



The Brain Brief Interpretation Guide

**Snapshots of your brain's current style for
processing emotional and cognitive data**

by Joshua Freedman & the SEI Team

Three Tips for Understanding

This guide is intended for individuals who have received a SEI Brain Brief Profile. Use this guide to further interpret your profile.



1 What does it mean?

The first few pages of this guide explain the concept of “Brain Style” and the three scales. There’s more background on page 17. Note the key points marked with this symbol: !

2 Find your own Brain Style on pages 9 to 16.

You might be “purely” one style if the “bubbles” on your graph are on the far left or right. Or, if you have some “bubbles” near the middle, you probably are a blend of styles. See the “Variations” part of the descriptions.

3 How can you use this information?

First, on each description (page 9-16) there are tips for working with other styles. Are you working or living with a Scientist? Sage? Energizer? Discuss these tips with people on your team or in your family.

Second, see additional “next steps” starting on page 19.

Background

“**Brain Style**”: a picture of how the emotional and rational parts of your brain are working together.



Your Brain Style is based on three elements:

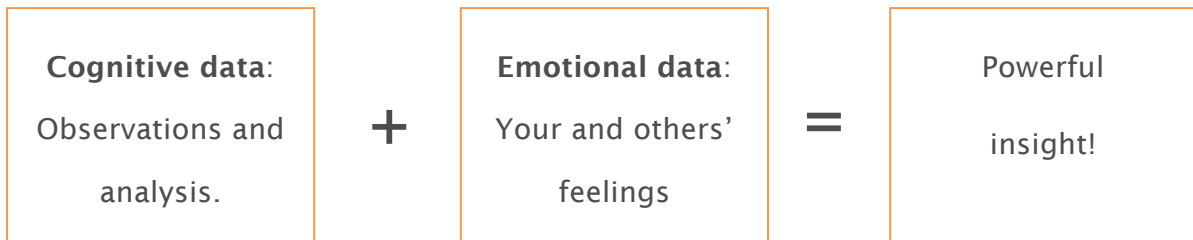
Focus: Do you prefer data that is analytical or emotional?

Decisions: Do you tend to protect or innovate?

Drive: Are you usually motivated by the practical or the idealistic?



The SEI Brain Brief Profile provides a snapshot of your brain's current style for processing emotional and cognitive data.



By learning more about your brain and EQ, our research shows you will be able to make better decisions, be happier, more successful, and increase the quality of your life (and the lives of people around you). Learning your Brain Style is a powerful way to begin increasing emotional intelligence.

A few key terms:

- “**SEI**” stands for Six Seconds Emotional Intelligence.
- **Six Seconds** is a global organization supporting people to create positive change – everywhere, all the time. We teach the skills of emotional intelligence and help people use those skills to make a world of difference.
- **Emotional intelligence** is being smarter with feelings. Abbreviated EI or EQ (for emotional quotient), it is the ability to integrate your thinking and your feeling to make the best possible decisions.
- “**Brain Style**” was created by Six Seconds to provide a picture of how the emotional and rational parts of your brain are working together. We believe that you can adapt and grow, and your Brain Style may change over time. There are eight Brain Styles explained in this guide.

The Three Scales

Your Brain Style is composed of three factors. **Focus**, **Decisions**, and **Drive**.

! Scores can be anywhere on each scale, and there are no “good” or “bad” scores.

Scale One - **Focus**:

This scale is about the way you integrate cognitive and emotional data.

! It's about what you usually **notice**
- not about how you act.



At this extreme, people are data-driven and usually ignore emotions.



Rational

For people at this end, feelings tend to be much more important than cognitive data.



Emotional



This zone suggests data first, then emotions coming in second.



Scores around here indicate a preference for feelings but a blending with logic.

Scale Two - Decisions:

Scale Two tells you how you balance risks and opportunities.

! Are you able to easily shift from “careful” to “spontaneous” when appropriate?



Most people at this far end work hard to avoid risk.

People over here usually like novelty and enjoy change.



Evaluative

Innovative

Just left of center suggests a preference for stability but an openness to opportunity.

Most people in this zone take risks, but usually think it through before jumping in.

Scale Three - Drive:

The final scale is about balancing motivation for the present and the future.

! This scale is about what gives you energy.



People here tend to love getting into action and driving results, but may only focus on the “now.”



