

**SEI** EMOTIONAL INTELLIGENCE  
ASSESSMENT

Measure & Develop Human Capacity

# SEI LEADER'S DEVELOPMENT GUIDE

UK Edition

Report prepared for SampleReport

On March 17, 2021

This guide will help you leverage your emotional intelligence strengths in order to provide assistance to you in achieving your goals as a leader and as a person. It provides a roadmap to support you in making enhancements in areas that are important for you.

Section 1 sets the context by asking you to define your needs, it then walks you through a high-level review of your SEI leadership scores. The purpose of this section is to provide you with 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. It is recommended that you focus on the competencies that are key for you right now.

## Contents:

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



## 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 03/17/2021.

The purpose of this guide is to assist you in identifying specific areas to focus on 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): Functional

Choose Yourself (intention): Functional

Give Yourself (purpose): Emerging



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?

You scored lowest in Give Yourself

Again, as you consider your goals, this implies you probably find it difficult to sustain motivation and clarity around the challenges you identified above. How important is it for you to strengthen this area?



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
<b>Know Yourself</b>	Offers insight on what's happening on the people-side (and your role in that).	
<b>Choose Yourself</b>	Provides the "how to" that allows you to manage emotional dynamics.	
<b>Give Yourself</b>	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	104	
Relationships	101	
Wellbeing	89	
Quality of Life	99	

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
<p>Effectiveness</p>	
<p>Relationships</p>	
<p>Wellbeing</p>	
<p>Quality of Life</p>	

EEL -Enhance Emotional Literacy  
RP -Recognise Patterns

ACT -Apply Consequential Thinking  
EIM -Engage Intrinsic Motivation

NE -Navigate Emotions  
EO -Exercise Optimism

IE -Increase Empathy  
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

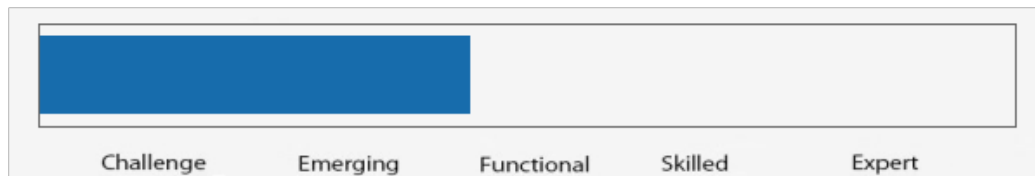
<b>Purpose</b>	Self-awareness
<b>Competencies</b>	<ol style="list-style-type: none"> <li>1. Enhance Emotional Literacy</li> <li>2. Recognise Patterns</li> </ol>
<b>Reflection</b>	You are the instrument of leadership. Do you know <i>yourself</i> at least as well as you know everything else about your 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 humour 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 are not 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 leaders use, people will perceive the feelings beneath the language. If leaders are not aware of the emotional messages they're sending, there is likely to be a lack of coherence between what leaders are saying and what people are hearing. This dissonance reduces trust.

### Opportunities:

Your competence in this area is sufficient for most situations. When you are stressed or very busy, you may forget to pay attention to feelings. In those situations, emotional clues can save you from "stepping on a land mine," so build in a process to check in regularly. Emotional Literacy provides vital intelligence about the current people-situation and the future. In a complex business situation involving fast-paced change, many people, and serious pressures, you may need to further develop this competence to be an exceptional leader.



**Action Steps:**

"Name That Feeling." Traveling to work or sitting at lunch, notice someone's body language and facial expression. Guess what they are feeling and label that emotion. Observing body language and linking those perceptions with a feeling word increases your awareness of others' feelings and Emotional Literacy.

"What If?" In the course of your day, observe yourself and your colleagues. As different situations come up, guess how they will affect your and others' feelings. For example, on your way to a meeting, review 2-3 key players - what do you think they are feeling, and how will those feelings likely change in this session? Consider what feelings will be most useful. Asking these kinds of questions will help you learn how emotions change and progress - the "rules of the game. "

**Theory:**

Emotional Literacy includes recognising 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 centres for acting on strong emotions is the amygdala; it is soothed when emotions are identified and named.



## 2. Recognise Patterns



### Definition:

Acknowledging frequently recurring reactions and behaviours.

### 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 criticizing 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:

When you take your time and pay attention, you are able to recognise patterns. When you’re stressed or someone “pushes your buttons” you may fall into an unconscious reaction. Heightened awareness of patterns will let you be more clear about why people react to you the way they do – and the way you can best make use of the feedback others provide. This will prevent you from “emotionally” stepping on people’s toes. Your awareness lets you avoid escalation and blame, which in turn helps you stay focused on your goals and be a more effective influence on others.



