

**SEI** EMOTIONAL INTELLIGENCE  
ASSESSMENT

Measure & Develop Human Capacity

# SEI DEVELOPMENT REPORT

International Edition

Report prepared for SampleReport

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Provided by **Six Seconds**



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This report will describe your results on the SEI, Six Seconds Emotional Intelligence Assessment. The report includes:

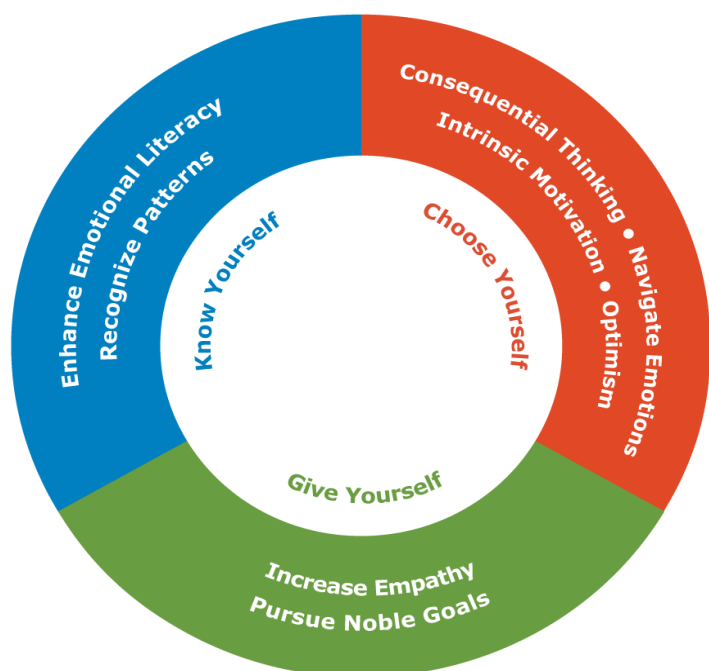
- Introduction to emotional intelligence and the Six Seconds' model.
- Chart of your SEI scores.
- Interpretation of scores with development suggestions.
- Concluding remarks.

## Introduction

The Six Seconds Emotional Intelligence Assessment (SEI) is based on Six Seconds' model of emotional intelligence ; a model designed to help people put EQ into action in their lives.

The model consists of eight fundamental skills divided into three pursuits – Know Yourself, Choose Yourself, and Give Yourself. We have found that by committing to these three pursuits, people are better able to develop and use their emotional intelligence to create more positive, healthy, and meaningful lives.

Most people first heard the term "emotional intelligence" in 1995 with the publication of Daniel Goleman's best-selling book, *Emotional Intelligence: Why It Can Matter More Than IQ*. In that work, Goleman laid out a powerful argument that such factors as self – awareness, self-discipline, and empathy determine personal and professional success. He drew on the work of numerous leading scientists and authors who were working to define and measure the skills of emotional intelligence.



To help people put the theory of emotional intelligence into practice, Six Seconds developed a three-part model in 1997. The model considers the work of Peter Salovey, Ph.D. (one of Six Seconds' advisory board members), and John Mayer, Ph.D. who first defined EQ as a scientific concept. It also builds on the model popularized by Daniel Goleman. The model's purpose is to integrate leading thinking and research on this emerging science into a practical structure that promotes problem solving, decision-making, and creativity/invention. The ultimate goal is to assist people to be wise, compassionate, and accountable.

## Six Seconds Model of Emotional Intelligence

**Know Yourself** is increasing self-awareness. It helps you understand your own thoughts, feelings, and actions.

**Choose Yourself** is building self-management. It helps you follow your intentions and live more consciously.

**Give Yourself** is strengthening self-direction – aligning your daily choices with your larger sense of purpose. It helps you increase your wisdom to relate meaningfully with others and make the most of your life.

