

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capability

SEI LEADERSHIP REPORT

Australian Edition

Report prepared for **Sample Report**

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Provided by **Six Seconds**



Executive Summary

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 engaging people to utilise 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 behaviours. 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.

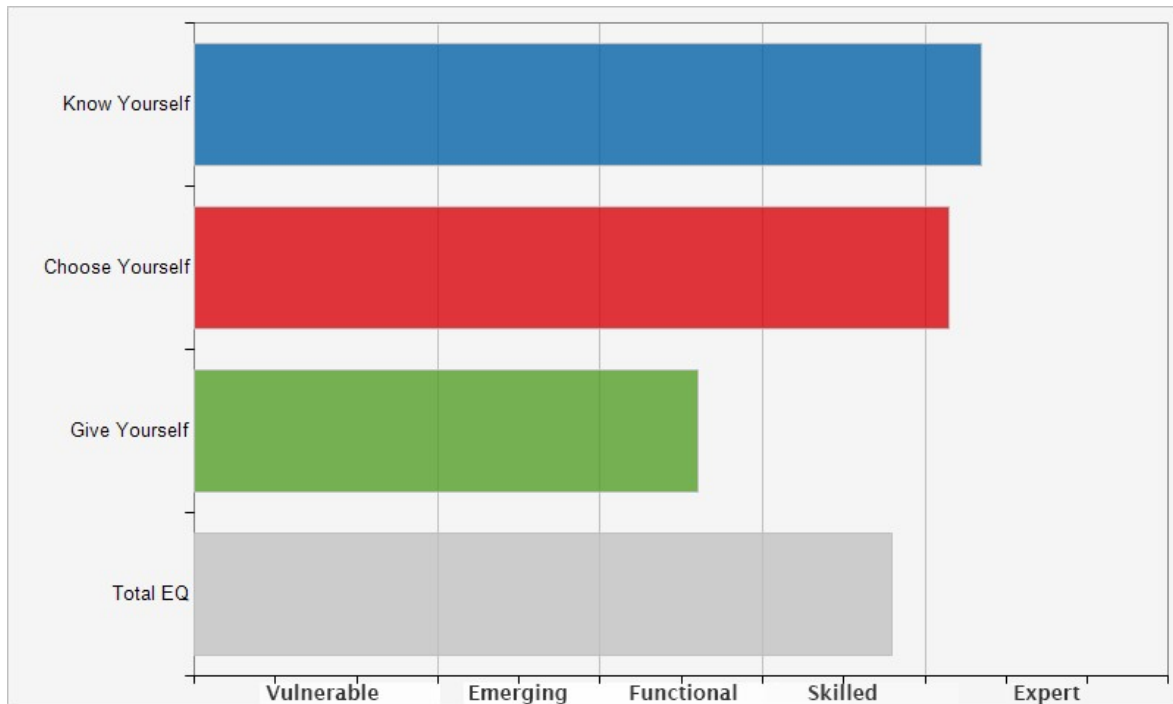
Your Profile at a Glance

Emotional intelligence is a strength that applies to your leadership and life. Your challenge is to continue to make the most of your EQ skills and ensure you are applying these strengths consistently. This report will help you see how to leverage your strengths to get even better results for yourself and your team.



EQ In Action

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



Pursuit	Definition	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 recognise 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 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 strategies for developing your competence and leveraging your strengths. 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 energising yourself, finding new solutions, and seeing beneath the surface. How you are using those gifts every day as a leader?

