

SEI EMOTIONAL INTELLIGENCE
ASSESSMENT

Measure & Develop Human Capacity

SEI LEADER'S DEVELOPMENT GUIDE

International Edition

Report prepared for Sample Report

On November 20, 2015

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

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

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

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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 11/20/2015.

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

Framing the Need

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

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

Use this worksheet; the first row is an example.

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

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



An EQ Perspective

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

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

Know Yourself (awareness): Skilled

Choose Yourself (intention): Skilled

Give Yourself (purpose): Expert



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

You scored highest in Give Yourself

Your strength is in "why" – in seeing the larger reasons and drivers. This means you have abundant capacity to sustain motivation and clarity around the challenges you face. How important is it for you to do so?

You scored lowest in Know Yourself

While this is the lowest area, your score is Skilled – so relative to your other strengths, you may not fully attend to the data you're getting about emotions and behavior. How important is it for you to increase this awareness?



What's your reaction to this perspective?

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

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

Notes:



Success Factors

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

EQ Competence → Success Factors → Optimal Leadership

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

Success Factor	Your Score	What are some effects of this?
Effectiveness	110	
Relationships	112	
Wellbeing	112	
Quality of Life	118	

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 -Recognize 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

Purpose	Self-awareness
Competencies	<ol style="list-style-type: none"> 1. Enhance Emotional Literacy 2. Recognize Patterns
Reflection	You are the instrument of leadership. Do you know <i>yourself</i> at least as well as you know everything else about your business?

“Leadership’s first commandment – Know Thyself!”

- Harvard Business Review, Dec. 2001



1. Enhance Emotional Literacy



Definition:

Accurately identifying and interpreting both simple and compound feelings.

Applications:

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

Risks:

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

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

Opportunities:

Emotional Literacy is a strength to leverage. Naming feelings (yours and others') provides an opportunity for people to clarify thinking and articulate their perceptions. This puts the "cards on the table" so people can make better decisions. Articulating your feelings provides transparency and authenticity, which translates to personal power and influence. It also eliminates some "hidden agendas" which increases trust.



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.

"Emotion Impact." Articulate the feelings you perceive and their effects. For example, before a discussion with a colleague, ask yourself: What is s/he feeling? How will this affect her/his perceptions? What feelings will be most useful? Asking yourself these questions will help you apply your emotional literacy in your daily work by causing you to focus on the effects of emotions.

Theory:

Emotions are neurotransmitters with specific effects and structures. Each has a unique physiological "signature" (such as a specific skin temperature, muscle pattern, and area of the brain activated). Each emotion also affects your thinking in specific and predictable ways (for example, fear focuses your attention on a risk or a problem). One of the brain's centers for acting on strong emotions is the amygdala; it is soothed when emotions are identified and named. Developing emotional literacy involves learning the vocabulary of feelings, understanding how emotions affect thinking and behavior, and assessing how emotions are likely to change and shift.



2. Recognize Patterns



Definition:

Acknowledging frequently recurring reactions and behaviors.

Applications:

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

Risks:

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

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

Opportunities:

This strength helps you see yourself clearly, a key to managing your reactions. If you act on this awareness you can stay focused on your goals rather than getting sidetracked by reactions. Use your skill to develop a team of people who compliment your strengths and counterbalance your weaknesses. People probably respect your self-awareness; it helps them trust you. You can apply this skill to help you make highly effective decisions even when you're stressed or in a challenging situation.



Action Steps:

"Reaction Warning." Some reactions are quite clear (e.g., someone is critical in a meeting and you begin to withdraw – the pattern is, "When I feel criticized I withdraw."). Other patterns are much more subtle. If you know your typical reactions, you can use those as an early warning to avoid a chain reaction. For example, if you have the pattern in the example above, you might notice yourself withdrawing and that can alert you that you are following the pattern. This is a cue to challenge your thinking and assumptions, to dispute with yourself and test if you are responding in a useful and appropriate way. Observing your reactions at an early stage will help you avoid escalation.

