

SEI: Leading Through Change (SEI LTC)

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Why is Emotional Intelligence important to you as a Change Leader?

Emotions drive people. People drive performance.

Leading through change involves understanding emotions, and harnessing their energy to keep people moving forward whilst navigating a path through uncertainty and risk.

You are leading in interesting times. Key forces (relentless restructuring, advanced computing power, artificial intelligence and robotics) are carving out a future landscape that is going to look and feel very different. In the words of Joshua Freedman and Massimiliano Ghini (Inside Change):

"As times 'get tougher' and change challenges accelerate, the skills of emotional intelligence become even more critical. As stress and anxiety increase, people become more reactive, and less innovative".

Our human brain was not designed for this rapid pace of change, and the resultant stress spirals us into a "survival mode" where our ability to adapt and think creatively is compromised. According to the latest neuroscience, our brains have a core need for certainty and predictability, so the unprecedented nature of current change leaves many people feeling anxious, emotionally unsafe and threatened. Change will affect people in different ways, and the ability to lead well during these times will depend powerfully on your EQ which will give you the awareness to lead with head and heart.

A leader's job is to inspire people to ignite their fullest potential, and to engage and motivate a team to work together collaboratively. It requires ongoing effort to courageously explore, adapt and move into new or uncharted territories, whilst taking others along for the journey.

So, are you part of the rise of courageous, inspired and AGILE leadership?

Change leadership is the ability to keep yourself and your team innovating and adapting to succeed in a continuously changing environment. As a Change Leader, you are called on to reflect on your own readiness to embark on change, to enrol others and keep energizing them when times get tough.

Executive Summary

Congratulations on taking this step towards developing your emotional competence. The opportunity to identify and strengthen these vital Emotional Intelligence (EQ) skills will bring out the best in you as a leader.

This report will help you identify several areas of your work and life where you may be struggling (and likewise, excelling) with the complexities of understanding and managing emotions. The good news is this SEI LTC Report will provide you with an actionable framework and specific tactics for growth and development.

What is Emotional Intelligence?

Emotional Intelligence (EQ), as defined by Six Seconds, is a set of competencies that allow you to apply thinking and feeling to make optimal decisions about yourself and others.

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, motivation and leading people successfully through change.

Leaders high in EQ build stronger relationships, communicate more openly and effectively, are able to influence others, focus on what matters and stay focused on the critical path. Harvard Business Review says EQ is "the key to professional success".

AGILE Leadership Framework

AWARENESS – a regular practice of honest, vulnerable self-reflection and a commitment to challenge 'autopilot' leadership and connect mindfully with emotions. A grounded presence that allows you to pay attention to your values and beliefs (as well as limiting beliefs), blind spots and biases, challenge judgement and embrace Empathy

GENEROSITY – seeing the potential in others and building trust through values driven leadership – showing up with integrity, honesty and authenticity in a way that intrinsically motivates others. Trust is a primary emotion, and building trust a critical core skill of AGILE change leadership

INSIGHT –growing a Coaching approach to leadership, embracing curiosity and asking more questions than providing solutions. Recognizing that people thrive when given the opportunity to do their own thinking around challenges. To foster emotionally safe environments where people feel comfortable taking risks, and mistakes are celebrated as opportunities for learning

LOVE OF LEARNING – an appreciation of the rapid turnover of information, and the benefits from tapping into innovative thinking through imagination and a lifelong love of seeking new information and perspectives from multiple sources. As an AGILE change leader, you recognize that people have different talents and strengths at all levels of organizations, and through connecting and caring for your people, you will better understand their emotional needs

ENERGY – bringing presence and giving your fullest attention to people so they feel heard. Sensing which EQ competencies to access to energize yourself and others, drawing on multiple skills to positively fuel the Change Cycle. Understanding when and how to pivot to lead well through uncertainty and risk.

Leading people through change is an ever-increasing challenge. McKinsey research reports that 50% of change failure lies in resistance to change, so effective AGILE Change Leaders need to understand how to engage people at a heart level (not only rationally and logically). According to Josh Freedman, CEO Six Seconds, even in ideal circumstances, leading through change can be demanding, stressful and exhausting.

There is no formula for great leadership, no magical path to follow.

However, as an AGILE Change Leader, you will take care of yourself and your people as you walk together towards a shared vision and common purpose; using your EQ to carefully and courageously assess yourself and others, to fully understand strengths and vulnerabilities, and to navigate a successful path.

This report will give insight and a framework to grow your EQ to improve your change leadership.

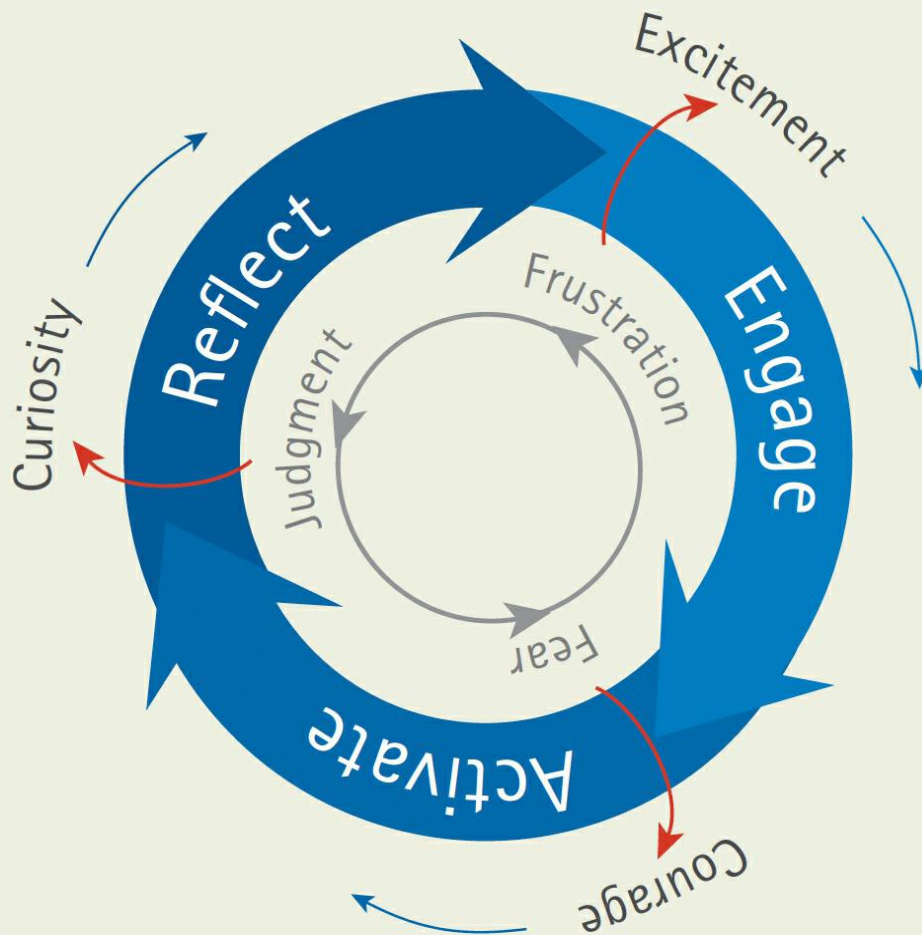


The Change MAP

Emotions offer important data about whether situations are threatening (fueling disengagement) or safe and rewarding (growing trust and sparking engagement). People do not resist change because of logic – it is an emotional response.