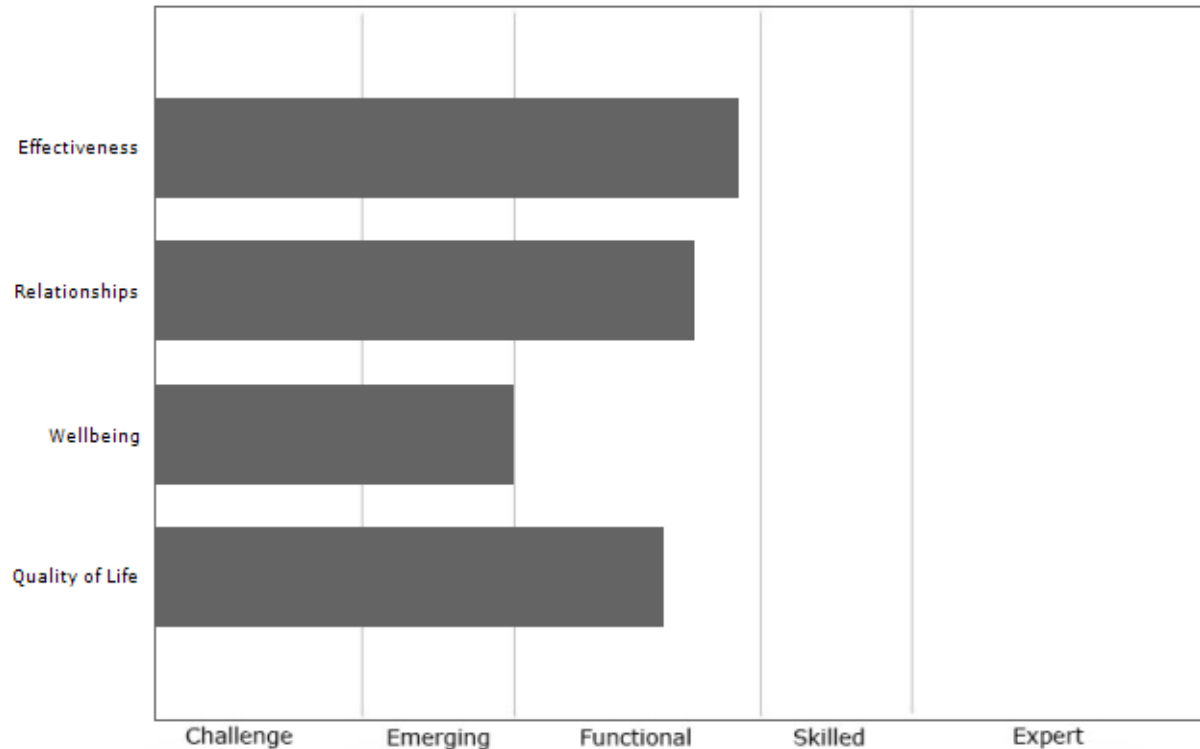
Specific skills are defined within each of these areas. This report will show your scores in each area, define that skill or concept, and provide recommendations for development.

Pursuit	Competency
<b>Know Yourself</b>	Enhance Emotional Literacy
	Recognize Patterns
<b>Choose Yourself</b>	Apply Consequential Thinking
	Navigate Emotions
	Engage Intrinsic Motivation
	Exercise Optimism
<b>Give Yourself</b>	Increase Empathy
	Pursue Noble Goals



## 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 [6sec.org/success](http://6sec.org/success)). 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	
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 find satisfaction in a life well lived



# Your SEI Scores

## Overview

Thank you for completing the SEI questionnaire! This SEI is designed to help you understand yourself better and to assist you in living and leading in a manner that gets you the best possible results. As you read this report, **please keep three ideas in mind:**

1. This is a snapshot based on this moment in time.
2. The SEI results are based on what you said about yourself. If you were highly self-critical, or high self-praising, the SEI will adjust somewhat, but the results are based on what you perceive you say and do.
3. All the areas measured by this assessment are skills where you can improve your performance. None of these is a "fixed" part of you; you can develop in one or more of these areas if you choose to practice and reflect regularly.

Before you read any further, think about your life. Are you getting the results you want? Do you feel that you have personal mastery? Are you following your own intentions?

**Remember** – the SEI is a self-report tool, so this score is based on your self-perception – it will be helpful to validate this data by gathering input from others and by reflecting on the results you are seeing in your life.

Overall Interpretation of your SEI results:

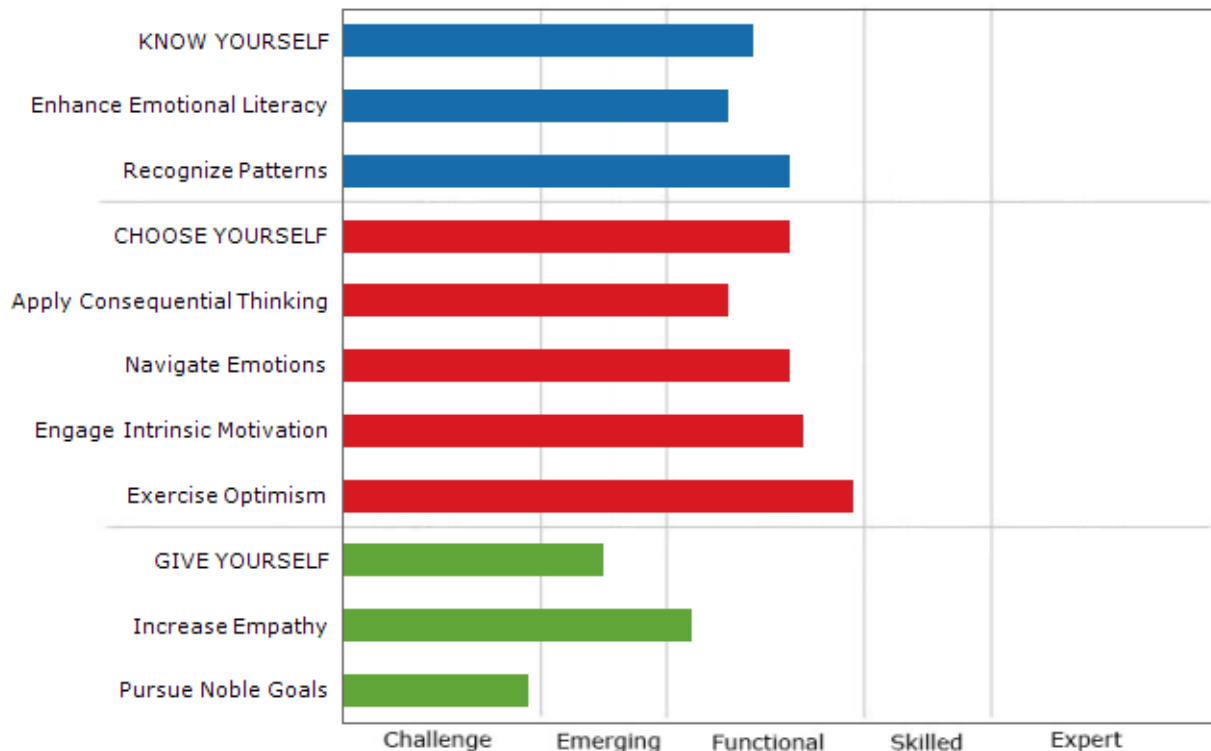
You appear to be functioning effectively with many aspects of your emotional intelligence. When you are not rushed or overloaded, you probably cope with the emotional intelligence challenges of life quite well; of course there are probably times and places in your life where even more emotional intelligence skills would be of great help. You have strengths to build upon if you choose, and this report can help you do so.



## Scores:

SEI scores are reported in five performance bands:

Zone	Score	Definition
<b>Challenge</b>	(65–81)	This area may be an obstacle for you as a leader; it may be creating personal and professional challenges.
<b>Emerging</b>	(82–91)	This is an area where you are developing skills and awareness; it is essential to continue to practice.
<b>Functional</b>	(92–107)	This competence is adequate to typical situations; it will be valuable to continue to further development to meet the demands of leadership.
<b>Skilled</b>	(108–117)	This is a potential strength for you to leverage.
<b>Expert</b>	(118–135)	You have unique ability in this area that distinguishes you as a leader.



# Interpretation

## Know Yourself

Know Yourself focuses on self-awareness. Know Yourself includes two fundamentals :

1. Enhance Emotional Literacy
2. Recognize Patterns



### 1. Enhance Emotional Literacy

Feelings are a complex, multi-layered aspect of every person. Self-awareness helps us identify and label our feelings and recognize the varying levels of intensity. It also helps us begin understand the origins of feeling and the resulting effects. Just as learning to write and read begins with literacy of letters and sounds, learning to interpret and manage feelings begins with emotional literacy.

**Importance:** Emotional literacy is the basic building block of emotional intelligence. Accurately perceiving and interpreting emotional information is key to using, understanding, and managing feelings.

**At Work:** Emotional literacy is also essential to reading other peoples emotions. Moreover, it's a basic prerequisite for using your own emotional intelligence in decision-making, problem solving, and creative invention. Emotions are data, and emotional literacy is the key for decoding. High emotional literacy will help you first to understand yourself, and then relate to employees and customers, understand what drives people, and assist in your ability to inspire and motivate others.

### Performance Zone: Functional

#### Interpretation:

Can you usually put words to feelings? Your SEI score indicates that you are to recognize and name emotions most of the time. If this score is accurate, you probably find emotions to be a valuable source of insight much of the time - and you may miss those cues sometimes, especially if you get going too fast or feel stressed. You are capable of identifying different feelings and have a sense of the meanings from these feelings: you can increase that insight by developing even more in this area. Because you already have a fairly clear sense of the 'language of emotion', you can learn more simply by paying closer attention to feelings.

#### Development Suggestions

Emotional literacy includes recognizing and naming feelings. Emotions are neurotransmitters with specific effects and structures. Each has a unique "signature" with specific effects on your body (such as skin temperature) and on your mind (such as focusing your attention on a problem). Building emotional literacy begins by "tuning in" to the language of emotions.





**Ask questions:** of emotionally literate people to expand your vocabulary and understanding. Ask them to explain their feelings and the physical and mental effects of those feelings so you can better recognize them in yourself.

**The Silent Movie Game:** Make a habit of "people watching", especially in the company of emotionally literate friends. See if you can guess what people are feeling by observing their facial expressions and body language. This will help you become more aware of the nonverbal signals of feelings and then put labels to those signals.