"Know-Choose-Give." You can use the Six Seconds' model to evaluate patterns you've identified by asking yourself:

Know: Name the pattern ("When __ (stimulus), I __ (typical response).")

Choose: How is the pattern affecting me right now?

Give: How is this affecting my values and vision?

Evaluating your patterns this way will help you make emotionally intelligent decisions.

Theory:

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





Choose Yourself

Purpose Self-management

Competencies

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

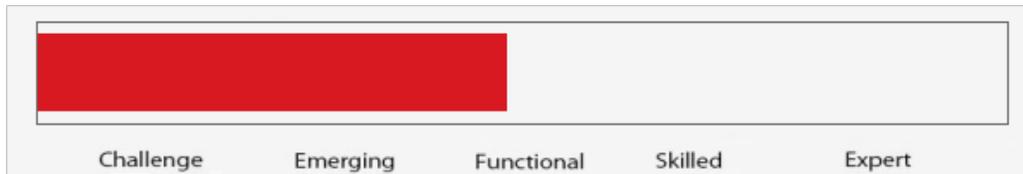
Reflection You are constantly making choices about how you think, feel, and act. Are you doing what you really intend to be doing?

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

- Frances Hesselbein, Chairman, Leader to Leader Institute



3. Apply Consequential Thinking



Definition:

Evaluating the costs and benefits of your choices.

Applications:

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

Risks:

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

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

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 analyze both the material and the emotional impacts of choices, making it essential for the people-side of strategic planning. You may have a gut-level sense of how choices will impact others. Just remember to take that into account in your planning. When helping a team member think through a problem, use your Consequential Thinking to assist her/him to consider multiple options and 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 analyze 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 behavior. At the same time an area called the pre-frontal cortex does the cost-benefit analysis of the decision. It takes these two parts working together to make optimal choices. Bringing the intelligence of emotions into decision-making requires attending to both thinking and feeling.



4. Navigate Emotions



Definition:

Assessing, harnessing, and transforming emotions as strategic resources.

Applications:

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

Risks:

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

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

Opportunities:

In addition to managing your own emotions, these skills will let you create an optimum emotional climate in your team or organization. Given your strength, you can help people manage feelings proactively when they are struggling with complexity, change, and stress. Otherwise they may get caught in a descending spiral. Feelings provide data, but it's often confusing. Your skill at Navigating Emotions lets you access the wisdom of feelings. Tuning into this "inner knowledge" will help you make better decisions.



Action Steps:

"Emotional Assets." The people you work with may have come to perceive feelings as liabilities instead of assets. Getting them to identify, "How is this feeling trying to help you?" will begin to shift this paradigm and open the opportunity for crucial conversations. This will help you put your Navigating Emotions skills into action, strengthening them for yourself and your team members.

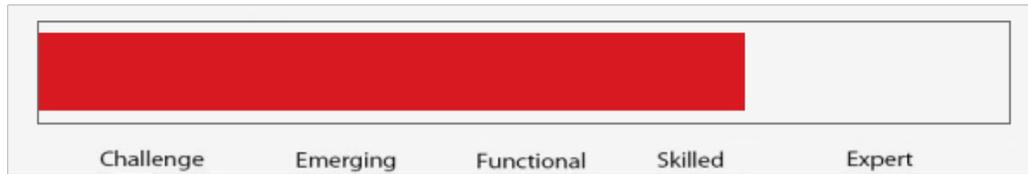
"Call Notes." Many people take notes during important calls – they tend to be factual or tactical. Experiment by adding the emotional . When you get off the phone, note down your feelings about what was discussed. These feelings should give you hints about your next steps or how to best follow-up. By noting your emotions, you will get better a noticing multiple feelings and the ways they change and shift.