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

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

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



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

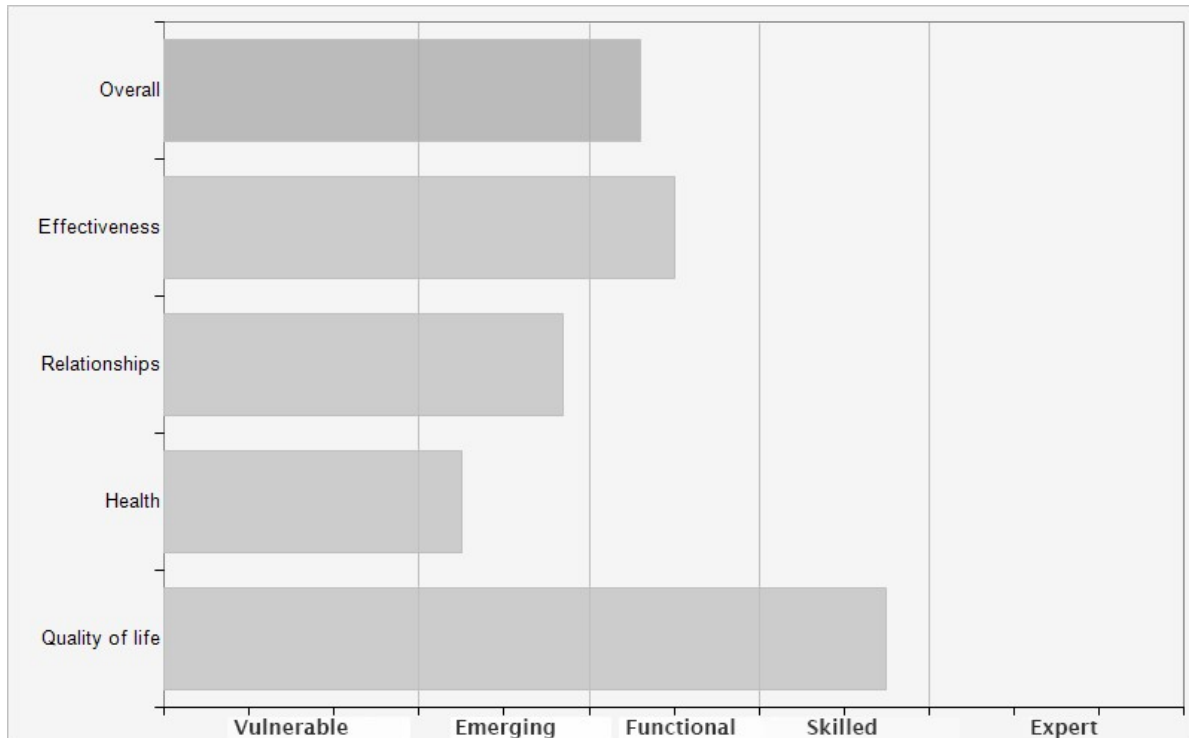
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Section 1: Success Factors

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



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

Increasing self-awareness, recognising patterns, and identifying feelings lets you understand what “makes you tick” (vs running on “autopilot”).

Choose Yourself

Intentionality. Building self-management and self-direction allows you to consciously redirect your thoughts, feelings, and actions (vs. reacting unconsciously).