The model of leading through change involves three (3) important phases: **Engage, Activate and Reflect.**

The goal in leading well through change is to spin the wheel in a positive direction (clockwise).



Change MAP model

Engage

Clearly seeing what the sources of emotion fueling disengagement are

"A smooth sea never made a skilled sailor" – Franklin D. Roosevelt

Emotions are data, and communicating widely and checking in how people are feeling helps you to identify what lies behind the emotion. Successful AGILE change leaders use their EQ to better understand the current position and mobilize a positive shift at key inflection points – the red arrows represent hooks of leverage

Activate

Bringing change to life

"Courage is the choice to confront fear – to move forward in the face of fear's demand that you retreat. It's true that you don't have courage unless you have fear – they are part of the same dynamic of moving through a potentially risky situation" ~ Joshua Freedman and Massimiliano Ghini (Inside Change)

Leaders are always being watched, and emotions and moods are highly contagious. AGILE change leaders create emotionally safe environments where people can show courage to step out of their comfort zones and ride waves of uncertainty. Shifting emotion towards more courage fuels positive change

Reflect

Energizing through curiosity

"Study the past if you would define the future" – Confucius

Closing a loop and reflecting on progress energizes positive change: challenging judgement and bias, deciding what to let go of, what to keep and what to create (and co-create). An openness to possibility and multiple perspectives.

AGILE Change Leaders approach situations with growth mindset thinking, curiosity and a willingness and openness to considering multiple perspectives.

Consider a change situation you are currently facing. Then refer to the Change MAP (previous page) to explore and better understand the message that lies behind the emotions.

Change situation:

	YOURSELF What emotion(s) are you feeling?	OTHERS What emotion(s) may others be feeling?	INSIGHT What have you learned?
Engage			
Activate			
Reflect			

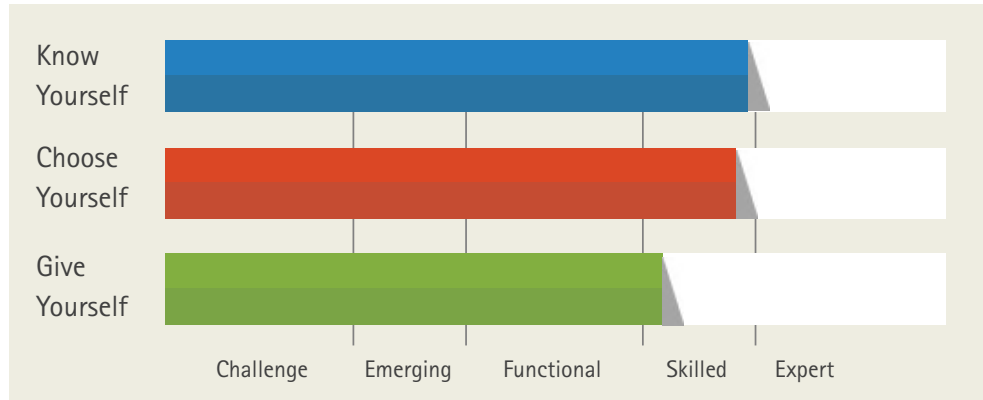


How is **AGILE** showing up in your leadership?

EQ in Action

The Survey of Emotional Intelligence (SEI) is a practical, powerful framework to understand and grow EQ; it is based on a straightforward model with three (3) pursuits.

Your overall profile is shown here:



The Three Pursuits

Know Yourself

(Self Awareness)

Recognizing your patterns and feelings lets you understand what "makes you tick."

Interpretation:

You have a high level of self-awareness that probably gives you sharp perceptions into the people-side of performance. If you leverage this skill you can gain even more insight from emotions and pave the way to personal mastery.

Choose Yourself

(Self Management)

Consciously responding vs unconsciously reacting puts you in charge of your results.

Interpretation:

You seem to be managing your reactions quite effectively. Most days you can look back and say, "I followed my intentions." As you build on your self management strengths you will make even better decisions, increase your level of energy, and more effectively engage others.

Give Yourself

(Self Direction)

Aligning your daily choices with your larger sense of purpose unlocks your full power and potential.

Interpretation:

You have a strong sense of purpose and an ability to connect with others. This allows you to fully engage others and to build a team culture of trust and commitment. Using these skills consistently will allow you to motivate and coach others to develop their own sense of purpose.

The SEI LTC aims to support leaders to manage themselves and others through change journeys and to inspire healthy, vital and AGILE organizational teams and cultures.

The rest of this report takes you through the Six Seconds EQ Model and describes your results in detail. You will find an explanation of each of the EQ competencies and their value to you as a Change Leader, plus practical guidance for developing your competence and leveraging your strengths.

As you read your report, remember these three (3) key points:

- **It's a Tool:** these results are intended to fuel self-reflection and discussion; they are not an absolute truth
- **EQ is Learnable:** the SEI measures eight (8) learnable EQ competencies. Whatever your current level of expertise, you can increase it should you choose
- **Play to Your Strengths:** your strengths are your greatest asset. They are the mechanism for making change. You are strong in thinking through decisions, predicting your own reactions, and aligning with your vision and values.

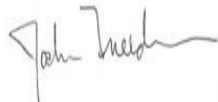
How are you using these gifts every day as a leader?

If you have questions about your report, please contact your SEI LTC Coach : Shoaib Saqib <shoaib.saqib@6seconds.org >

For more information about EQ, please visit [Six Seconds](#)

This tool has been developed in partnership between Six Seconds and Alison Lalieu, CEO of [UBalancer Solutions](#)

Thank you for your interest in developing and applying EQ.

