

SEI EMOTIONAL INTELLIGENCE ASSESSMENT

Measure & Develop Human Capacity

SEI LEADERSHIP REPORT

UK Edition

Report prepared for SampleReport

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Provided by **Six Seconds**



Executive Summary

Your Profile at a Glance

Most of the time, your emotional competence is sufficient to navigate the complexities of your daily work and life. However, in times of challenge, complexity, or stress, an increased EQ will strengthen your leadership. You have a solid foundation; use this report to help you increase your competence and improve your leadership.

What is Emotional Intelligence?

Emotional intelligence (EQ), as defined by Six Seconds, is a set of competencies that allows you to apply thinking and feeling to make optimal decisions. While many people have been taught to “leave their emotions at the door,” Six Seconds’ premise is that emotions are essential to effective decision making and motivation. If you use your EQ effectively you’ll be better able to influence others, to communicate, and to stay focused on the critical path. This is why Harvard Business Review says emotional intelligence is “the key to professional success.”

Why is Emotional Intelligence Important to you as a Leader?

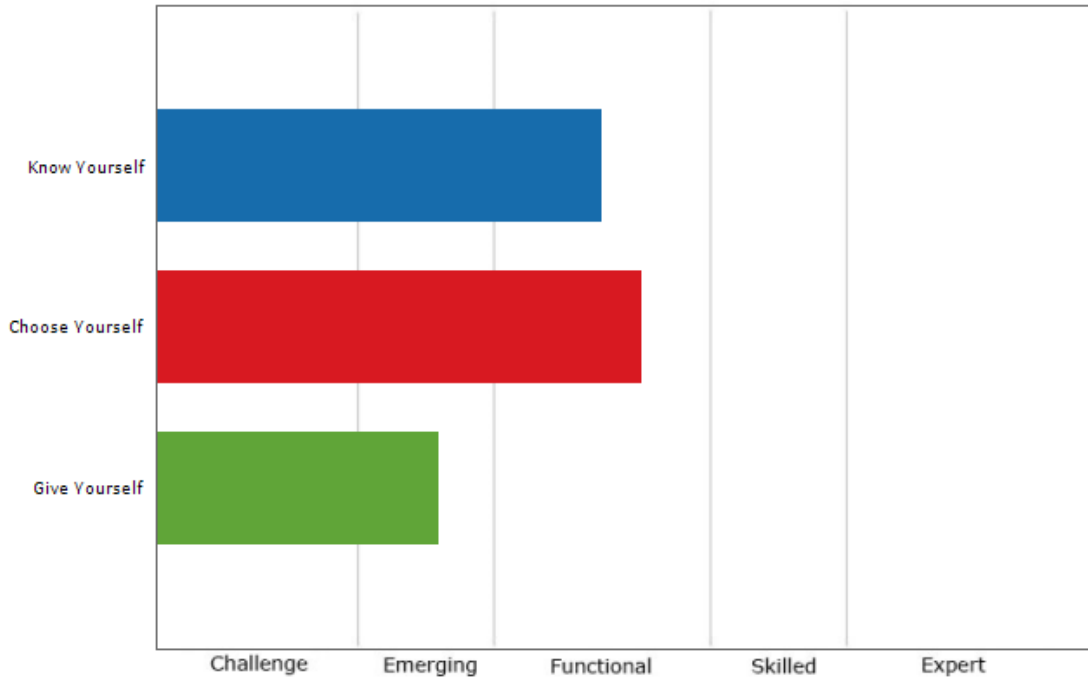
A leader’s job is to engage a team to do work beyond the capacity of any one individual. It is about enrolling people to utilise their full potential. When a leader is aware, authentic, passionate, and acts with integrity, s/he will build trust, commitment and alignment to foster an environment where 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.