**Body Scan** At least five times per day, take six seconds to mentally review your physical state. Pay attention to what you're feeling physically, starting at your toes and ending at the top of your head. Notice where you feel tense, relaxed, warm, cold, comfortable, or uncomfortable. See if you can notice particular times, events or activities that correspond with a specific physical state. This will help you become more aware of the link between your emotions and the physical signs and effects of those feelings.

**Vocabulary List** Create a journal of emotional words; create a range of descriptive words (synonyms) for these categories: Angry, Sad, Surprised, Disgusted, Joyful, Trusting, Anticipating.

## 2. Recognize Patterns

Sometimes we assess new situations and respond carefully and thoughtfully, but frequently we run on autopilot reacting unconsciously based on habit. In part it's because the human brain is wired to form and follow neural pathways. Chunking experiences into categories, the brain looks at new situations and assesses if they are somewhat like old situations – if so, it treats them as the same. These sets of ideas and feelings form into patterns – they become our filters for how we interpret the world. Left unconscious, these patterns can inhibit optimal performance because we are reacting with a generalized response rather than one carefully tailored to the current situation. And when under stress or in crisis, it is even more difficult to act consciously; old habits become the fail-safe response. Learning to recognize patterns lets us be more conscious of our own reactions – which is the first step to changing them.

**Importance** : While some patterns are highly functional, many are dysfunctional and lead us to poor decisions, ineffective problem solving, and reduced creativity. Recognizing a pattern is a first step to evaluating it and then developing a conscious choice about its continued use.

**At Work** : Recognizing patterns is essential for effectively managing your own reactions. All of us are driven by patterns, and must be conscious of our own to effectively maintain appropriate ones and discard inappropriate ones. Recognizing your patterns will help you follow your intentions, protect you from being manipulated by fear and ego, and keep you focused, in the midst of change and challenge.



## **Performance Zone: Functional**

### **Interpretation:**

Do you usually notice your own reactions? Your SEI score indicates that you are usually capable of recognizing your own patterns. People probably see you as fairly self-aware and able to explain your choices. However, when you are stressed or 'have your buttons pushed', you probably fall into unconscious patterns. You can build on your strength by continuing to notice your typical reactions. Observe yourself without judgement and learn to see how you respond to different thoughts and feelings. This increased awareness is key to increasing self-mastery.

### **Development Suggestions**

Everyone has and follows patterns, some are functional, some are not. By learning to recognize them, it becomes possible to assess which are optimally serving you and which are not. To become more effective at recognizing patterns, observe yourself more often and more deliberately. Adopt a nonjudgmental view – don't assess what's "good" or "bad" about your reactions, simply notice them. Pay specific attention to how you respond to different thoughts and feelings – and begin to track reactions that seem to recur.

**Understand the meaning of patterns.** Read *Fight or Flow Part I: "Hit Back First"* ( [6sec.org/hb1](http://6sec.org/hb1) ) to review how patterns function and how they are defined.

**Here We Go Again** Create a log-book or journal where you record your patterns and reactions. At the end of each day, choose both positive and negative ones and write down some of the recurring situations you seem to experience. Write down what happened, then your thoughts, feelings, and actions that arose in response. After approximately two weeks, you will be able to clearly identify several patterns.

**Consider asking a trusted friend,** a coach, or counselor to help you learn to recognize your own patterns. Do this by asking for feedback about what seem to be your typical responses. For example, get input on how you usually respond to criticism, disagreement, or stress.



## Choose Yourself

Once you begin to increase self-awareness, you may find that you want to adopt feelings and patterns that may be more effective. Choose Yourself is about consciously directing your daily life by shifting out of reaction (old patterns/habits) and into action (new patterns/habits) that support your goals and intentions. Choose Yourself includes four fundamental skills:

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



### 3. Apply Consequential Thinking

This skill lets us examine the consequences of our choices and to analyze the interaction between cause and effect. It is key to managing our impulses and acting intentionally (rather than reacting). Consequential Thinking employs both our emotional and cognitive intelligences. It's a process of thinking about feeling, and feeling about thinking to identify optimal choices.

**Importance:** Consequential Thinking is key to self-management. It allows people to assess their choices, to anticipate how people will react, and to follow their own intentions.

**At Work:** Like a good strategic planner, someone who is effective at Consequential Thinking can position themselves and their organization to ride the waves of change. This essential ability lets you understand the consequences and implications of your choices, observe how you affect others, and take charge of your results.

#### Performance Zone: Functional

##### Interpretation:

Your SEI score indicates that you usually consider the costs and benefits of your decisions. If the score is accurate, you probably manage your own impulses well and let yourself be impulsive when the time is right. To make the most of this ability, be sure to take the time and effort to reflect on your choices and their consequences before you take action. As you refine your talent you may find it easier to stay in balance to let go when the time is right and to walk cautiously when that's appropriate. Developing this skill will help you make even wiser and more effective choices.