Give Yourself

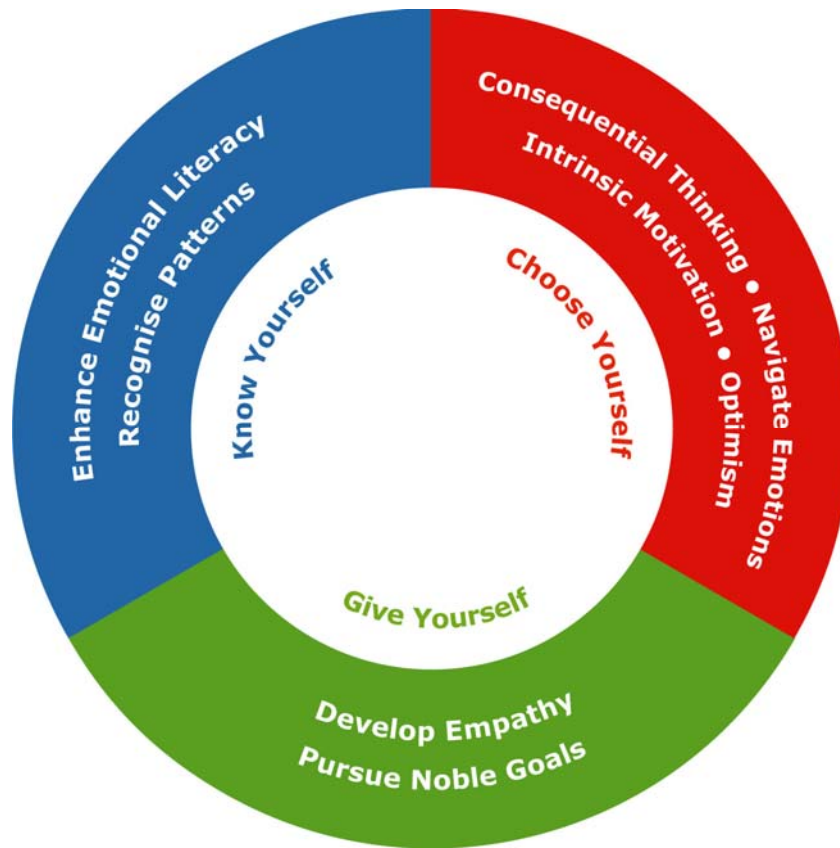
Aligning your daily choices with your values, combined with compassion, allows you to increase your wisdom and achieve your vision (vs working for the moment).



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**” – how to take action, how to influence yourself and others, how to “operationalise” these concepts.

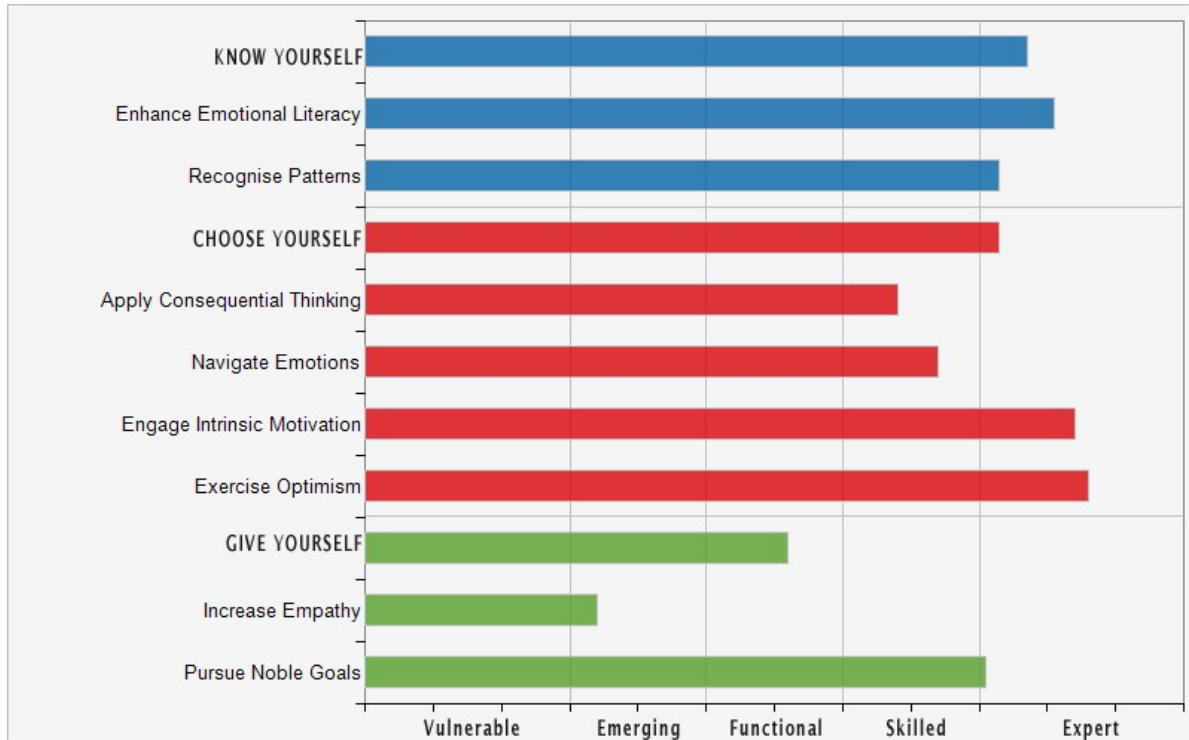
Give Yourself delivers the “**why**” – why you are motivated, why you should take this action, why you should be compassionate. Putting this model into action requires both reflection and analysis: tuning into your emotions and applying your critical/creative thinking.