EQ In Action

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



Pursuit	Value	Interpretation
Know Yourself (Self Awareness)	Recognising your patterns and feelings lets you understand what "makes you tick".	You have developed a level of self-awareness that probably serves you well most of the time. You can gain insight from feelings and you know how you typically react. Increasing your mastery in this area will give you additional insights into the people-side of performance.
Choose Yourself (Self Management)	Consciously directing your thoughts, feelings, and actions to avoid reacting unconsciously	Most times you are able to manage your own reactions. However, when you are overloaded or when problems arise and challenges pile up, you might succumb to this pressure and overreact. Build on your strengths in this area; this will help you respond appropriately in leadership situations. You will also see benefits in your creativity and decision making ability. This will also help you make optimal decisions and stay innovative.
Give Yourself (Self Direction)	Aligning your daily choices with your larger sense of purpose unlocks your full power and potential.	You've begun to develop a sense of purpose and the necessary skills for connecting with others. Strengthening these competencies will help you to build better connections with others and to reach your full potential as a leader.



Next Up:

The rest of this report takes you through the Six Seconds EQ Model and describes your results in detail. You will find explanation of each competence and it's value to you as a leader, plus guidance for developing your competence and leveraging your strengths. Your Leader's Development Guide is also available to assist you to put these concepts into action.

As you read, remember these three key points:

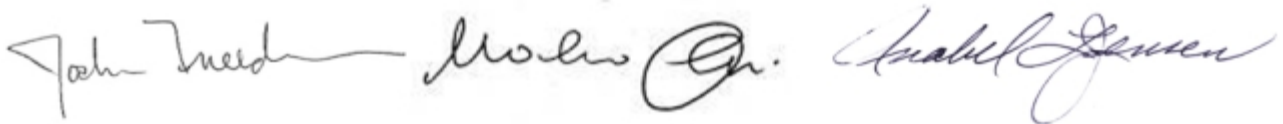
1. **It's a Tool.** These results are intended contribute to your self-reflection and discussion; they are not an absolute truth.
2. **EQ is Learnable.** The SEI measures eight learnable competencies. Whatever your current level of expertise, you can increase it if you choose.
3. **Play To Your Strengths.** Your strengths are an asset. They are the mechanism for making change. You are strong in energising yourself, finding new solutions, and managing your own emotions. How you are using those gifts every day as a leader?