### **Action Steps:**

"Name That Pattern." Practice articulating your patterns to yourself. "When \_\_\_(stimulus), I \_\_\_(typical response)." When someone asks you a challenging question, what's your pattern? When you think someone's undermining you, what's your pattern? Once you have named the pattern, notice the circumstances in which you employ it. Naming the pattern increases your awareness and lets you be more accountable.

"Cause and Effect." Your subtle internal reactions can give you insight. Suppose you are in meeting, talking about a new project and you notice yourself wanting to do or say something inappropriate, such as lashing out at someone. Trace back the chain of events. What thoughts or feelings led to the impulse? What does this tell you about your relationship to the project or the person presenting? For example, you may notice that when you thought he was questioning your integrity, you wanted to attack; this tells you that the two of you may not be in alignment. Tuning into the nuances of your reactions will give you data that will help you be more proactive about your patterns.

### **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 behaviour is unconscious, driven by these mental and emotional habits. Some patterns are functional; some are not. By learning to recognise 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 – "Recognise 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 recognising the costs of their behaviours.

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.

#### Opportunities:

You have the capacity to apply Consequential Thinking. It only takes a moment to assess before you act. Invest a few seconds so you make choices that are wise and effective. This skill helps you anticipate and analyse 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 perspectives and how each will affect the people involved. This will lead to a decision with better results and less collateral damage.



**Action Steps:**

"What If? (Plus)" Take a moment to think about something that happened today and imagine three or more 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. As you look at the consequences, put 0-5 stars next to each showing its weight or significance. Do you find your priorities and preferences changing as you look at the weights? What does it feel like to do this evaluation? How does carefully reviewing the options and weighing the impacts help you to improve your decision-making? Projecting the consequences will boost your ability to analyse and decide. "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.

**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 behaviour. 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.
- Access 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, they surface in unintended ways resulting in 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:

Your skill in Navigating Emotions may need to be bolstered when you are stressed, overworked, or under pressure. Increasing your ability to manage emotions will be invaluable in dealing with the complexity of today's workplace. Your skill at managing emotions is key to fostering a high-performing climate where people feel included and valued so they contribute their best. Feelings provide data, but it's often confusing. Navigating Emotions lets you sort out the insights contained in feelings. Tuning into this "inner knowledge" will help you make better decisions.



**Action Steps:**

"Shine the Spotlight." When you want to change your mood, recognise 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.

"Emotional Escalator." Before most people can shift a feeling, they need to begin by reducing the intensity. If you are experiencing emotions that are not useful or appropriate, rather than attempting to change the feeling, experiment with reducing the intensity. You can do this by imagining the feeling going down the escalator; conversely you can use the metaphor to intensify feelings. Using a visual metaphor helps your brain process the feelings, allowing you to manage the emotion more easily.

**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: recognise 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, suppress rising stars, and profit at others’ expense. Ultimately this may prove hollow for them, alienate values-oriented followers, and reduce lasting motivation.

### Opportunities:

Increasing Intrinsic Motivation will give you even more energy. Your Intrinsic Motivation will help you influence others to be more committed. Using your Intrinsic Motivation will provide the strength to do what you know is right even when others with status and money disagree.



### **Action Steps:**

"Values Reflection." Write down a short statement of the work you do, such as, "I sell insurance," or "I manage a team to develop IT solutions." Write the answer to these questions:

1. Why do you do this?
2. Why is that (your answer to #1) important?
3. What about that (your answer to #2) really matters to you?
4. What's one action you could take at work tomorrow that would make that (your answer to #3) more a part of your day's work?

Doing this reflection on a regular basis will help you identify your values and how to put them in action at work.

"Want It." People all have some parts of their work that feel like "chores" – tasks that require toil, that are not fulfilling. Pick one chore on your "to do" list and consider: every task can be done in many ways – calmly or irritably; inclusively or exclusively; carefully or haphazardly. How can you do this task in a way that makes a positive difference? Build a connection between the task and one of your values. For example, while filing your time sheet, you can be irritated at this requirement, or you can use it as an opportunity to reflect on your accomplishments and celebrate the building of the value of accountability. Repeating this exercise will help you explore and develop your innate motivation.

### **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 centre 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-emphasise 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 is essential to creating solutions and fostering innovation. When you connect your vision with optimism, you can inspire your people to excel. Because you understand both the pessimistic and optimistic perspective, you can articulate the vision in a way that is both realistic and compelling. Increasing your optimism enhances your stamina and endurance. Exercising Optimism also has personal benefits: people who practice optimism are healthier and live longer, are more likely to be promoted and make more money, are happier, and their relationships and marriages last longer.



