



The Emotional Intelligence Quick Book
Everything you need to know to put your EQ to work

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Authors' Bio: Dr. Travis Bradberry and Dr. Jean Greaves are cofounders of TalentSmart, Inc. They previously coauthored *Emotional Intelligence Appraisal*. Dr. Bradberry holds a dual Ph.D. in clinical and industrial-organizational psychology. Dr. Greaves holds a Ph.D. in industrial-organizational psychology.

Authors' big thought: In today's fast paced world of competitive workplaces and chaotic personal lives, each of us is searching for effective tools that can make our schedules, behaviors, and relationships more manageable. The *Emotional Intelligence Quick Book* shows us how understanding and utilizing emotional intelligence can be the key to exceeding our goals and achieving our fullest potential. People have been talking about emotional intelligence for a while, but somehow they haven't been able to harness its power. By understanding what emotional intelligence really is and how we can manage it in our lives we can begin to leverage all of that intelligence, education, and experience we've been storing up for years.

Part One: What is Emotional Intelligence, Really?

Chapter 1: The Discovery

- We have a choice in how we respond to emotions. Each of us takes in information from the world around us through the five senses. Everything we see, smell, hear, taste and touch travels through the body in the form of electrical signals. These signals pass from cell to cell until they reach their ultimate destination, the brain.
- Our sensations enter the brain in one place at the back near the spinal cord. Complex, rational thinking happens on the opposite side of the brain at the front. When the electric signals enter your brain, they must travel all the way across it before you can have your first logical thought about the event.
- This chasm in the mind between the entry of our senses and reason is a problem because between the two lies the limbic system. This is the area in the brain where emotions are experienced. Signals passing through the limbic system create an emotional reaction to events before they reach the front of the brain. The front of the brain can't stop the emotion "felt" in the limbic system. Instead, the two areas communicate constantly. This process of communication is the physical source of emotional intelligence.

- The fact that we experience the emotional response to an event first means that our primary feelings are strong motivators of behavior.
 - The location of the limbic system ensures that feelings play a role in every facet of our behavior.
 - When you practice emotional intelligence, the traffic flows smoothly in both directions. Increases in the traffic strengthen the connections between the rational brain and emotional centers of the brain. Your emotional intelligence is greatly affected by your ability to keep this road well traveled. The more you think about what you are feeling, and do something productive with that feeling, the more this pathway develops.
 - Most lapses in emotional intelligence come from a simple lack of understanding.
 - Harnessing the power of emotional intelligence at work and home is no longer a choice. In order to be successful and fulfilled today, you must learn to maximize these skills, for it is those who employ a unique blend of reason and feeling who achieve the greatest results.
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- Emotional intelligence is the “something” in each of us that is a bit intangible. It defines how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results.
 - Emotional intelligence taps into a fundamental element of human behavior that is distinct from your intellect. There is no known connection between IQ and EQ; you simply can’t predict emotional intelligence based on how smart someone is. Cognitive intelligence, or IQ, is not flexible. Emotional intelligence, on the other hand, is a flexible skill that is readily learned.
 - Personality is the final piece to the puzzle. It’s the “style” that defines each of us. Your personality is a result of your preferences, such as your inclination to introversion or extroversion. But like IQ, personality can’t be used to predict emotional intelligence. Also, like IQ, personality is stable over a lifetime.
 - You can use your personality to assist in developing your emotional intelligence, but the latter isn’t dependent on the former. Emotional intelligence is a flexible skill, while personality does not change. IQ, EQ, and personality, assessed together, are the best ways to explain what makes a person tick.
 - The four emotional intelligence skills tend to pair up under two primary competencies: *personal competence* and *social competence*. Personal competence is a result of your self-awareness and self-management skills. It’s your ability to stay aware of your emotions and manage your behavior and tendencies. Social competence is a result of your social awareness and relationship management skills. It’s your ability to understand people’s behavior and motives and manage your relationships.
 - Personal competence is the product of your ability in two important skills, self-awareness and self-management. These skills focus more on you individually than on your interactions with other people. *Self-awareness* is your ability to accurately perceive your emotions in the moment and understand your tendencies across situations. Self-awareness includes staying on top of your typical reactions to specific events, challenges, and even people. A keen understanding of your tendencies is important; it facilitates your ability to quickly make sense of your emotions. A high degree of self-awareness requires a willingness to tolerate the discomfort of focusing directly on feelings that may be negative. It is essential to address and understand your positive emotions as well.