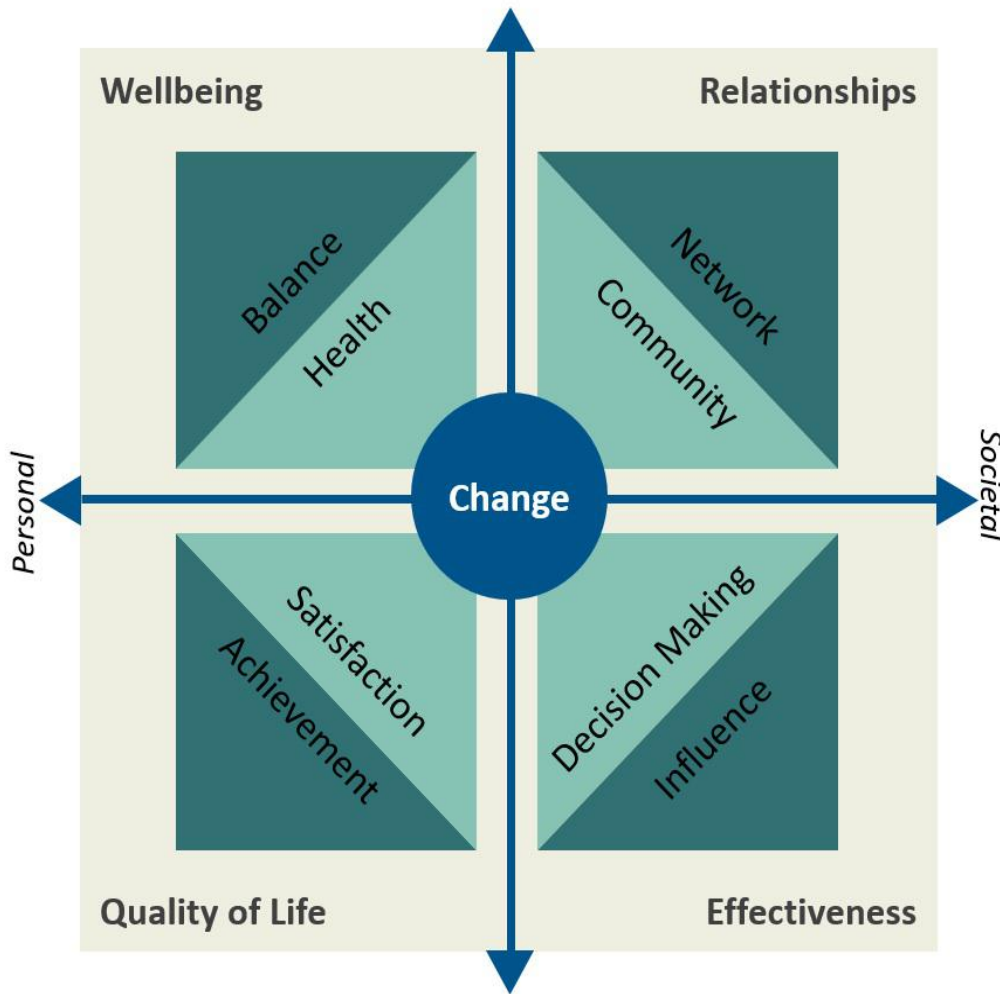


Alison Lalieu, Author of SEI LTC & Joshua Freedman, CEO Six Seconds

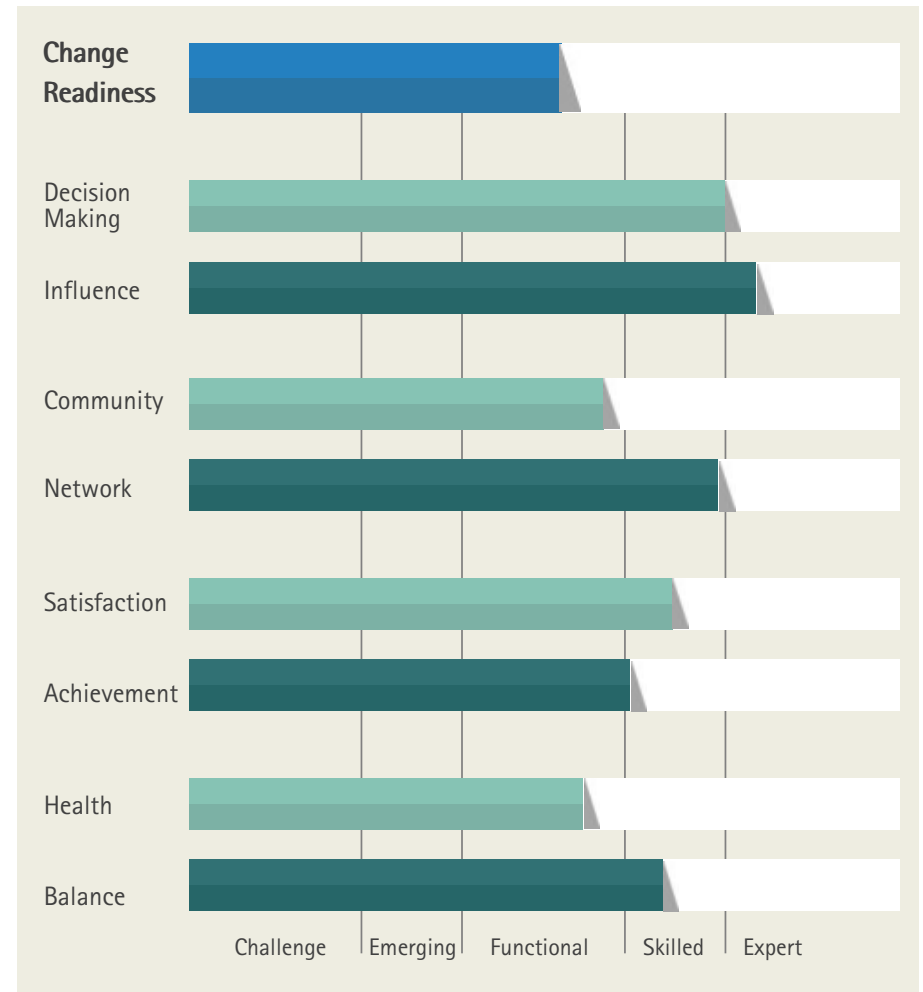
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Section 1: Success Factors



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



This report looks at Life Success Factors that are driven by your EQ competencies.

The SEI LTC measures another Success Factor, called Change Readiness.

As you read this report, reflect on and consider your satisfaction with these outcomes, and know that you can use your EQ skills to optimize these Life Success Factors.