These people tend to have a strong vision of the future and pay less attention to the day-to-day.



Practical

Idealistic

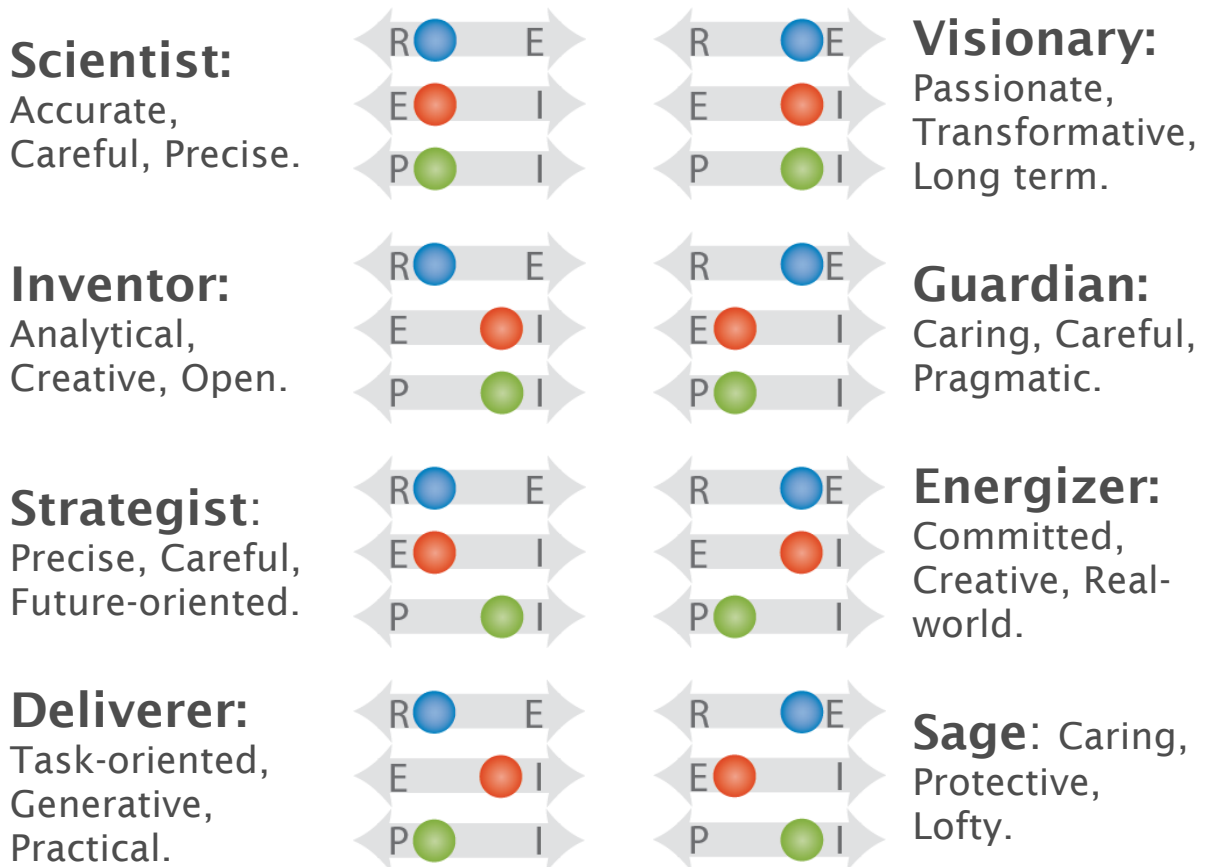


This zone suggests a blend of taking action – and considering the future.

Around this point, people have a future vision plus a pragmatic motivation.

The Eight Styles

These eight styles describe people who are “fully” in one Brain Style. You are probably a blend of two or three – and you may have different styles at different times.



The following pages provide a description of each style.

Profile: The Scientist

Overview



At the extreme, the Scientist is so focused on data that s/he misses important clues about emotions. The Scientist wants to find the right answer and may see risk as a danger. This profile is practical and hands-on.

A Scientist might act like a problem-solver, referee, analyst, or engineer.

Preferences

Scientists usually value accuracy, order, clarity, calm, security, balance, knowledge, practicality.

Mixed Profiles

Rational toward the middle: You might be learning that people are not JUST rational (see also Guardian).

