you enrolling them?

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

– John Quincy Adams



7. Increase Empathy



Definition:

Recognizing and appropriately responding to others' emotions.

Applications:

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

Risks:

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

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

Opportunities:

Empathy is "emotional glue" that holds relationships together. By developing this competence you will connect more effectively with others. When people feel your empathy, they increase their trust with and commitment to you because they perceive that you understand and care about them. Empathy provides important insights about others – giving you clues about their real perspective – which helps you make business decisions, solve interpersonal conflicts, and manage people.



Action Steps:

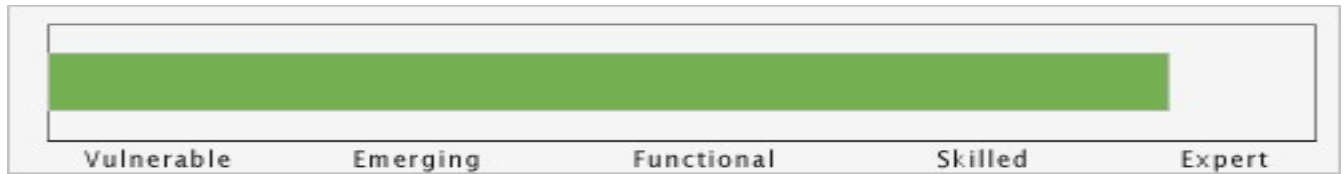
"Under the Words." When you hear someone speaking, practice asking yourself, "What feelings are under those words?" Recognize that feelings exist and become curious about them – you can ask colleagues for their input. Becoming more curious about others' feelings is a starting point to empathy. "AM Connection." Invest a few seconds to connect with 2-3 people in a new way. As you walk to work, think about the people you'll greet. Remember one contribution this person is making to you or the company, or something you appreciate about her/him. As you approach the person, remember they are important, pause and look them in the eye, and say "good morning." Your underlying feelings will come across. This will help you practice slowing down and connecting with others.

Theory:

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



8. Pursue Noble Goals



Definition:

Connecting your daily choices with your overarching sense of purpose.

Applications:

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

Risks:

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

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

Opportunities:

Pursuing a Noble Goal is invaluable for decision-making. If you are confused and focused on short-term or ego-driven needs, your Noble Goal will help you reassess, reprioritize, and redirect. You may be very involved in "taking care of yourself" or pursuing material success. If you haven't already, you are likely to recognize that these pursuits do not help you sustain your commitment over time. A Noble Goal is one of the most powerful motivators. People who are inspired by a sense of purpose are inspiring to others. The leader's passion resonates with others engaging the team to a higher level of commitment.



Action Steps:

"Leadership Message." Imagine that a group of the people who work for you are talking. How would they describe you as a leader? What do you like about that description? What aspects would you like to change? What is the "Leadership Message" you would like to be sending? What is one action you could take to reinforce that? Reflecting on how you impact others will help you assess the effect you are having in the world. "Difference Maker." Who has made a positive difference in your life? What were some of that person's characteristics and values? Are you emulating that person? Identify one aspect of that person's character that you'd like to adopt. What action would you take to live that character trait? Using a role model will help you consider your own values.

Theory:

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



Section 3: Conclusion

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

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

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