EQ Skills Help Drive:

Change Readiness Capacity to navigate and lead well through uncertainty

Effectiveness Capacity to generate results

Relationships Capacity to build and maintain networks and community

Quality of Life Capacity to maintain satisfaction and achievement

Wellbeing Capacity to maintain optimal energy and balance

Section 2: The Six Seconds EQ Model

This model of EQ-in-Action begins with three (3) important pursuits:

1. Become more AWARE (noticing what you do)
2. Become more INTENTIONAL (doing what you mean)
3. Become 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
- 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

Clearly seeing what you feel and do

- Instead of reacting "on autopilot", these competencies allow you to proactively respond
- Provides the **"how"** – it shows you how to take action, how to influence yourself and others, and how to "operationalize" these concepts

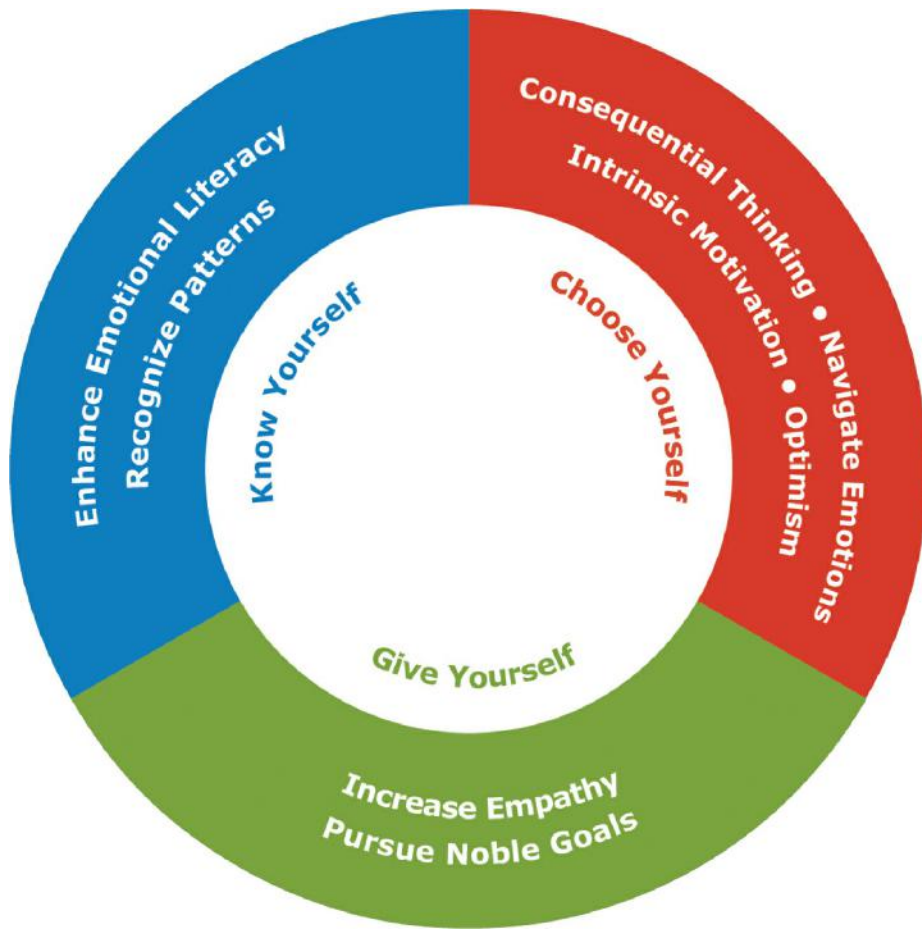
Give Yourself

Doing it for a reason

- These competencies help you put your vision and mission into action so you lead on purpose, into your values and with full integrity
- Delivers the **"why"** – when you Give Yourself, you are clear and full of energy, so you stay focused as to why you respond in a certain way, why to move in a new direction, and why others should come on board.



Within each of these three (3) pursuits are specific competencies measured by the SEI LTC. These competencies are detailed on the next page.