Theory:

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



5. Engage Intrinsic Motivation



Definition:

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

Applications:

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

Risks:

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

Opportunities:

Give yourself internal feedback, reinforcing your ability to tell yourself when you are doing a good job (and when you need to change). This will lessen the need for external validation. When you use your Intrinsic Motivation to understand how the work you do is connected to your values, you will be able to communicate this to others, enrolling them in this commitment. When you make a strategic or long-range plan that involves risk, others may try to dissuade you by raising objections tied to external factors (such as costs, lost opportunities, or others' opinions). Use this skill to stay on course with what you know is appropriate/beneficial.



Action Steps:

"My Problem." One of the challenges that comes with high Intrinsic Motivation is you may find yourself impatient that change doesn't happen more quickly, or that others do not keep up with you. Next time someone brings a problem to you, ask yourself these questions:

What part of this is my problem to solve? (Do it!)

What part of this is someone else's lesson? (Ask a question rather than give a directive.)

Take responsibility only for the part of the problem that belongs to you, otherwise you end up actually disempowering others and putting yourself at risk for burnout. This practice will help you stay motivated without getting into frustration.

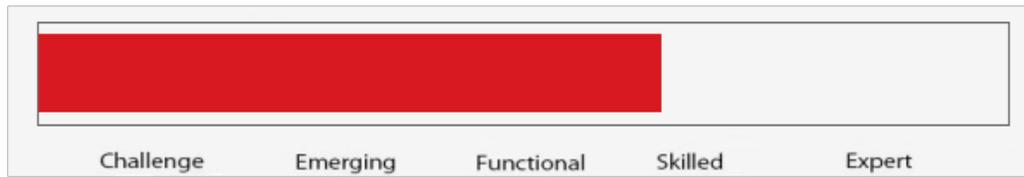
"Raise the Bar." To help an employee improve performance, provide observation-based feedback tied to high expectations. Identify one specific aspect of their work you saw or heard that doesn't meet your expectations. Describe your observation, and state that you are not satisfied and why. Then discuss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

Theory:

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



6. Exercise Optimism



Definition:

Taking a proactive perspective of hope and possibility.

Applications:

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

Risks:

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

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

Opportunities:

Optimism is key to vision, helping you to see beyond the current reality to identify many possibilities. Your optimism is a leadership asset. When you bring it to the table, your optimism provides you and your team with creativity and energy. It helps you solve complex problems, and engage and encourage others to be solution-focused. Be careful not to undervalue risks and overvalue benefits – your optimism can lead you to take on too much, say "yes" too easily, or to take risks that you haven't fully considered. Using Optimism helps you ensure that you and your team are learning from failures without giving up. Exercising Optimism also has personal benefits: people who practice optimism are healthier and live longer, have more ability to laugh at human foibles, are more likely to be promoted and make more money, are happier, and their relationships and marriages last longer.



Action Steps:

"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 there are options. Every time you "confront the reality" of how bad it is, also assert the fact that there 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.

"Compassionate Challenge." When people are using a pessimistic style, they make many misassumptions. You can help them by challenging their thinking, providing feedback that they are "pessimizing," and pushing them to give evidence. Use the three dimensions of the Seligman model to question their assumptions.

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

People in a pessimistic state are often in pain, so compassion is required; use your empathy (see that competency coming up next) along with your Optimism.

Since you see the optimistic side, you are able to pinpoint where others are falling into

Theory:

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

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

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





Give Yourself

Purpose Self-direction

Competencies

1. Increase Empathy
2. Pursue Noble Goals

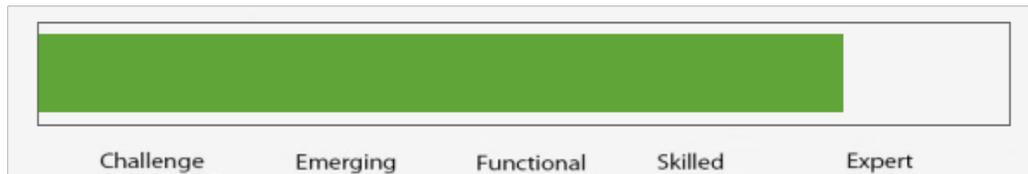
Reflection What is your underlying purpose of your work? How are you taking steps toward that purpose every day? Do you need others to achieve that purpose? How are you enrolling them?