Evaluative toward the middle: Perhaps you are seeking to be more flexible or action oriented (see Deliverer).

Practical toward the middle: You could be finding not just an answer, but the meaning and long term value of your analysis (see Strategist).

For Scientists on Working with Others

Remember that others can see you as inflexible. You can have accuracy, but don't forget that the world isn't just black and white.

While emotions may seem illogical, it's completely irrational to pretend they don't exist. Learn the rules of feelings.

Tips For Other People Working with a Scientist

- Scientists need first to understand. Don't say "can't you tell how I am feeling," instead, explain the logic of your feelings.
- Don't try to push a Scientist to change, and especially not with "cheerleading" or, at the other extreme, falsely hyped-up fears. A Scientist might be willing to change if the risks of status quo outweigh the risks of change – AND if there is a clear reason and pathway.
- The Scientist prefers real-world action, so if you want to talk about vision and abstract values, it will help to give clear, real examples – preferably backed up with data. Graphing it is best.

Profile: The Visionary

Overview



At the extreme, the Visionary is so focused on emotion that s/he misses logical data. The Visionary wants to inspire a new future, but can be impractical. This profile is energetic and transformational.

A Visionary might act like a revolutionary, change agent, charismatic, or poet.

Preferences

Visionaries usually value relationships, process, humanity, big ideas, innovation, and wisdom.

Mixed Profiles

Emotional toward the middle: You might be grounding yourself in more specific data (see also Inventor).

Innovative toward the middle: Perhaps you are protecting or increasing safety (see Sage).

Ideal toward the middle: You could be seeking ways to put vision into action (see Energizer).

For Visionaries on Working with Others

Remember that others can see you as impractical. You can have the big picture, but don't forget that change requires action (and sometimes stopping from taking action). It's ok to be direct, clear, and hold boundaries – even if people don't like it (or like you).

Tips For Other People Working with a Visionary

- Visionaries need first to connect. Don't give them data outside the context of relationships.
- Don't try to stop a Visionary from taking risks, and especially not with data about how dangerous it is. A Visionary might be willing to slow down if there are powerful relationship reasons, such as bringing others along.
- The Visionary is less interested in the details, so start with the big picture and the long-term. Then connect the dots. Multiple perspectives (i.e., several people talking) and metaphors can help you communicate with a Visionary.

Profile: The Inventor

Overview



At the extreme, the Inventor is almost obsessed with finding new solutions, and loses sight of the human interactions. The Inventor wants to find the path, and is willing to take risks and experiment, even if there is no clear, practical application.

An Inventor might like to live in imagination and possibility and this can be impractical.

Preferences

Inventors usually value accuracy, creativity, opportunity, innovation, energy, humanity.

Mixed Profiles

Rational toward the middle: You might be recognizing that for people to use your inventiveness, you need to pay attention to emotion (see also Visionary).

Innovative toward the middle: Perhaps you are seeking to be more careful (see Strategist).

Idealistic toward the middle: You are moving to balance your vision with practicality (see Deliverer).

For Inventors on Working with Others

Remember that others can see you as unrealistic. You can have insight, but don't forget that change requires practical steps and bringing people along.

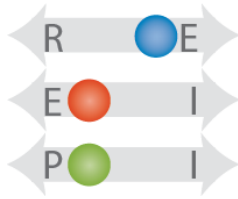
While you may not like "people stuff" and emotions, remember that feelings can be useful in driving action.

Tips For Other People Working with an Inventor

- Inventors are driven by opportunity. Don't expect them to start with practicalities.
- Inventors love change and challenge. If they're going too fast, help them see that to reach their goals, some step-by-step work is valuable. If you make it too concrete and slow, they will dismiss you.
- The Inventor is probably not that interested in "processing." S/he wants to try it, do it, test it. Be careful that you don't come across as an obstacle to progress. You'll lose the Inventor's attention if it's too personal. Instead, stay future focused and logical. Make a map from the present situation to the desired outcome.

Profile: The Guardian

Overview



A Guardian is protective of people, careful, and practical. S/he can be change-adverse. At the extreme, the Guardian is a roadblock to risk.

A Guardian might act like a caregiver, a lifeguard, a champion-of-the-underdog, a healer, a best friend who is always on your side (even if you are in the wrong).

Preferences

Guardians usually value safety, respect, relationships, process, carefulness, practicality.