### Development Suggestions

To develop in this area, slow down and assess your choices. Begin by recognizing that you are constantly making choices about how you think, feel, and act. Think about the short and long term effects on yourself and on others. When the "stakes are low" or the situation is safe, feel free to follow your impulses. When the situation is more serious, take more care in making decisions.

**The What if ? Game** Twice each day, take a moment to think about something that happened today and imagine three possible outcomes. For each outcome, imagine how that might affect you and others tomorrow, in a week, and in a month. Be sure to consider both concrete/physical effects as well as emotional effects.

**Choice Counter** Set aside 15 minutes once a day for a week to review the previous hour. Review the hour sequentially and identify at least five choices you made about your thoughts (what you told yourself), your feelings (what was your emotional state), and/or your actions (what you did).

**Emotional Algebra** Think about a decision you have to make, and create a typical "pro" and "con" list with your reasons for one argument versus the other. Then, consider your feelings about each item on your lists. Assigning each item a value from 1–10, where 10 represents an item with the greatest emotional impact. Finally, examine and compare the two sides by "adding up" the emotional weight. Which option has more emotional power?

## 4. Navigate Emotions

People are often expected to control their emotions, to suppress feelings like anger, joy, or fear, and cut them off from the decision-making process. However, feelings provide insight, energy, and are the real basis for almost every decision. Feelings are like electricity; touch an outlet, and the voltage can shock you, but harness it appropriately and it is an amazing resource. Navigating Emotions is a non-cognitive skill that lets us tap the energy and information and allows us to select the most productive response. It is a sophisticated way of managing feelings.

**Importance** : When we Navigate Emotions we find the value or purpose of the feeling. It provides the opportunity to assess the range and the intensity of our emotions in order to gain insight. If we don't explore and examine our feelings, we may either "dump" them on others, or attempt to repress or ignore them, rather than use the knowledge to transform them. This transformation allows us to convert our feelings into a positive and productive force.

**At Work** : People who Navigate Emotions on the job can be balanced, insightful, and inspiring. Tapping into the power and wisdom of feelings allows you to manage your own reactions, keeps you present and involved with other people, and helps others recognize your consistency, thereby increasing trust.



### **Performance Zone: Functional**

#### **Interpretation:**

If this score is accurate, you are open to most of your feelings (neither suppressing nor wallowing in them). You have probably seen how valuable it is to be able to manage your emotions, employing them to advantage and - when it's necessary - communicating emotions to other people. Continuing to develop in this area will help you have an even better relationship with your own feelings - and with other people. Keep listening to your feelings, recognizing that you have a choice, and that feelings are a source of wisdom and energy.

#### **Development Suggestions**

Emotions are signals that help direct and focus our attention. Navigating Emotions is a process of understanding those messages and harnessing both the information and the energy in the feelings for a productive outcome. For example, while taking a walk, let yourself really experience the feelings that surface and notice how they shift and change. Can you let them flow unhindered?

**Musical Feelings** Develop your ability to summon and transform feelings by listening to music. Make a CD or load your iPod with a variety of songs that capture a range of feelings. Listen to the music and allow yourself to experience the feelings that are stimulated by the music. With each new song, shift your feelings to match the new music. Was it easy or difficult to shift? With practice you will be able to shift from one feeling to another. In other words, you will become more emotionally flexible as you practice these shifts.

**Emotion Messages** This exercise will help you become better at understanding the message behind the feeling. Think of a situation or a person about which/whom you have strong feelings. Make a list of the three to four most prominent feelings (e.g., fear, disappointment, frustration). One at a time, focus on each feeling and intensify the emotion. When you are strongly identifying with the feeling, draw a picture (i.e., a symbol or representation). Then write down what you're thinking. Switch to the next feeling and repeat. Finally review each of the drawings and interpretations. What insights you can find?

**Feeling Palette** One key to Navigating Emotions is recognizing that we experience multiple feelings at any given time. One of the challenges, then, is taking the time to actually identify and separate the feelings by labeling them individually. Think of a situation when you



needed to use the skill of Navigating Emotions. Divide a paper into six squares, and using colored pencils or pens, depict six different feelings you have around this topic. Notice that the feelings may seem to be in conflict with each other (i.e., they might be paradoxical). Now, one by one, take a few moments to focus on each feeling, allowing yourself to truly experience it. How do the different feelings influence your thinking and action? Which feelings will be most effective?

## 5. Engage Intrinsic Motivation

Intrinsic motivation is a drive that comes from within (such as a personal commitment) in contrast to extrinsic motivation that comes from another person or outside source (such as praise or money). While there is nothing wrong with seeking and earning an external reward, motivation will only last if it is also fueled by an inner energy. Emotions can reveal our inner motivations. They are essential to both tapping and developing them. The feelings we associate with particular values and commitments give them significance, which in turn gives us the strength to act.