“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 spreadsheets and systems, but forget about the people they need to run them. They develop strategies that people cannot execute, and then blame the employees for failing. In communication they don't consider the impact they are having on others; they focus on the facts but don't achieve buy-in. They isolate themselves and end up alone at the helm.

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

Opportunities:

Your empathy helps you build connection with others; this turns into "silken ties" of commitment. This leads to mutual respect and trust. Your people know you care about them and are committed to mutual gain. When you ask them to go an extra mile for you, they will go two. Your people know you care about them and are committed to mutual gain. When you ask them to go an extra mile for you, they will go two. With your empathy, you are able to see "beneath the surface" and really understand others. This is key to problem-solving, motivation, sales, and communication. 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. With empathy, you can communicate in a way that will cause others to will buy-in. When you give feedback you can intensify their commitment to be and do their best.



Action Steps:

"Authentic Appreciation." Think of someone with whom you work. Identify (to yourself) 3-4 specific reasons you appreciate this person – her/his strengths, contributions, etc. Give yourself a moment to intensify that feeling (don't just think about it, actually feel it). Now, go and express your appreciation to the individual (in person or by phone). Tell them specifically what you appreciate, and the underlying emotion will come across. This exercise is even more powerful when you are annoyed with someone as it will challenge you to access your caring rather than stay in judgment. This will help you put your empathy in practice while continuing to develop it.

"Normalizing Feelings." People are often overwhelmed by and/or scared of their strong emotions (for example, anger when someone "steals" a client or despair when a major project collapses). Someone who is highly empathic can make a tremendous difference for someone struggling with these feelings by "just sitting there." Help people "normalize" their feelings by treating them in a matter-of-fact way. Listen and support the person to find their own path through the feelings. The nonverbal message you send is, "I care, and you are okay." This will help people appropriately express and cope with feelings so they can move on.

Theory:

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



8. Pursue Noble Goals



Definition:

Connecting your daily choices with your overarching sense of purpose.

Applications:

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

Risks:

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

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

Opportunities:

While it may be easy to know what to do when faced with dramatically different options, a Noble Goal is a powerful tool for evaluating options "in the grey area." Use your Noble Goal as a measure to assess your choices. What response is consonant with your Noble Goal and in support of others', as well as the organization's? A Noble Goal is one of the most powerful motivators you can have – it gets you moving to "take the right road" when you might otherwise give in and "take the easy road." People aspire to work in the presence of a leader who is deeply committed to a worthy purpose. These leaders evoke a sense of significance and call forth commitment to the team, the company, and the mission. When you are acting on your Noble Goal you unlock creativity and enlarge the possibilities. Your Noble Goal expands your vision, helping you to see beyond the present reality and to invent the future.



Action Steps:

"Ripple Effect." Consider these three questions:

1. What is one commitment you have made in your life that you would like to see thousands, even millions, of other people adopt?
2. In your daily life, there are probably ways that you fully act on that commitment and "live it out loud," and ways you undermine it. What's one action you could take to put your actions more in line with the commitment?
3. How would it feel to lead and live with your daily actions directly in line with your vision?

This exercise captures three essential ingredients of Pursue Noble Goals: 1) it asks you to think about the impact you want to have in the world; 2) it causes you to examine how you are acting that out; and 3) it encourages you to see the connection between your daily actions with the long-term effect you have.

"MBA All Star." A 1st string MBA program has recognized the importance of teaching future leaders to be principled and purpose driven. They ask you to help design the leadership curriculum. What would help these future leaders understand the importance of purpose-centered leadership? What evidence from your own leadership experience could be used as examples? What other leaders from your career might you use as case studies? Now use this reflection to help your succession planning: how will you foster these qualities in future leaders in your own organization? This exercise will reinforce and clarify your own commitment to

Theory:

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



Section 3: Conclusion

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

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

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