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

John Dodds <john.dodds@6seconds.org>

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

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



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



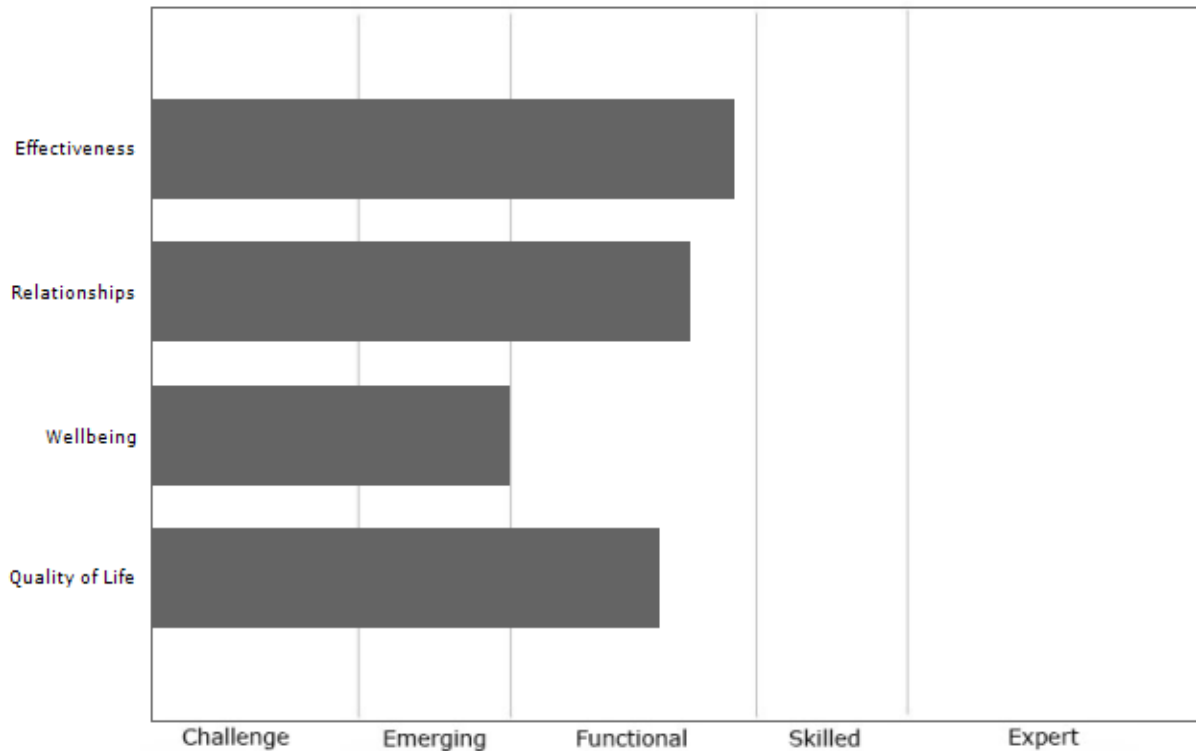
Table of Contents

Executive Summary	2
Section 1: Success Factors	6
Section 2: The Six Seconds EQ Model	7
Section 3: Your SEI Profile	9
Section 4: Your Results in Detail:	
Know Yourself	11
Choose Yourself	13
Give Yourself	17
Section 5: Conclusion	19
Action Plan	20



Section 1: Success Factors

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



Research shows that these outcomes are driven by your EQ competencies see (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 optimise these success factors.

EQ Skills Help Drive:

Success Factor	Definition
Effectiveness	Capacity to generate results
Relationships	Capacity to build and maintain networks
Wellbeing	Capacity to maintain optimal energy and functioning
Quality of Life	Capacity to maintain balance & satisfaction



Section 2: The Six Seconds EQ Model

This model of EQ-in-Action begins with **three important pursuits**: to become more aware (noticing what you do), more intentional (doing what you mean), and more purposeful (doing it for a reason).

Know Yourself

Clearly seeing what you feel and do.

Emotions are data, and these competencies allow you to accurately collect that information.

Choose Yourself

Doing what you mean to do.

Instead of reacting “on autopilot,” these competencies allow you to proactively respond.

Give Yourself

Doing it for a reason.

These competencies help you put your vision and mission into action so you lead on purpose and with full integrity.



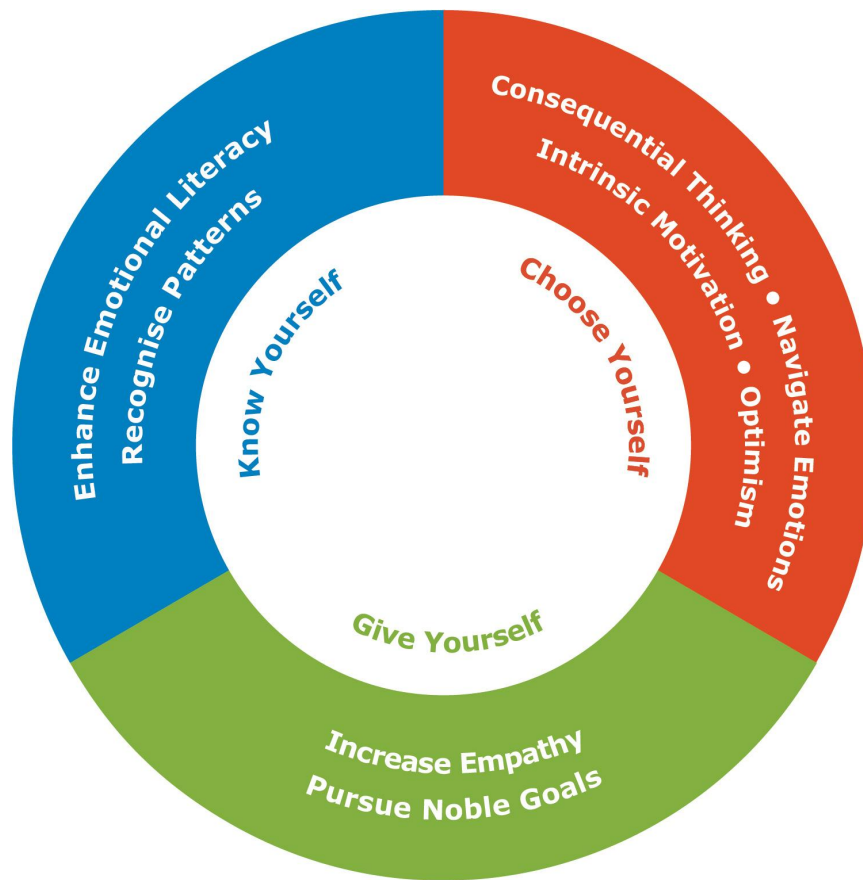
Know Yourself gives you the “**what**” – when you Know Yourself, you know your strengths and challenges, you know what you are doing, what you want, and what to change.