Within each of these three pursuits are specific competencies measured by the SEI.

Pursuit	Competency	Definition
Know Yourself	Enhance Emotional Literacy	Accurately identifying and interpreting both simple and compound feelings.
	Recognise Patterns	Acknowledging frequently recurring reactions and behaviours.
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	Recognising 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...
EXERCISE OPTIMISM	energising yourself
ENGAGE INTRINSIC MOTIVATION	finding new solutions
ENHANCE EMOTIONAL LITERACY	seeing beneath the surface

Potential Vulnerabilities:

Your lowest scores are in...	This may present challenges for you around...
INCREASE EMPATHY	connecting with others
APPLY CONSEQUENTIAL THINKING	thinking through decisions

Six Seconds, the organisation that publishes this assessment, comes from the perspective that real change comes from utilising strengths.

Consider:

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

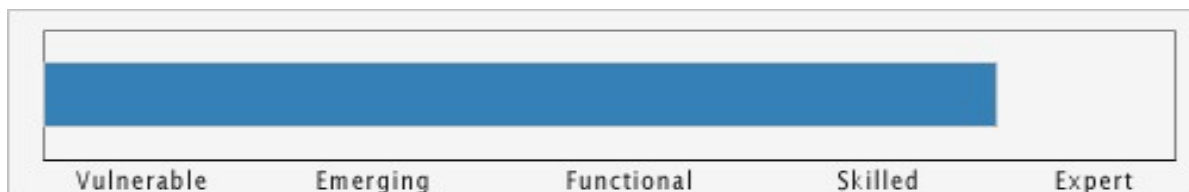
Section 4: Your Results in Detail



Know Yourself

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

Feelings are a complex aspect of every person. They provide flavor and texture to perceptions, interactions, and experiences. This skill lets you examine those feelings, name them, and begin to analyse the causes and effects. Emotional literacy is a basic building block of emotional intelligence



Snapshot

Leaders who are expert in this competence gain a high level of insight into people and use this to make superior decisions. They are aware of multiple and complex feelings and of the information these feelings provide us with. This level of self-awareness is directly linked to improved self-management. 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 are highly aware of the “emotion messages” they are sending so they communicate more powerfully. They have the opportunity to manage this emotional communication to ensure their words and actions are congruent with their feelings – an integrity that fosters

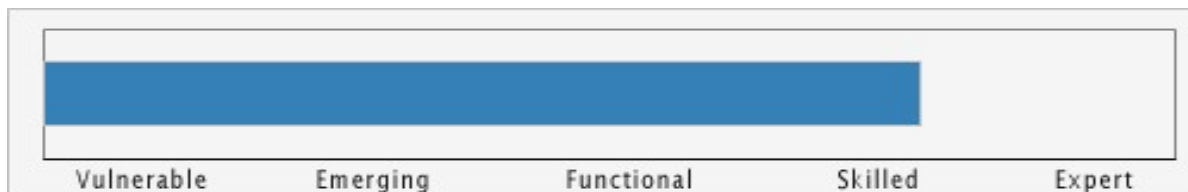
Leverage this Strength

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

2. Recognise Patterns: Acknowledging frequently recurring reactions and behaviours.



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 reacting with a generalised response rather than one carefully tailored to the current situation.