**Importance :** If we require external reinforcement to be motivated, we are always at the mercy of others. Engaging Intrinsic Motivation means developing and utilizing lasting inner desires. These forces help supply the necessary courage and perseverance to make changes and grow.

**At Work:** When you Engage Intrinsic Motivation on the job, you have the power to excel. You link your work with your personal goals/objectives, thereby intensifying your own passion and commitment. This allows you to work effectively, inspire others, and stay on course through challenges.

### Performance Zone: Functional

#### Interpretation:

Are you passionate about what's most important to you? Your SEI score indicates that you have a fairly clear sense about your own inner drivers, values, and goals. If your score is accurate, you can usually motivate yourself. Perhaps you sometimes focus on external motivators - such as fame, money, or approval from other people - but you usually balance those with inner drivers such as values and a sense of purpose. If you find yourself relying too much on the external factors, take time to re-evaluate before you lose sight of your important goals. Increasing your inner motivation will help you build personal power and take ownership of your life. Continuing to develop intrinsic motivation can help you set and achieve goals that truly matter to you in the long term.

### Development Suggestions

Increasing intrinsic motivation involves two components. The first is to reduce the need for external validation and reward. This does not mean living as a hermit or martyr; it means



shifting your perception of external validation from a "need" to a "want." When you "need" reinforcement from others you give up your own self-efficacy and power. The second component is to develop clear values, goals, and self-validation. In other words, be passionate about what's important to you and then recognize and celebrate your achievements.

**Need Bank** Begin noticing when you use the word "need" either out loud or in your head. Count how many times you "need" praise, recognition, or reward from someone else, and each time put a coin in a special bank or jar. As you put each coin in, imagine that it represents one of those "needs", but instead of getting them from someone else, create a self-validating statement affirming your abilities, talents, or skills. In other words, give yourself the validation that you thought you needed from someone else.

**Family Values** Review the values that you hold (a value is an idea in which you invest your time and money). Write each one on an index card, and on the back write down where you believe you learned that value. Now, sort the cards into three piles: My Own Values (ones that are a central part of you; perhaps they came from family members), Values I'm Adopting (ones that you mostly believe in; perhaps they come from people who care about you), Other People's Values (ones you "should" value but don't really; perhaps they come from peers, employers, or neighbors). For three to four, imagine making a decision in direct conflict with the value. How does that feel? Imagine being fully engaged with that value. How does that feel? Core values are surrounded with strong feelings.

**Desert Island** Imagine that you are going to be stranded on an island for five years. You will find enough to eat and drink, but not enough to do. If you could bring five things, what would they be? If you could bring five people, who would they be? If you could use the time for one project, what would it be? Discuss this with friends or family.

## 6. Exercise Optimism

Optimism allows us to see beyond the present and take ownership of the future. This skill blends thinking and feeling to shift our beliefs and attitudes to a more proactive stance. As we apply our emotional intelligence to look at success and failure, optimists can inspire themselves to learn and grow from adversity while taking strength from success.

**Importance** : According to Positive Psychology guru Dr. Martin Seligman, optimists live longer, are healthier, have better and longer lasting relationships, make more money, and have more successful careers.

**At Work** : In almost every profession, optimists are more likely to succeed. People like optimists. They build supportive networks because others like their upbeat approach. They are better at influencing others. Optimists also are more agile when it becomes necessary to change directions because they can often generate multiple perspectives and numerous potential solutions. They are open to new opportunities, they rise above setbacks, and they foster innovation.



**Performance Zone: Functional****Interpretation:**

Are you open to seeing the best in what life brings your way? Your SEI score indicates that you have an optimistic outlook much of the time, so you see problems as temporary setbacks that you can work through. While you're usually accepting of your own choices, you may occasionally try to avoid taking responsibility for failures or successes. If your score is accurate, when you are feeling low or facing adversity, you can usually shift your perspective. Perhaps you sometimes get caught up in negative thinking, or your optimism gets overwhelmed, but you're usually able to shift back. Further developing optimism can help you get more satisfaction from life, better influence others, and increase your effectiveness and energy.

**Development Suggestions**

Increasing optimism may require a change in the way you describe success and failure. It requires both a mental and emotional shift to know that failure is often temporary, is isolated, and that personal effort can change the outcome. In Dr. Martin Seligman's outstanding work on optimism, he encourages pessimists to challenge their own thinking about adversity or failure to regard challenges as temporary, isolated, and effort possible (TIE):

- 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)

**Six Sides** Pessimists tend to see their view as the only possible or reasonable one. Think of a situation – a success or a failure. Now, use cardboard to create a die that has at least six sides. Write a different way of thinking about the situation on each side. Try rolling the die and feeling what it's like to see the situation from this viewpoint. Then roll again. This can be practical in a group setting.