Choose Yourself provides the “**how**” – it shows you how to take action, how to influence yourself and others, how to “operationalise” these concepts.

Give Yourself delivers the “**why**” – when you Give Yourself you are clear and full of energy so you stay focused why to respond a certain way, why to move in a new direction, and why others should come on board.

Within each of these three pursuits are specific competencies measured by the SEI. The competencies are shown on the next page.



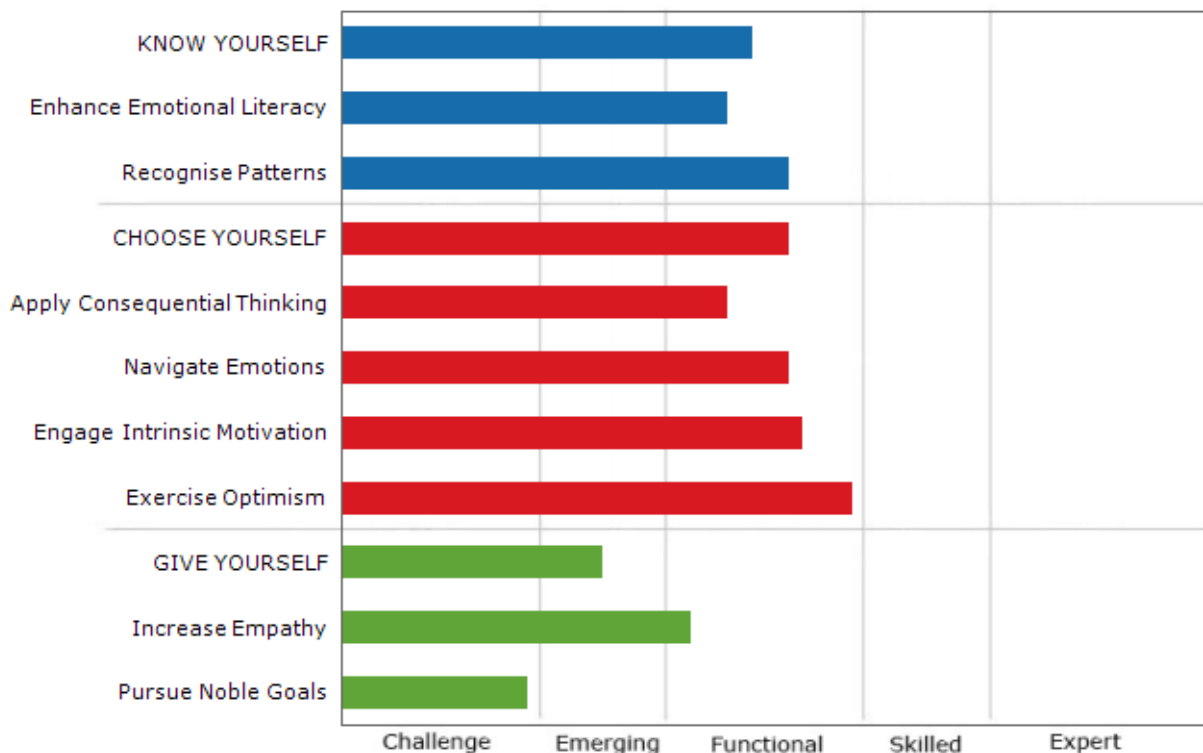


The Six Seconds EQ Model:

Pursuit	Competency	Definition
Know Yourself	Enhance Emotional Literacy	Accurately identifying and interpreting both simple and compound feelings.
	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
Challenge	(65-81)	This area may be an obstacle for you as a leader; it may be creating personal and professional challenges.
Emerging	(82-91)	This is an area where you are developing skills and awareness; it is essential to continue to practice.
Functional	(92-107)	This competence is adequate to typical situations; it will be valuable to continue to further development to meet the demands of leadership.
Skilled	(108-117)	This is a potential strength for you to leverage.
Expert	(118-135)	You have unique ability in this area that distinguishes you as a leader.



Opportunities and Challenges

Potential Strengths:

Your highest scores are in...	These probably help you in...
Exercise Optimism	energising yourself
Engage Intrinsic Motivation	finding new solutions
Navigate Emotions	managing your own emotions

Potential Vulnerabilities:

Your lowest scores are in...	This may present challenges for you around...
Increase Empathy	connecting with others
Pursue Noble Goals	aligning with your vision and values

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 utilizing a strength?
- Are any strengths over-used?
- What is one way you could use a strength more effectively starting now?



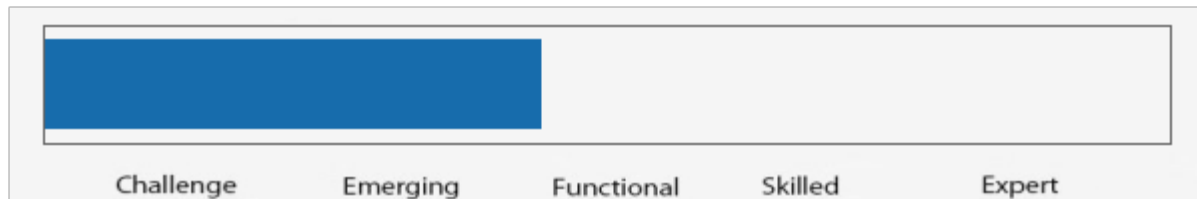
Section 4: Your Results in Detail

Know Yourself



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

Emotions are chemicals, a form of neurotransmitter, that provide data about yourself and others; emotions act as a feedback system delivering information that drives behaviour and decisions. Emotional literacy lets you identify and interpret that data by noticing feelings, naming them, and beginning to analyse the causes and effects. This competence provides critical information about you and your team members and can give you insight and clarity into the core drivers of behaviour.



Snapshot

Leaders who are functional in this competence can bring emotional insights into their decision-making in an appropriate way, but they may neglect to do so when they are busy or stressed. They are aware of multiple and complex feelings and of the information these feelings provide us with. This is the first step in self-knowledge. They understand the effects of many emotions, so they have the potential to be strategic in their use of feelings (matching emotions to the task at hand). They may not use this skill when they are moving quickly. When they attend to feelings, they can see the "emotional messages" they are sending and how others are responding on an emotional level.

Development

Your Emotional Literacy is an asset you can leverage for high performance. Build on your existing vocabulary and continue to explore how emotions affect your thinking and vice versa. Become more aware of how you use this skill in times of stress or pressure. You have the competence but consistently applying this skill is the key. Just as a digital camera instantly adjusts focus and exposure to the current situation, you have the opportunity to make the same appropriate adjustments based on feelings as you develop Emotional Literacy.



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 a generalised response rather than one carefully tailored to the current situation. Recognising Patterns helps you track and monitor your reactions - which is an essential step to managing them. Recognizing your own patterns will also help you see others - which will be invaluable in coaching your people so they get off of autopilot as well.



Snapshot

Leaders who are functional in this area are usually able to understand what's driving their own behaviors and perceptions. They use this awareness as a foundation for self-management avoiding unnecessary drama. However, there are many patterns they have not acknowledged. As a result they may miss important data, particularly in challenging situations. Their awareness of their own patterns helps them read others' responses and to better understand the emotional drivers of team members' behavior. This leads to a more functional team.