Snapshot

Leaders who are expert at recognising patterns know their own behaviours 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 draws 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 overanalyse situations. This may limit their creativity and prevent them from "living in the moment".

Leverage this Strength

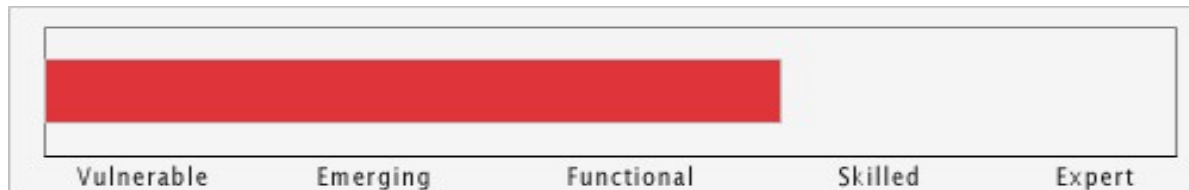
You can see your own reactions vividly. Use this awareness to focus on understanding others, and to identify patterns in your team and organisation as a whole. By reading these patterns, you have the opportunity to adjust your approach to tap these strengths. Build a process into your team and organisation 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 analysing and reflecting, using both thoughts and feelings, to identify a response that is optimal for yourself and others.



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 recognise it quickly. Sometimes they overanalyse and have trouble going with their gut, so others can perceive them as slow to respond.

Leverage this Strength

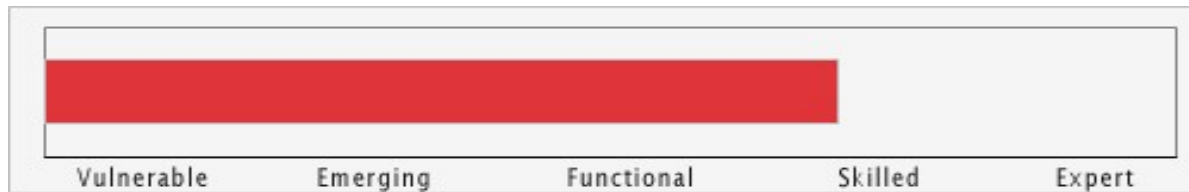
Consequential Thinking is key to making optimal decisions (about your own options, and for your team or organisation). Use your strength in all of your planning (short-term, long-term, and strategic) to consider the “people side.” This will help you and your organisation build loyalty with both employees 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



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 behaviour. This competence lets you manage emotions at the foundational level neither minimising them nor wallowing in them.



Snapshot

Leaders who are skilled at Navigating Emotions cope with their own feelings well, and their own well-managed feelings become effective tools for influencing others. This lets them create a cohesive team and a context for open communication and trust.

If overused, this skill can cause someone to avoid expressing dissent or confronting conflict that can be helpful for addressing core issues.

A leader with this skill gets insight from their feelings, giving them cues about problems that need to be addressed and the potential solution process. They are comfortable with emotions and able to create the feelings that support high performance.

Leverage this Strength

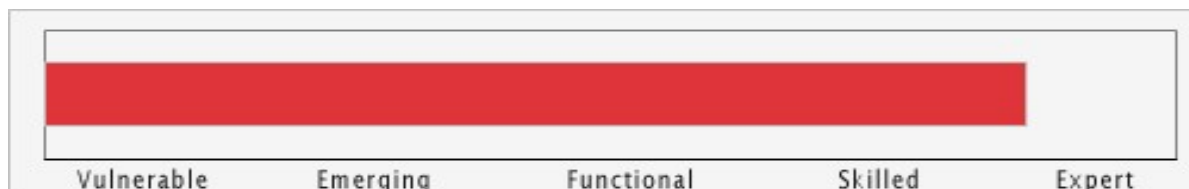
Your skill at Navigating Emotions is a great resource for you and for your team. For most people, “managing emotions” is a major challenge, and your strength will increase team and organisational effectiveness. Because emotions typically are so stigmatised, you may not have thought about your emotional-management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



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



People who require external reinforcement to be motivated are always at the mercy of others' approval or reward system. Engaging Intrinsic Motivation means developing and utilising lasting inner drivers.