**Super Pessimist** Sometimes exaggerating the pessimistic view to a humorous extreme can help you see that all is not "doom and gloom". In two or three sentences, write down a problem you're facing. Make three columns: Permanent, Pervasive, Powerless. Under each, write the most extreme ideas that come to mind about why this problem will last forever and a day. Identify why it's going to ruin absolutely everything because even if you were a





super hero, you would be unable to "fix" it. Don't attempt be realistic here. In fact, be so extreme you can't help but laugh. Then tear the paper into tiny shreds or share the laugh with a good friend.

**Optimism Interview** Find a colleague or friend who has survived a serious health problem – such as cancer. Ask them to tell you about it, and listen to hear how they discuss their challenge. Do you hear them describe it as temporary, isolated? Do they emphasize how effort produced a more positive outcome? Did they do this subconsciously? Share the attributes of the optimist and ask if it makes sense to them.



## Give Yourself

Give Yourself is about applying your emotional intelligence to develop emotional wisdom. It is about aligning your daily choice with your larger sense of purpose. Simply being smart about emotions is not enough. In order to live a full, healthy, meaningful, and successful life, we need our feelings to help us make wise decisions in regards to our relationships with others. It is an active state of being fully committed and present in the world. This component of the model is about using your feelings to help you strengthen your values and principles. It includes two fundamentals:



1. Increase empathy
2. Pursue noble goals

### 7. Increase Empathy

Empathy is the ability to recognize and appropriately respond to other people's emotions. Empathy is fundamentally an emotional (versus analytical) recognition and response. It is the basis for understanding others, forming enduring and trusting relationships, and ensuring we consider and care for other people.

**Importance:** Empathy is the secret for relating effectively with others. It lets you appreciate multiple points of view and keeps you from isolating yourself. Emotions are primal, powerful signals of safety and belonging. When your response to others' feelings is appropriate, sincere, and heartfelt, you develop strong, mutually supportive connections.

**At Work :** Empathic people are better at listening to others and finding out what's really happening or discovering the source of a problem. Empathy helps develop a level playing field for the resolution of conflicts. By providing an empathetic response, people will trust you more, they'll know you care about them, and they'll be willing to either negotiate a compromise or collaborate on a mutually satisfying conclusion.

### Performance Zone: Functional

#### Interpretation:

Do you identify well with other people's feelings? Your SEI score indicates you are usually comfortable recognizing and appropriately responding to other people's feelings. If your score is accurate, people probably see you as understanding and feel connected with you. Perhaps you miss some opportunities to empathize, or maybe you would like to respond even more effectively. Maybe some situations or some emotions are uncomfortable or confusing for you so you don't know how to respond. Often the best response is listening, so practice being a caring ear. Further developing your empathy can help you build even stronger relationships and solve problems even more effectively - and it feels good to connect even more deeply with others.



### Development Suggestions

Increasing empathy begins by recognizing that people's feelings genuinely matter. Once you believe that feelings are powerful, real, and valuable, you can begin to learn to read and respond to others' feelings in an appropriate way. Empathy requires both recognizing the feelings in others, identifying a corresponding feeling within yourself, and connecting with them in an open, nonjudgmental, nurturing manner. Major obstacles to empathy include being in a hurry, devaluing emotions as "irrational" or "silly", being afraid that the feelings might overwhelm you, and negating the significance of the situation.

**What If I...?** One way to develop empathy for others is to consider what you would need and like in different situations. Create a stack of index cards; on the fronts, write common emotional situations (e.g., "I am lost." "I am lonely." "Someone I care about is angry with me." "I think someone is criticizing me.")

Then, one card at a time, imagine yourself in that situation. What would it feel like? On the back of the card, answer this question: If someone were truly concerned about you and your situation, what would they feel, say, or do? To take this a step further, make duplicates of the fronts of your cards, and ask other people to put their answers on the backs. This can help you see that people have different needs.

**What Do You Want?** Often in conversation, people are very focused on what they are going to say next. Try this alternative approach. When you're involved in a conversation with someone, ask yourself what s/he is feeling. Then ask yourself what s/he really wants. This process will help you identify the emotional messages and needs of the individual. If you have trouble figuring out what the person is feeling, or if the person is sending conflicting messages, try for clarity by asking, "What do you want?"

**Validation Boot Camp** When someone expresses a strong opinion or concern, instead of providing an answer or dismissing the feeling, practice recognizing the feeling the person is expressing. If the individual says, "I don't want to do this task", try to ascertain the feeling behind their response and echo their feelings back (for example, you might say, "You don't like doing this task, do you?"). Don't fix it, solve it, or react. As you do it, observe your own reactions. Do you want to dismiss or minimize the feelings? To yell? To get it over with? This exercise will help you manage the individual's strong emotions, and also help you reflect on the non-empathic responses you may sometimes use.