Development

Heighten your attention in times of stress and challenge. Build reflection time into your day - just a few minutes 2-3 times per day (for example, as you drink your coffee or walk back from lunch). Maintain a curious perspective by noticing your patterns without judging. Identify your thoughts, feelings, and actions. How are you reacting? Is that a typical reaction for you? Daily challenges provide great opportunities to practice. For example, when you are late and stuck in traffic, or when a colleague makes a preposterous assertion, pay close attention to your own reactions.



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.

This competence is critical for making a strategic plan that take into accounts human dynamics – and for managing your own behaviour as you execute that plan.



Snapshot

Leaders who have a functional level of Consequential Thinking can weigh their decisions to an appropriate degree. When they are "under the gun", tired, hungry, angry or upset, they shortcut this step. They may realize it later if someone points it out to them, although they might get defensive rather than take ownership of their mistake. When they do use this skill, leaders are better able to plan and consider both their individual decisions and the team's. This leads to efficiency and effectiveness as well as a climate of respect.

Development

One key to using Consequential Thinking is noticing when it's time to evaluate and when it's time to go with the flow. "Reading" a situation in order to quickly assess the upside/downside will give you a clue whether it's time to carefully apply your Consequential Thinking skills. Another key is attending to the subconscious messages of your feelings. Emotions give you clues about what's important to you, about your values, and about the direction to take. Acknowledge those feelings and add them to your reflection.





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 – without emotion people literally cannot make decisions. So rather than ignoring feelings, this competence lets you use emotions effectively to manage yourself and to have your intended effect on others.



Snapshot

Leaders who are functional at Navigating Emotions cope with their own feelings well – except when they’re over-stressed, in a hurry, or facing particularly difficult emotional challenges. As a result, when these leaders are faced with high levels of complexity, they begin to struggle with emotions. They either start snapping at others or shutting down their feelings. This has a detrimental effect on the team. While they may have trouble helping team members harness their complex emotions, typically these leaders are capable of managing their own reactions. This helps them maintain good relationships with colleagues and clients.

Development

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



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



People who require external reinforcement to be motivated are always at the mercy of others' approval or reward system. Engaging Intrinsic Motivation means developing and utilizing lasting inner drivers. This allows you to stand up, challenge the status quo, take risks, and persevere when the going is tough – and it help you inspire that in others.



Snapshot

Leaders functional in Intrinsic Motivation vacillate between external motivators (money, status, approval) and internal (values, beliefs, commitments to self) depending on the context. When they are confronted with external appraisals they can become highly concerned with these metrics. They are usually able to find the energy and drive to excel, but there are times when they may feel apathetic. Their team members respect their drive and see them as realistic in wanting appropriate compensation and status for their work. They are able to influence others through their values. Sometimes, they may forget the importance of this kind of value-based leadership and where this happens they may lose some of the commitment they could gain from team members.

Development

Maintaining focus on your own values in your daily work will help you leverage your Intrinsic Motivation. There are probably some aspects of your work that align closely with your own values, and others that feel less meaningful. Being intrinsically motivated does not mean you have to work without compensation (no need to start saying "no" to raises), but evaluate the pros and cons of reward-related decisions carefully. Notice the weight you give to others' opinions or material/fiscal incentives; don't let the external factors have too much influence.





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 than the other. An optimistic outlook increases the pool of choices and the opportunity for success. This provides a solution-oriented approach, helps you innovate, and allows you to engage others' positive energy.



Snapshot

Leaders functional in Exercising Optimism can be positive but they still frequently overestimate the downside. They make a mistaken assumption that achieving a solution will take extensive time and effort. This leads to missed opportunities. While they usually take responsibility for their choices, successes, and failures, they don't always do so. Especially in times of turmoil or stress, these leaders may slip into the role of the critic or overemphasize the downside. They can usually shift to an optimistic perspective with effort. When they use their optimism they motivate themselves and others to find and implement solutions.