The Eight EQ Competencies

1. Enhance Emotional Literacy

Accurately identifying and interpreting both simple and compound feelings

2. Recognize Patterns

Acknowledging frequently recurring reactions and behaviors

3. Apply Consequential Thinking

Evaluating the costs and benefits of your choices

4. Navigate Emotions

Assessing, harnessing, and transforming emotions as a strategic resource

5. Engage Intrinsic Motivation

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

6. Exercise Optimism

Taking a proactive perspective of hope and possibility

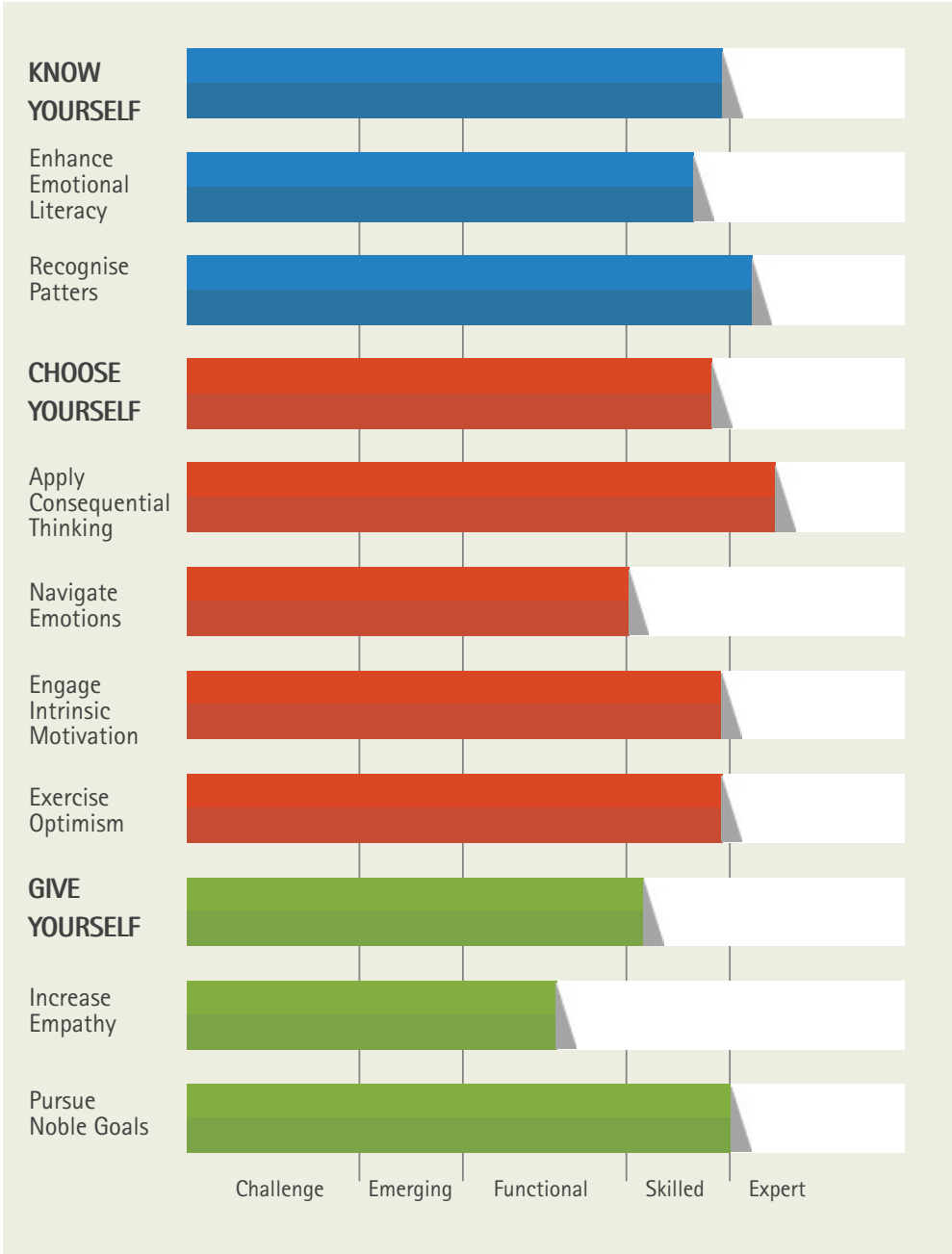
7. Increase Empathy

Recognizing and appropriately responding to others' emotions

8. Pursue Noble Goals

Connecting your daily choices with your overarching sense of purpose

Section 3: Your SEI Profile



SEI scores are reported in five (5) performance bands:

Challenge (65-81)

This area may be an obstacle for you as a leader; and 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 for 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

Initial thoughts:

KCG Exploration

KNOW YOURSELF



- How are you feeling about this situation?
- How are you reacting right now?
- What other feelings are you experiencing? Maybe you have feelings 'hiding' under other feelings?
- What is driving your feelings about the situation?
- How are your feelings driving your thoughts and actions in this situation?

CHOOSE YOURSELF



- How are your reactions affecting the situation?
- What are three (3) different ways you could respond?
- What would give you energy to move forward in a positive way?
- If anything were possible, what would you wish for in this situation?
- What options do you have to move towards that preferred situation?

GIVE YOURSELF



- How do you see the current situation when you keep in mind your longer-term purpose?
- How are others involved feeling? What are they needing in order to feel good about the situation?
- If you had an abundance of Empathy for yourself and others, how would it change your view?
- In this situation, where are the opportunities to support others to be more purposeful?
- Imagine yourself looking back at this situation 10 years from now; what part of this might still feel important?

Notes:

Section 4: Your Results in Detail



Know Yourself

Enhance Emotional Literacy

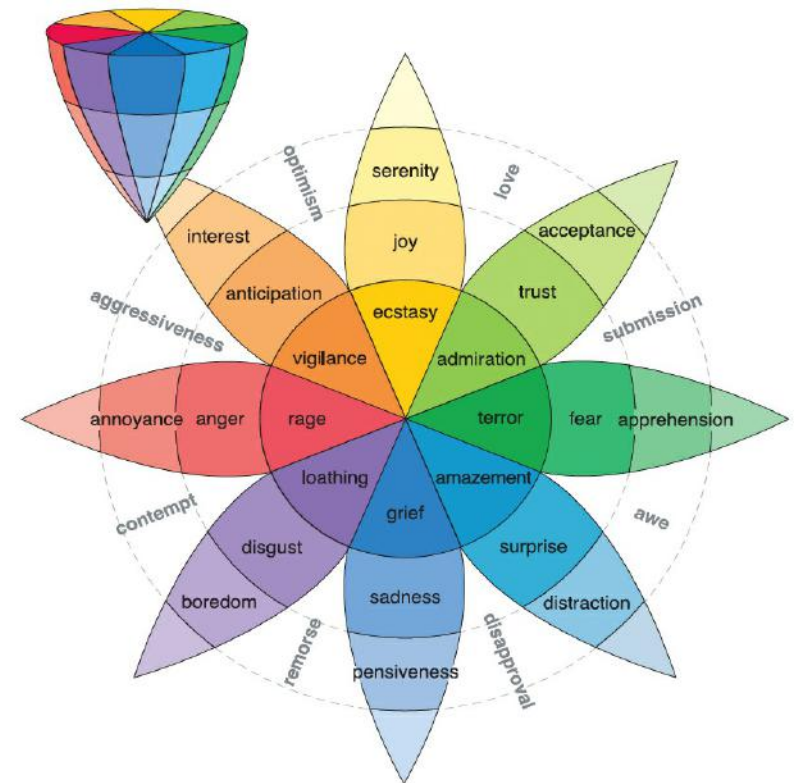
Accurately identifying and interpreting both simple and compound feelings

*"It is only with the heart that one can see rightly; what is essential is invisible to the eye."
~ Antoine de Saint-Exupery*

Emotions are chemicals, a form of neurotransmitter, that provide data about yourself and others; a feedback system delivering information that drives behaviour and decisions. Emotional Literacy gives you fluency in the language of feelings. It helps you identify and interpret feelings. This competence provides critical information about you and your team members, and gives insight and clarity into the core drivers of behaviour.

Leading though change is easier when you have a nuanced and robust emotional vocabulary helping you to recognize and label feelings. Robert Plutchik's wheel of emotions is a useful tool to better understand how emotions work.

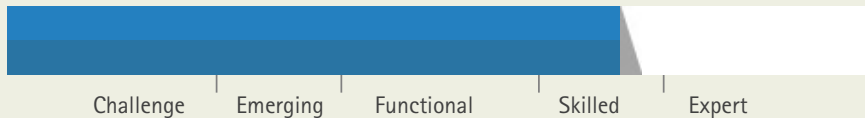
They are complex and being able to recognize that the feeling we have is actually a combination of two or more distinct feelings is a useful skill. Building your emotional vocabulary makes navigating emotions much easier.





Know Yourself

Enhance Emotional Literacy



ENGAGE

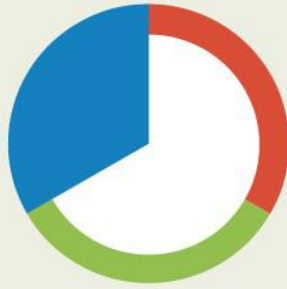
Leaders who are "Skilled" in this competence bring emotional insights into their decision making in an appropriate way. They are aware of multiple and complex feelings and of the information these feelings provide us with. They know how emotions affect them and others, so they have the potential to be strategic in their use of feelings (matching emotions to the task at hand). They have the potential to manage the emotional level of communication. When they do so, they ensure their words are coherent with their feelings; this integrity creates respect and credibility.