## 8. Pursue Noble Goals

Noble goals activate all of the other elements of EQ. Emotional intelligence gains relevance and power when it is in service of our deepest commitments. Just as our personal priorities shape our daily choices, our noble goals shape our long-term choices. A Noble Goal is a brief, inspiring statement of enduring purpose. It gives us a sense of direction, a "north star" to calibrate our compass, and it helps us align our thoughts, feelings, and actions to maintain integrity. Pursuing a Noble Goal goes well beyond the scientific definition of emotional intelligence – not just emotional intelligence, but emotional wisdom. A Noble Goal is about putting your EQ into action.

**Importance:** Often in life we are faced with competing commitments. Life is pulling us in multiple directions, and finding balance feels impossible. In addition, we're often confused about what's most important. We get wrapped up in the moment. Or we get caught up in our egos, defending our pride instead of solving problems.

Asking this question, "Do I want to be right or solve the problem?" can often indicate if our egos are too heavily involved. In these moments, a Noble Goal helps reset our "internal compass", check our direction, and assess our progress. We need a way to measure what's important based on our values. A Noble Goal provides an empowering and enduring sense of purpose based on our best intentions.

**At Work :** By pursuing your Noble Goal at work, you unlock your real passion and clarify your goals/objectives. Your passion and commitment becomes a beacon to others. You never become distracted from your long-term vision, and therefore you make ethical and conscientious decisions that inspire confidence and quality.

### **Performance Zone: Challenge**

#### **Interpretation:**

Do you feel a bit lost? Your SEI score indicates that you have not developed an enduring sense of purpose for your life. If your score is accurate, you may find yourself disconnected from the world around you, isolated at times, and unsure of your role. Perhaps you've been moving fast through your life achieving goals that others set. Or perhaps you don't see that you have a choice about the direction of your life? Or maybe the whole notion of a 'noble' goal is a turn-off for you because taking care of your own needs is the highest priority. If you have not already experienced this, at some point you are likely to discover that a deep sense of purpose is required for you to access your own full potential. Without it you won't sustain your optimal motivation and you won't influence others as effectively. When you decide that developing a noble goal is of value, allow yourself time to reflect and plan. A noble goal provides direction for your life, so it is worth taking care to develop one that you'll value for decades. Remember that while you will certainly benefit from a noble goal, the only way to make it thrive is by focusing it outward. What is the legacy you'd like to leave? What is the gift you'd like to return to world?



### **Development Suggestions**

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. Therefore, the development of a noble goal requires active involvement/integration of the skills in the three divisions of the model: Know Yourself, Choose Yourself, Give Yourself.

**Hall of Fame** Construct a personal "Hall of Fame". Who in the world and in your life do you wish to emulate? Make a book or poster with photos and descriptions including the one quality that qualifies each person to enter this honored status. Now, make a statement on the cover of the book or top of the poster that captures the criteria of this Hall of Fame (if it were a Hall of Fame for baseball, the statement might read, "Those nimble in body and mind – who bat like a cannon, run like the wind, catch like a magnet, play as a team, and embody the ideals and heart of the game."). Finally, consider what you will need to do to qualify for your own hall of fame and act on it.

**The Movie of Your Life** Imagine that after your death, a famous filmmaker hears the story of your life and decides to make a movie to inspire the next generation by showing what a difference one person can make. Children of the future feel hope watching the movie; in fact, they are deeply inspired to find their own sense of purpose and to shepherd the world towards a better state. Over the course of several weeks, write thoughtful, contemplative answers to these questions in your journal: What was the powerful message of this movie? How did your daily choices and actions add up to something far greater than the sum of the parts? What was your legacy?



## Conclusion

Please think over 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. Check the accuracy of your self-perception by discussing these results with people who know you well. Often when people take the questionnaire, they put a great deal of focus on the lowest scores. While this may help you to become more clear about areas where you struggle, your strengths can help you make the changes you desire. Focus on your strengths and use them to build a more reflective, collaborative, future-oriented self.

Your three highest scoring areas are:

- Exercise Optimism
- Engage Intrinsic Motivation
- Navigate Emotions

How does a person who is strong in these areas lead her or his life? How do you share those strengths with others? How do you draw upon them to bring your "best self" forward each day?

We hope this report has helped you to understand your SEI results; it helps to discuss the results with a coach or the person who administered the SEI for you. You are also welcome to contact Six Seconds to learn more about this model and our tools: [www.6seconds.org](http://www.6seconds.org)  
Congratulations on your decision to explore your emotional intelligence – may it enrich your life personally and professionally.

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 DR