Mixed Profiles

Emotional toward the middle: You could be learning to balance evidence with emotion (see also Scientist).

Evaluative toward the middle: Perhaps you are more of a risk-taker than other Guardians (see Energizer).

Practical toward the middle: You could be focusing on the longer-term vision (see Sage).

For Guardians on Working with Others

Remember that others can see you as resistant. Yes, it's important to be careful and practical, but risk is not always bad, even if it's difficult. Ask yourself, "am I being overprotective?"

Tips For Other People Working with a Guardian

- Guardians are focused on people and safety. You'll have a hard time trying to persuade them by explaining the needs of the situation and the facts. Instead, focus on the relationship, connecting, and the human opportunity.
- Don't try to stop a Guardian from protecting; instead help her/him see that the path you are proposing is practical and good for the people involved.
- The Guardian cares a lot about details. Be sure you can map out your idea in a step-by-step, concrete way. Use your own stories, and people's real emotions to help the Guardian understand.

Profile: The Strategist

Overview



At the extreme, the Strategist is so focused on finding the “right” solution that s/he does not move forward. The Strategist knows there is a right answer, and s/he wants to find it. The Strategist wants the world to make sense.

A Strategist might act like a navigator, a chess player, or an investor.

Preferences

Strategists usually value planning, accuracy, investment, security, logic, intelligence, wisdom.

Mixed Profiles

Rational toward the middle: You might be learning that people are not JUST rational (see also Sage).

Evaluative toward the middle: Perhaps you are seeking to be more adaptable/innovative (see Inventor).

Idealistic toward the middle: You might be working to become more practical / operative (see Scientist).

For Strategists on Working with Others

Remember that others can see you as a perfectionist. You can have accuracy, but don't get into paralysis-by-analysis.

While you might prefer to avoid emotions, remember that a strategy is only good if people can deliver it – emotion is the key to this.

Tips For Other People Working with a Strategist

- Strategists need to figure it out. If you push them to change quickly, their need for accuracy will get in the way.
- In relationships, don't ask them to guess, give them data and help them see why your feelings matter.
- A Strategist will be open to change if the benefits are clear and aligned with vision. Focus on the long-term value.
- The Strategist is motivated by vision and the future. Help him/her connect the present reality and concrete actions with the intended outcome.

Profile: The Energizer

Overview



The Energizer can do it all. Creative, dynamic, energetic, and practical, the Energizer will say “yes” and figure out how later. Energizers take care of others (sometimes sacrificing to do so). They are a source energy and fun – and sometimes burnout.

An Energizer might act like a party organizer, cheer leader, ally, helper, or even a thrill-seeker.

Preferences

Energizers usually value creativity, fun, relationships, innovation, practicality, and achievement.

Mixed Profiles

Emotional toward the middle: You might be adding logic to your caring (see also Deliverer).

Innovative toward the middle: Perhaps you are more protective than some Energizers (see Guardian).

Practical toward the middle: You may be balancing the present needs with longer-term vision (see Visionary).

For Energizers on Working with Others

Others might say you go too fast, jumping into doing – and sometimes fixing or rescuing. Remember to let others have their struggles, not everything needs a solution. You might tend to under-evaluate risks, and others might say you are not looking at the big-picture / long term. Learn to value multiple perspectives: faster and better. Creative and practical.

Tips For Other People Working with an Energizer

- Energizers gain their sense of value by taking care of people and problems. Even if you don’t want or need help, they might need to help – so find a way to allow that.
- If you try to slow an Energizer down too much, or ask them to be conventional, they’ll lose patience. If you want them to be more cautious or patient, help them see how this will actually solve the problem.
- Rather than the abstract and “big picture,” the Energizer is more concerned with the here-and-now and helping people. So, when communicating, focus on people’s needs, opportunities, and practical actions. Use real examples/stories about people.

Profile: The Deliverer

Overview



When you need it done, call the Deliverer. They are action-oriented, practical problem solvers who will figure it out. The Deliverer might knock over people and/or break rules on the way, but the job gets done.

A Deliverer might act like a problem-solver, warrior, architect, producer, or executor.

Preferences

Delivers may value efficiency, innovation, results, action, timeliness, clarity.

Mixed Profiles

Rational toward the middle: You might be learning that people are not JUST rational (see also Energizer).

Innovative toward the middle: You are balancing opportunity and risk (see Scientist).