ACTIVATE

In many situations you will have more insight into emotions than others in your team. Share this data and help others understand the impact of emotions; point out the cause-effect relationship between how people feel and how they are likely to respond. During times of change, this is a skill you can leverage to help others better understand the situation. Continue to build your own awareness of these links.

REFLECT

Emotions are highly contagious. Your level of awareness in reading emotion is a skill that will help others in times of change. Your ability to pick up the mood in the room, and scan and assess others' readiness for new information can be leveraged to positively fuel the change cycle. Leverage your skill in understanding how people are reacting to change - help others to also understand their reactions. What elements of agile leadership can you draw on to further grow your influence?



Know Yourself

Recognize Patterns

Acknowledging frequently recurring reactions and behaviours.

"The ultimate value of life depends upon awareness and the power of contemplation"
~ Aristotle

Sometimes people assess new situations and respond carefully and thoughtfully, but frequently they run on autopilot, reacting unconsciously based on habit.

In part it is because the human brain is wired to form and follow neural pathways. Left unconscious, these patterns can inhibit optimal performance because they are a generalized response rather than one carefully tailored to the current situation.

Recognizing 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' patterns – invaluable in coaching your people so they get off autopilot as well.

Our brains follow patterns for efficiency sake. There are patterns of behaviours often seen in people who are feeling threatened by change – such as withdrawal, defensive body language, generalized, narrow and protective thinking.

Each time you loop through the Change Cycle, your insight will grow along with your competence at enrolling others.

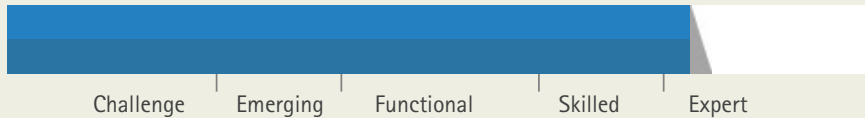
Uncertainty demands leadership courage, and new ways of thinking, feeling and acting.

AGILE change leaders support others to Recognize Patterns, and step into finding new and better ways of responding to change.



Know Yourself

Recognize Patterns



ENGAGE

Leaders who are "Expert" at Recognizing Patterns know their own behaviors well and can articulate how and why they react. This gives them clear insight into themselves and also into others; they can create harmony by effectively listening and connecting with others. They stay curious, asking penetrating questions that draw out important information and generate insight. This self-awareness is the foundation for personal mastery and when it is also combined with self-management, it creates trust. When overused, this strength can cause leaders to overanalyze situations. This may limit their creativity and prevent them from "living in the moment."

ACTIVATE

You can see your own reactions vividly. Use this awareness to focus on understanding others, and to identify patterns in your team and organization as a whole. By reading these patterns, you have the opportunity to adjust your approach to tap these strengths. Build a process into your team and organization to reflect on and assess the group patterns. You can also use your awareness to help others to better understand the phases of change, how emotion impacts people during change and to see potential pitfalls and obstacles before they arise.

REFLECT

Notice your response to previous experience of change? How are you leveraging your skill in this area to recognise different phases of change, and how people are reacting to them? How is stress/overwhelm impacting you (if at all)? Consider your pace - are you moving too fast and leaving others behind, or are you moving too slow and frustrating others? How present are you to the needs of others? Listening to connect creates a sense of belonging and trust - how are you listening to others? Do you have any conversational patterns that are getting in the way of building trust even more? Increasing your pattern recognition will help you better match your intention with your impact. Pay attention to habitual responses, and and cognitive biases or limiting beliefs - how are they showing up and what potential impact are they having on your leadership? What elements of agile leadership can you draw on to even further grow your influence?



Choose Yourself

Apply Consequential Thinking

Evaluating the costs and benefits of your choices;
pausing and evaluating both the pragmatic
and emotional components of the situation

*"The right word may be effective, but no word was ever
as effective as a rightly timed pause."
~ Mark Twain*

Applying Consequential Thinking helps you consider the people cost in all of the choices that you have, and the decisions that you make as a leader.

There are costs and benefits to yourself and others (in both the short and long term) to any decision you make as you navigate the uncertainty of change.

Applying Consequential Thinking is important as you work through the process of considering the impact your choices and decisions may have.

It is a process of analysing and reflecting, using both thoughts and feelings, to identify a response that is optimal for yourself and others.

Key to applying Consequential Thinking is your ability to manage your impulses and respond intentionally, rather than react on autopilot.

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



Choose Yourself

Apply Consequential Thinking



ENGAGE

Leaders who have an "Expert" level of Consequential Thinking make excellent decisions. They almost always assess their choices (rather than jumping in), and they usually do so quickly and with little effort. They notice emotions and use feelings as one factor in their analysis. Sometimes they over-evaluate and can worry too much about the costs/impact of some necessary choices. These leaders create both enthusiastic and ethical employees who deeply respect their mature judgment. They will encourage employees to speak up, even with unpopular opinions, keeping open and honest dialogue so the team stays on the critical path through change.

ACTIVATE

Consequential Thinking is key to making optimal decisions (about your own options, and for your team or organization). Use your strength in "the emotional side of strategic planning" to help your organization to lead well through change at all levels; to grow trust, build loyalty, alignment and collaboration with others. Acknowledge your insight about the consequences of choices and respond accordingly.

REFLECT

Leverage your skill in understanding the "people impact" of change. Support others to better understand change by thinking about the costs/benefits of both the short and long term of making this change - or not making this change? What is to be gained/lost by slowing down or increasing the pace of the change? What are the implications if the change goes badly? In what other ways can you help others to grow their Change Readiness? What questions can you ask of others to help them make decisions during times of uncertainty?



Choose Yourself

Navigate Emotions

Assessing, harnessing, and transforming emotions as a strategic resource. Engaging emotions intentionally to help move the situation forward.

"Emotional intelligence is the capacity to blend thinking and feeling to make optimal decisions – which is key to having a successful relationship with yourself and others."

~ Joshua Freedman

People are often told to control their emotions, to suppress feelings and eliminate them from the decision-making process.

However, feelings provide insight and energy, and drive decision-making and behaviour.

Without the data gained from emotions, people literally cannot make decisions.

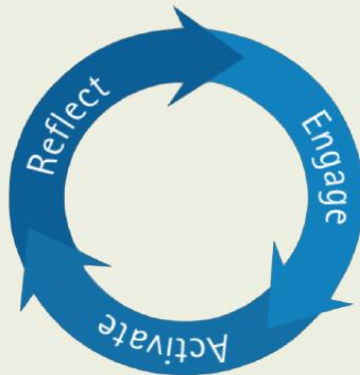
So rather than ignoring feelings, this competence helps you to use emotions effectively to manage yourself and to have your intended effect on others. It helps you to match your intention with your impact.