**Action Steps:**

"Realistic Optimism." Sometimes the pessimistic style is appealing because it seems "more real." When you are facing a challenge, you don't need to pretend it's not difficult. In fact, you can be quite blunt with yourself and others that this is a terribly difficult situation, AND that there are options. Every time you "confront the reality" of how bad it is, also assert the fact that you can and will find a solution. Simply practicing voicing the optimistic view will help you come to believe it – and it will provide an opportunity for optimists to help you.

"TIE." In Seligman's model (above), optimism is a perception of time, isolation, and effort. When you are considering a success or struggle, specifically identify the optimistic and pessimistic view for each dimension. You can write it down in a chart like this. This example shows the optimistic point of view about success (in contrast to the table above describing an adversity from the optimistic and pessimistic view):

Dimension	Pessimistic	Optimistic
Time	They'll forget this by tomorrow	We'll keep hearing about this for a decade
Isolation	It's only a small part of the job	This is going to make the whole company stronger
Effort	It was an accident	We worked hard for this success

Practice at articulating the optimistic and pessimistic view (on paper, out loud, or in your head) will help you notice which style you're using at any given moment.

**Theory:**

Optimism means recognising 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 achieve more successful outcomes, both professionally and personally.





## Give Yourself

**Purpose** Self-direction

**Competencies**

1. Increase Empathy
2. Pursue Noble Goals

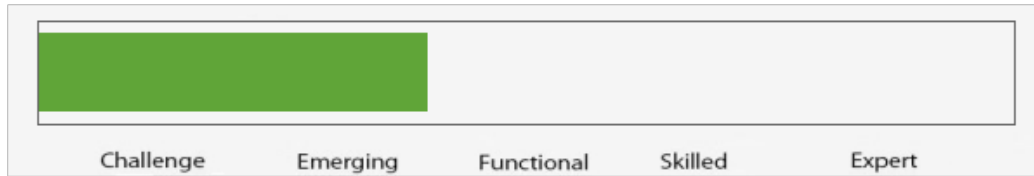
**Reflection** What is your underlying purpose of your work? How are you taking steps toward that purpose every day? Do you need others to achieve that purpose? How are you enrolling them?

“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 spread sheets 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:

By Increasing Empathy you will understand other people's perspectives more clearly, which helps you identify the root cause of the issues making it easier to solve problems. When people feel your empathy, they perceive that you understand and care about them. This helps them feel comfortable taking risks and innovating. It also fosters a more positive workplace climate where people can be more effective. Empathy provides important insights about others – giving you clues about their real perspective – which helps you make business decisions, sell, and manage people. With empathy, you can deliver feedback (and news, both good and bad) in a way which allows others to be receptive.





### **Action Steps:**

"Two Levels." In every conversation there is a dialogue of words and ideas, and another of emotions and intentions. Simply being mindful of these dimensions is helpful. When you are preparing for an important discussion, for example providing performance feedback, take a few minutes to consider the emotional level as well as the tactical. What are you feeling? What is the other person likely to be feeling? What do you want her or him to feel? How can you help that happen? Focusing on the emotional level of communication will help you develop empathy.

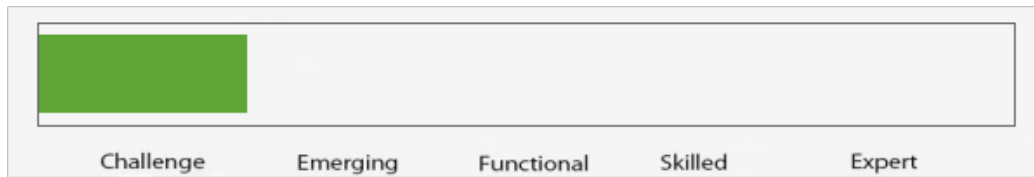
"Feeling Parallels." You do not have to share the same experience as someone to feel empathy – you can find parallels in your life. If someone's struggling with confusion, remember the feeling you had when you couldn't find your wallet. If someone's struggling with stress, remember the feeling when you were about to miss a flight. Do not talk about these relatively trivial experiences, just use them as a point of reference for yourself to glimpse and interpret the feelings the other person might be experiencing. This will help you connect with emotions similar to what others are feeling – a major component of empathy.

### **Theory:**

Empathy is a feeling of shared understanding that occurs when people connect on an emotional level. It grows from recognising 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 recognising the feelings in others, identifying a corresponding feeling within yourself, and connecting with others in an open, non-judgmental, 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/organisation.
- 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 favouritism 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 enrol 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, reprioritise, 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 recognise 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 globalisation, 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><b>1. K</b></p> <p>Know Yourself: How do you feel about this?</p>	
<p><b>2. C</b></p> <p>What options do you have?</p>	
<p><b>3. G</b></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.