Practical toward the middle: You may be looking to longer-term solutions (see Inventor).

For Deliverers on Working with Others

Slow down and let others into the process – unless it's actually urgent, don't let your sense of urgency steamroll others. Practice patience with those who want to talk about "touchy feely stuff" – in the end, you'll actually get better results that way.

You may have trouble with people who are cautious – remember they might help you avoid wasteful risks, especially when it comes to people and emotions.

Tips For Other People Working with a Deliverer

- Don't ask a Deliverer for help unless you actually want a solution delivered. If you just want to "talk about it," or have them "just listen," make sure that's clear from the beginning.
- Deliverers usually focus on tasks, not emotions. If s/he isn't paying attention to your feelings, make it clear why feelings matters in terms of the goal (not just to "be nice," but to be more effective).
- Deliverers like going fast and innovating. If you want one to slow down, start with the practical reasons then move to the big picture. Make a map, not a poem.

Profile: The Sage

Overview



A Sage is concerned with the people and the big picture. At the extreme, a Sage is full of impractical advice – a big answer without a way forward. Sages care about “the big questions,” such as life’s meaning, and may prefer to contemplate than to act.

A Sage might act like an idealist, a poet, a protector, a counselor, or a dreamer.

Preferences

Sages usually value wisdom, people, security, harmony, reflection, study, observation.

Mixed Profiles

Emotional toward the middle: You might be moving to a more solution-focused approach (see also Strategist).

Evaluative toward the middle: You are becoming more of a risk taker (see Visionary).

Idealistic toward the middle: You may be more action-oriented than other Sages (see Guardian).

For Sages on Working with Others

You may have a clear picture of a big idea that matters to people, but they won’t listen if you don’t take risks to get out there – and find ways to make your ideas practical. Remember that growth for you, and others, requires risk. Hold onto your big ideas while also enjoying the passion and energy of taking action in the here-and-now.

Tips For Other People Working with a Sage

- Sages are focused on relationships and “big ideas” – they may not want to hear your ideas of how to take action and make change unless you can show them how these actions move in a worthwhile direction.
- Sages are not risk-takers. If you want them to innovate or change, make the case based on emotion and the human experience (not based on data and practicalities).
- The Sage is unlikely to be interested in concrete details, so tell a story beginning with the big picture and the long-term. Metaphors, images, and a sense of the long-term picture can help you communicate with a Sage.

The Three Colors

Did you notice that on your Brain Brief Profile, the three “bubbles” are three different colors? These colors match the three steps of the Six Seconds Model of Emotional Intelligence – a process for turning emotional intelligence into action.

! Emotional intelligence is being smart with feelings. There is a TON of free information about this on www.6seconds.org. People with more emotional intelligence, or EQ, skills, have better relationships, make better decisions, are more effective, healthy, and influential, and have higher quality of life. Great! So how do you get that?

Six Seconds created a simple model with three steps:

1. Know Yourself

Clearly seeing what you feel and do. Emotions are data, and these competencies allow you to accurately collect that information.

2. Choose Yourself

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

3. Give Yourself

Doing it for a reason. These competencies allow you to put your vision and mission into your daily action so you lead on purpose and with full integrity.



The three colors on the Brain Brief Profile are linked to these three steps. To do these steps, it helps to **balance** your profile. For example, in “Focus,” if you’re far on the RATIONAL end, you might not Know Yourself well because you may miss emotional data.

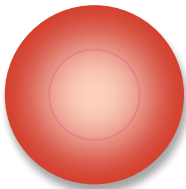
The Size of the “Bubbles”

You may have noticed the spheres or “bubbles” on your graph are three sizes. These indicate which of the three scales is the biggest driver for you.



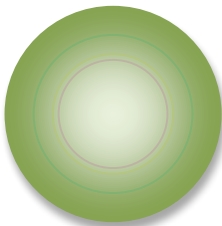
If “Focus” is smallest, you might want to practice observing more carefully. Emotions contain important information.

If it’s biggest, you probably have a lot of data.



If “Decisions” is smallest, you may need to take more time and energy in evaluating and creating options. Emotions are signals of risks and opportunities.

If it’s biggest, you probably have strength in this area.



If “Drive” is smallest, you may find yourself without enough energy – emotions are a great source of motivation.

If it’s biggest, you probably have a lot of energy.