By learning to transform emotions as a strategic resource, you can become more aware, balanced and purposeful.



Choose Yourself

Navigate Emotions



ENGAGE

Leaders who are "Skilled" at Navigating Emotions cope with their own feelings well, and their own well-managed feelings become effective tools for influencing others. This lets them create a cohesive team and a context for open communication and trust. If overused, this skill can cause someone to avoid expressing dissent or confronting conflict that can be helpful for addressing core issues. A leader with this skill gets insight from their feelings, giving them cues about problems that need to be addressed and the potential solution process. They are comfortable with emotions and able to create the feelings that support successful change and high performance.

ACTIVATE

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

REFLECT

When you are under pressure, what strategies are you able to draw on to help you slow things down, and respond rather than react? Have you got a "Six Second Pause" or perhaps it is time for you to think of another one? Grow your reputation as a leader with presence, who listens mindfully and responds carefully. Maintain your focus in times of uncertainty, and pay attention to balance in your life. How are you leveraging your skill in Navigating Emotions to help others to develop their own Change Readiness and to lead well through times of uncertainty? What elements of agile leadership can you draw on to further grow your influence?



Choose Yourself

Engage Intrinsic Motivation

Gaining energy from personal values and commitments vs. being driven by external forces.
Strengthen the inner drive to move ahead in a useful way.

*"Motivation is the art of getting people to do what you want them to do because they want to do it."
~ Dwight D. Eisenhower*

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.

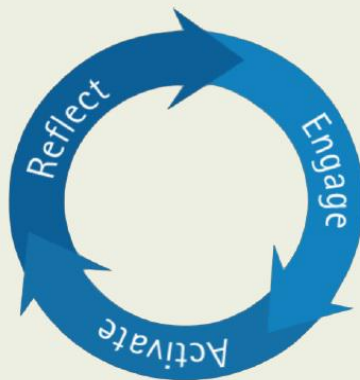
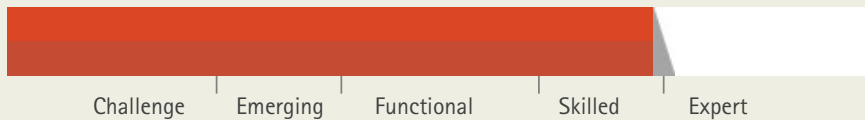
Engaging Intrinsic Motivation helps you to infuse vitality and energy into your life, teams and organisation. When you have truly engaged your own and others' Intrinsic Motivation, the quality of your work changes drastically.

Intrinsic Motivation allows you to stand up, challenge the status quo, take risks and persevere when the going is tough – and to inspire that in others.



Choose Yourself

Engage Intrinsic Motivation



ENGAGE

Leaders "Expert" in Intrinsic Motivation are pushed from within by their internal beliefs and values. This allows them to stand firm against the pressures of "group-think" and short-term reward. They have a "fire in their belly" and are always looking for opportunities for growth and improvement. They propel themselves to take on monumental challenges, but sometimes they forget the word "no." This can lead to burnout for themselves and others. In addition to self-perpetuating motivation, these leaders are able to influence others through their values. They have compelling reasons for what they do. This makes them a magnet for other highly motivated and values-oriented people.

ACTIVATE

Your stamina is boundless. You need to recuperate sometimes too – but you hit the ground running come Monday morning. This energy can have a transformational effect on the whole organization – walking in the door you have the opportunity to electrify the room. Of course some people would rather have it dark and quiet, so they find you challenging. On the other hand, for those who are ready to work, your energy is infectious and exciting. Perhaps the most effective way to leverage this strength is to help others build their Intrinsic Motivation. What happens in your organization that supports or undermines Intrinsic Motivation? What of that can you influence? When you give feedback to others, to what extent are you building their independence?

REFLECT

Use your values as a guide to support your decision-making. How are you sharing your values with others? Connect with people and foster a culture of belonging. Are you showing up in a way that people feel that you truly care? Get to know your team – meet with them regularly and find out what motivates them. Leverage your skill to connect others with their potential, giving them autonomy and choice. When you make a long term decision that involves risk, tap into your Intrinsic Motivation to help you stay on course for what you believe to be the right thing to do. What elements of agile leadership can you draw on to further grow your influence?



Choose Yourself

Exercise Optimism

Taking a proactive perspective of hope and possibility. Identifying new opportunities and possibilities to invent additional solutions.

*"How wonderful it is that nobody need wait a single moment before starting to improve the world"
~ Anne Frank*

Optimism allows people to see beyond the present and take ownership of the future.

This learned way of thinking and feeling gives you ownership of your decisions and outcomes.

Everyone uses both Optimistic and pessimistic styles of feeling and thinking, some tend to use one more often.

An Optimistic outlook increases the pool of choices and the opportunity for success.

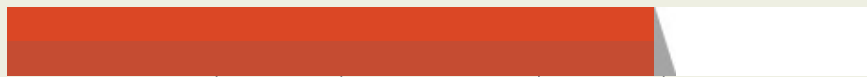
This provides a solution-oriented approach, helps you to innovate, and allows you to engage others' positive energy.

Exercising Optimism is an important EQ competence to grow as you navigate and lead well through times of change; as even though you may not know exactly what the future looks like, you are able to foster an environment where positive energy is role modelled, effort is rewarded and setbacks can be seen as learning opportunities.



Choose Yourself

Exercise Optimism



Challenge Emerging Functional Skilled Expert



ENGAGE

Leaders "Expert" in Optimism are usually great problem-solvers. They constantly reframe challenges as opportunities and always have another plan or solution. They take responsibility for their failures and accept due credit for their successes, creating accountability for themselves and those around them. Even when others are throwing up "barricades of impossibility," these leaders know there is a solution and are undaunted by the pessimism. Their commitment to creating a future unlocks their own energy and potential, and inspires others toward the same. Sometimes pessimistic people complain these leaders are "always wearing rose colored glasses." In a sense that is true, and it can lead to unrealistically minimizing risks and overstating reward. On the other hand, these highly optimistic leaders regularly confound the pessimists by achieving the "impossible" goals they have set for themselves and their teams.

ACTIVATE

Seek a balance of "realistic Optimism" where you acknowledge the difficulties and the solutions. Neither minimize the risks and downsides nor overvalue the benefits. Use your Consequential Thinking to balance your tendency to jump in. To help others benefit from your strength, exercise your Optimism out loud. Make sure your team members are hearing your realistic Optimism. When others fail or struggle, be sure you are communicating about the three dimensions of Optimism (temporary, isolated and effort possible), including helping them see their responsibility in the failure.