Development

You've experienced optimism and you've probably seen the benefits – but you haven't made it a full-time habit. You have the ability to use an optimistic style but there are situations where you give up your power and say, "There's nothing I can do." An additional challenge may occur in your role as a leader. For example, if an employee needs training or mentoring, and you don't know how to help, you may fall into pessimism. Notice those times and be blunt with yourself. What assumptions are you making? Where's the compelling evidence? What's the other point of view? Because you have many of the assets of optimism you can shift more easily out of pessimism.

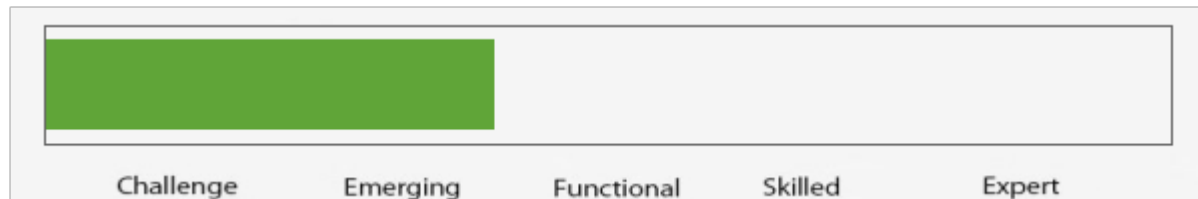


Give Yourself

7. Increase Empathy Recognising and appropriately responding to others' emotions



Empathy is a non-judgmental openness to others' feelings and experiences that builds connection and awareness. It starts by noticing both the pleasant and unpleasant feelings and genuinely caring what the other person is experiencing. The next steps include listening, sharing, and responding in a way that shows your concern. Empathy is key to understanding others and forming enduring and trusting relationships. It ensures you take other people into account in your decision making and gives them a rock-solid assurance that you are on the same team.



Snapshot

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

Development

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



8. Pursue Noble Goals Connecting your daily choices with your overarching sense of purpose.



Noble Goals activate all of the other competencies in the Six Seconds Model. When people examine their personal vision, mission, and legacy, and use that conviction to set their goals and objectives, emotional intelligence gains relevance and power. When you are clear about your Noble Goal, you feel compelled to pay fierce attention to your daily choices to ensure that you are not undermining your life's purpose. Pursuing a Noble Goal facilitates integrity and ethical behaviour, which helps you maintain focus, inspire others, and access your full power and potential as a leader.



Snapshot

It is very difficult for leaders vulnerable in this area to influence others, or even to fully motivate themselves. Without a clear sense of purpose, these leaders may lack the enduring drive to be and do their very best. As a result they don't pull that commitment from others. These leaders may struggle to prioritize effectively which detracts them from what is most important. They may end up running to put out small fires (which never seem to let up) because they have trouble distinguishing the blaze from the inferno. They make decisions based on the short term, often giving in to defensiveness or "looking good." This can lead others to perceive them as lacking in integrity - which may or may not be true, but certainly affects how others respond.

Development

Even if you do not aspire to a "noble" goal, recognise that your pursuit of purpose affects your leadership. Begin by clarifying your own sense of what's truly important about your work and life. Invest time to reflect. What legacy do you want to leave? How do you want people to see you? Developing a set of principles will help you make decisions that move you toward that purpose. Your principles are a set of rules or guidelines with which you can assess your choices when the situation is confusing.



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 enrol others in helping you grow as a leader?
- How would putting more EQ into your leadership help you meet your mission and purpose?
- How can you grow and improve your leadership in a way that empowers and inspires others to do the same?

We hope this report has helped you to understand your SEI results; it helps to discuss the results with a coach or the professional who administered the SEI for you. You are also welcome to contact Six Seconds to learn more about this model and our solutions to help people and organisations thrive: www.6seconds.org

When you are ready for next-steps, please ask your coach for your customised Leader's Development Guide which includes specific strategies for you to develop and leverage your EQ.

Congratulations on your decision to explore your emotional intelligence – may it enrich your life personally and professionally.



Action Plan

What are your strengths?

How will you use these strengths to enhance your effectiveness as a leader?

Which areas would you like to enhance or develop?

What strategies will you put in place?

What assistance do you need?

What is your next step?