Using Your Brain Style

Here are three suggestions for using your Brain Brief Profile:

1 Risks and Opportunities

As you read on pages 9-16, there are benefits of every Brain Style. For example, a Deliverer is great at getting things done.

What are the three benefits of your Brain Style? What do you like about your own Brain Style?

- 1.
- 2.
- 3.

At the same time, there are risks for every style. These are often connected to the benefits. Just as the Deliverer gets tasks accomplished, she or he might tend to ignore or hurt people in the process. What are three “problems” or risks you see in your own style?

- 1.
- 2.
- 3.

Can you identify how there are some situations or times when you get more of the benefits? How about times when you get more of the costs?

Just being aware of these costs and benefits may help you avoid the costs. But even better, can you think of some specific actions you could take to protect yourself and others from the costs – and increase the benefits?



2

Working With Others' Styles.

Have your friends, family members, and workmates get their own Brain Brief Profiles. Then, make a chart of each person's Brain Style:

Name	Scientist	Visionary	Inventor	Guardian	Strategist	Energizer	Deliverer	Sage

How many of each style do you have in the group? Which styles have the most positional power (e.g., the team manager)? What kind of influence does each style bring to the group?

Is there a dominance of Cognitive vs. Emotional styles? Evaluative vs. Innovative? Practical vs. Idealistic? Are there some "holes" in the group?

Simply recognizing that you have similarities and differences in your Styles can help build mutual respect and understanding. This exercise can also give you insights into some aspects of your relationships. It can be very helpful to have a shared vocabulary for talking about these relationship dynamics.

Finally, review the "Tips for Others" on pages 9-16. These tips give some ideas about working effectively with each style. Discuss these tips. Do the Scientists in your group agree with this advice on working with them? Which points are most important to them? Etc. How can you work together more effectively by blending your Brain Styles?

3

Assets and Opportunities.

On your Brain Brief Profile, below the Profile section, you'll find two boxes indicating opportunities and assets. When you took the SEI assessment, there were actually two questionnaires: One on emotional intelligence (used to identify your Brain Style), the other on your current "Success Factors," specifically:

Success Factor	Definition
Decision Making	Capacity to select the most effective option
Influence	Capacity to motivate and involve others
Networking	Capacity to build multiple relationships to create alliance and support
Community	Capacity to maintain mutually caring connections to increase belonging
Health	Capacity to maintain optimal energy and functioning
Balance	Capacity to prioritize, manage stress and be fully present
Achievement	Capacity to accomplish meaningful goals
Satisfaction	Capacity to feel appreciation about one's life and efforts

In our research, we've found that scores on the SEI predict 55-60% of the variation in these success factors. For you, that means your Brain Style could be making a very large contribution to the Opportunities and Assets on your profile. Therefore, here are two key questions to consider:

Are there ways your Brain Style is undermining your success with these assets and opportunities?

How can you use the strengths of your Brain Style to build on your assets and opportunities?



What's Next?

Use this guide to learn more about your Brain Style. Then, review the recommendations on the previous pages.

Ready to go further? Here are three final recommendations:

1 Read More About Emotions

Six Seconds – The Emotional Intelligence Network – has a very active website with hundreds of articles about emotions and emotional intelligence. Start reading! www.6seconds.org/articles

2 Get Social

We have active groups on Facebook and LinkedIn (as well as Twitter feeds and a YouTube channel). Go to www.6seconds.org and scroll to the bottom. Connect!

3 Go Deeper.

The Brain Brief Profile is just one of many reports available from the SEI. At the bottom of your profile is the name and email of an EQ Practitioner who you can contact for more. Invest in a one-to-one coaching session with an in-depth SEI report for personalized, powerful feedback and support to identify your next steps.



Notes



The Brain Brief Interpretation Guide provides an introduction to Brain Style and the eight styles in the Brain Brief Profile.

Brain Brief is one of the Six Seconds Emotional Intelligence (SEI) tools:

www.6seconds.org/tools/sei

The Brain Brief is part of the SEI toolkit.

To go in-depth with EQ, become a *SEI Certified EQ Assessor* and access the full line:

SEI Strengths Report

SEI Development Report

SEI Leadership Report

SEI Leader's Development Guide

SEI Group / Comparison Group Reports

SEI-Youth Version

SEI 360

www.6seconds.org/certification