REFLECT

This is a skill you can leverage to lead well through uncertainty, helping others to persevere with hope and possibility, even the situation keeps shifting and the end game is not clear. Growing your Optimism will make you even more inspirational and influential, someone others seek to follow during times of uncertainty. How are you using this skill when things go wrong, and how are you fostering growth mindset thinking where setbacks can be celebrated as opportunities for learning and effort is rewarded? What elements of agile leadership can you draw on to further grow your influence?



Give Yourself

Increase Empathy

Recognizing and appropriately responding to others' emotions.

"One powerful tool that's helped me build empathy is curiosity. When I start thinking, 'I wonder what's really going on for this person' my heart also begins to open"
~ Joshua Freedman

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 and leaves other people feeling heard.

Empathy is key to understanding others and forming enduring and trusting relationships, and a powerful connecting and trust building skill.

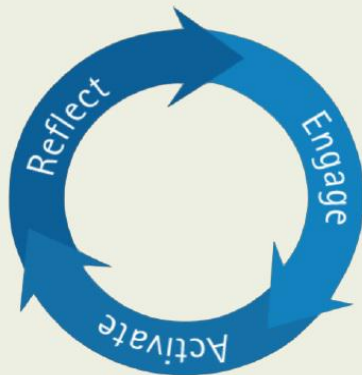
It ensures you take other people into account in your decision making and gives them a rock-solid assurance that you are on the same team.

It ensures that you are considering, respecting and valuing multiple perspectives.



Choose Yourself

Increase Empathy



ENGAGE

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 do not 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.

ACTIVATE

You are well on your way to making Empathy a valuable tool for your leadership. When you are 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 recognize 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.

REFLECT

How are you responding to each team member so that everyone feels connected and supported? Take the time to listen to each person to gain insight about how well they are coping with the uncertainty, volatility and complexity of change, so you truly understand their needs and better placed to find solutions that engage and energise them. Empathy widens your perspective – are you consulting widely and taking multiple viewpoints into consideration? Challenge your blindspots, any biases or limiting beliefs you may have. Listen in a way that builds connection and trust.



Give Yourself

Pursue Noble Goals

Connecting your daily choices with your overarching sense of purpose.

*"Don't ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive."
~ Howard Thurman*

Noble Goal activates 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, EQ gains relevance and power.

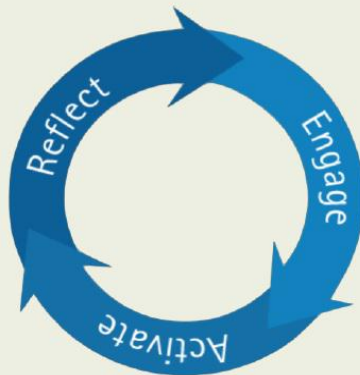
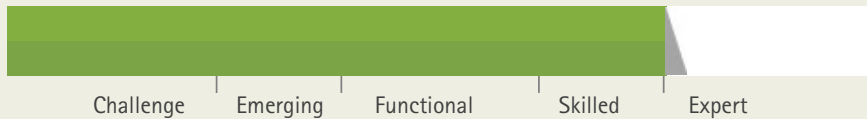
When you are clear about your Noble Goal, you feel compelled to pay fierce attention to your daily choices to ensure that you are not undermining your life's purpose.

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.



Give Yourself

Pursue Noble Goals



ENGAGE

Leaders "Expert" in Pursue Noble Goals live and lead from principles and purpose. Their connection to purpose lets these leaders influence others in a principled way – essential for leading change, and getting teams to be and do their best. Others are inspired by this "inner fire". They have a deep concern for the legacy they are leaving and the impact they have on others. People sometimes criticize these leaders as "unrealistic," yet they are inspired by the strength of conviction. Unless they are careful, strong conviction can compel these leaders to take on too much and risk burnout. Their "cause" can over-ride other priorities, leading them to risk health, colleagues, career, and family in service to their purpose.

ACTIVATE

You have an incredible opportunity to create principled, purpose-driven teams and organizations. How effectively are you living your purpose outside of the work setting? What steps have you taken toward your Noble Goal today? It is possible to be overdriven by your Noble Goal and to sacrifice too much of yourself which potentially causes "burnout." Alternatively, you can fall into an "ends justifies the means" stance where you are so caught up in your purpose that you do not take care of today. Renewing yourself, maintaining balance and building relationships that support your Noble Goal is key for you. If you have not articulated your sense of purpose into a concise, compelling statement, take the time to do so. If you have, take time to review and refine it. It will help you keep this strength in focus.

REFLECT

Your Noble Goal provides purpose and meaning to your life, as well as energises those around you. How are you leveraging this skill to energise others in times of uncertainty? Does your organization have a Noble Goal? If not, is it time to craft one? If so, how is the organization fulfilling and undermining its Noble Goal? What are you going to do about it? Who do you need to enrol to help you to refine your own Noble Goal and that of your organisation? Pay attention to your life balance, and make sure you are not taking on too much or becoming overwhelmed.

Section 5: Conclusion

Please reflect on these results and consider how they show up 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 snapshot moment in time. Reflect on 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 organization, team or tribe.

In order to take full advantage of this SEI LTC assessment, consider these questions:

Know Yourself

- Is this data typical of you?
- Where do you agree and disagree?
- What difference do you notice when you are in situations of stress or anxiety vs. calm and focus?
- How comfortable do you feel about your level of Change Readiness?

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 energized and excited to improve?
- How do you see your EQ competencies helping you to become a more AGILE change leader?

Give Yourself

- How are you connecting your daily choices with how you want to be remembered, in all aspects of your life?
- How can you engage and enrol others in helping you grow as an AGILE change 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 LTC results.

It helps to discuss the results with a coach or the professional who administered the SEI LTC for you.

Congratulations on your decision to explore your EQ – may it enrich your life personally and professionally, and ignite a passion for AGILE, inspired and courageous change leadership.

“Be the change you wish to see in the world” ~ Mahatma Gandhi

AGILE Leadership: Action Plan

Engage

What are your strengths?

What are some challenges you face?

Activate

How will you use these strengths to enhance your effectiveness as an AGILE Change Leader?

Which areas would you like to grow or enhance in your leadership?

What strategies and actions will you put in place?

Reflect

What could get in the way of you becoming an AGILE Change Leader?

What have you learned about your own Change Readiness?

What will you do differently from here on?

How will you celebrate your success?