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

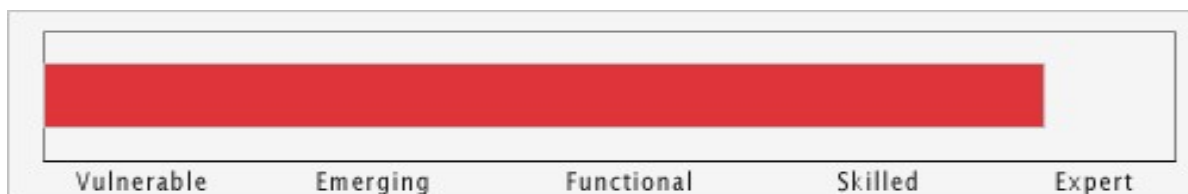
Your stamina is boundless. You need to recuperate sometimes too – but you hit the ground running come Monday morning. This energy can have a transformational effect on the whole organisation – walking in the door you have the opportunity to electrify the room. Of course some people would rather have 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 organisation that supports or undermines Intrinsic Motivation? What of that can you influence? When you give feedback to others, to what





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. The optimist says, “There is always a way, you have to find it!”



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 coloured

Leverage this Strength

Seek a balance of “realistic optimism” where you acknowledge the difficulties and the solutions. Neither minimise 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.

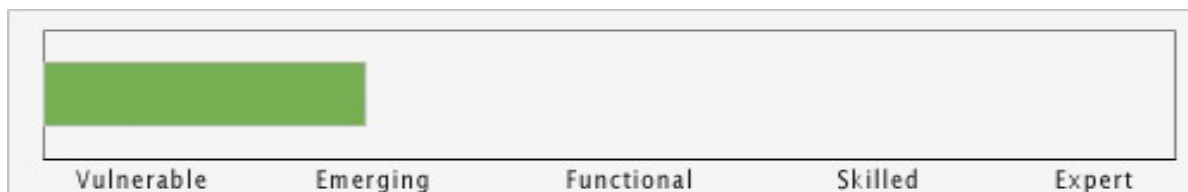


Give Yourself

7. Increase Empathy Recognising 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.



Snapshot

Leaders who are emerging in Empathy may cut themselves off from their people. When they are at their best, they remember the importance of caring, but they prefer to be task-oriented or stay in the world of logic. While they sometimes "connect" on an emotional level, they are not really comfortable there, and others sense that discomfort. This reduces trust and impedes communication. These leaders may be impatient with people, expecting them to "just deal with" issues that arise.

Development

You recognise the value of empathy in solving problems and building relationships. You probably have trouble empathising when you're in a hurry or get focused on a task or goal. Keep reminding yourself, "I need to connect effectively with people to meet my goals." Invest in the relationships because a little effort now will save a great deal of time and energy later. Work on noticing and appreciating feelings and behaviours - curiosity is a great tool for you.

Careful listening and asking thoughtful questions of yourself and others will be essential. Rather than focusing on yourself and the "tactical" content, attend to the other person and

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 behaviour. Noble Goals go well beyond the scientific definition of emotional intelligence - they are about putting your EQ into action.



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 criticise 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.

Development

You have an incredible opportunity to create principled, purpose-driven teams and organisations. 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



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 organisation.

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 behaviours and attitudes you might explore?
- What is one EQ competence you would be energised 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 Australia to learn more about this model and our solutions to help people and organisations thrive: www.6seconds.org/au

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?