- Emotions always serve a purpose. It's important to understand why your current circumstances are important enough to generate a certain reaction in you. People who do this can often cut to the core of a feeling very quickly. Situations that create strong emotions will always require more thought.
- *Self-management* is what happens when you act, or do not act. It is dependant on your self-awareness and it is the second major piece of personal competence. Self-management is your ability to use your awareness of your emotions to stay flexible and direct your behavior positively. This means managing your emotional reactions to situations and people. Some emotions cause a paralyzing fear. In such circumstances self-management is revealed by your ability to tolerate an exploration of your emotions. Once you understand and build comfort with the breadth of your feelings, the best course of action will show itself.
- *Social competence* focuses on your ability to understand other people and manage relationships. It is the product of emotional intelligence skills that come to life in the presence of others: *social awareness* is your ability to pick up on emotions in other people and understand what is really going on with them. This often means perceiving what other people are thinking and feeling even if you do not feel the same way.
- *Relationship management* is the product of the first three emotional intelligence skills: self-awareness, self-management, and social awareness. It's your ability to use your awareness of both your own emotions and those of others to manage interactions successfully. This ensures clear communication and effective handling of conflict.
- Relationship management is also the bond you build with others over time. People who manage relationships well are committed to their value and are able to see the benefit of connecting with many different people, even those they are not fond of. Solid relationships are a commodity that should be sought and cherished. They are the result of how you understand people, how you treat them, and the history you share.

Chapter 2: Amazing EQ

- Over the last decade, the authors have tested more than 500,000 people to explore the role emotions play in daily living and learn what works and what doesn't in the face of challenges. Their findings pinpoint three simple truths that capture the essence of emotional intelligence.
 1. The global deficit in understanding and managing emotions is startling. Only 36% of the people tested were able to accurately identify their emotions as they happen. Too often we lack the skills to manage our emotions in the heat of the challenging problems we will face. Good decisions are made using self-knowledge and emotional mastery when they're needed most. Stress and interpersonal conflict are glaring evidence of the trouble most people have understanding and managing their emotions. More than 70% of those tested have difficulty handling stress. Conflicts at work tend to fester as people passively avoid problems or confront them so aggressively that situations are blown out of proportion. Most organizations perpetuate an environment that stifles emotional intelligence.
 2. Gender is a common framework for assigning labels to emotion. Their analysis of emotional intelligence by gender suggests something different. Women, on average, have an overall emotional intelligence score that is four points higher than men's. This difference is large enough to suggest that women typically express (not to be confused with possess) more skill in using emotions to their benefit. Women outscore men in three of the four emotional

intelligence skills, including self-management, social awareness, and relationship management. Self-awareness is the only skill for which the scores are equal by gender. The largest gap occurs in relationship management, with women scoring a full 10 points higher than men. There is essentially no difference among the average scores of various professions. The only groups of people to score higher than others are those working in customer service.

3. The relationship between emotional intelligence and job title is the most dramatic. Middle managers stand out, with the highest emotional intelligence scores in the workforce. Beyond middle management there is a steep downward trend in emotional intelligence scores. CEOs, on average, have the lowest emotional intelligence scores. Emotional intelligence skills are more important to job performance than any other leadership skill.
 - The impact of emotional intelligence is significant. Unaddressed emotions strain the mind and body. Your emotional intelligence skills help make stress more manageable by enabling you to tackle tough situations before they become unmanageable.
 - Emotional intelligence has a tremendous impact on people's happiness and contentment. The direct connection between emotional intelligence and a sense of well-being underscores how critical it is that we notice our emotions, remain aware of them, and use them to guide our behavior. The more you exercise your emotional intelligence skills, the more you will get out of life.
 - Scores of recent research studies have indicated an important link between emotional intelligence and susceptibility to disease. Emotional intelligence skills can also help speed the body's recovery from disease. Emotional intelligence has a strong influence in health-related concerns because it reduces stress in the face of trying situations. Emotional intelligence skills strengthen your brain's ability to cope with emotional distress. This resilience keeps your immune system strong and helps protect you from disease.
 - The authors have tested emotional intelligence alongside thirty-three other important workplace behaviors and found that it subsumes the majority of them, including time management, motivations, vision, and communication. It's the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence. 90 percent of high performers are also high in emotional intelligence. On the flip side, only 20 percent of low performers are high in emotional intelligence.
 - Organizations as a whole benefit from emotional intelligence. When the skills of thousands of people in a single company are increased, the business itself leaps forward. Emotional intelligence skills drive leadership, teamwork and customer service.
 - If a company can generate contagious energy around a single concept, it fuels a culture in which people can thrive. When people build their emotional intelligence, they perform better, treat one another better, and get more out of going to work. It helps create an environment in which everyone wins.

Part Two: Discover Your Emotional Intelligence

Chapter 3: The Emotional Intelligence Appraisal

- When you test people for emotional intelligence you quickly learn that they tend to take their results very seriously.

- An emotional intelligence test provides an objective evaluation of behavior. When you know your score, the experience of developing emotional intelligence is more real, relevant, and personal.
- Your profile will help you understand your strengths as well as the skills that will provide you with the greatest opportunity for improvement. Your results will benefit your self-awareness and open the door to change.
- The test will tell you which skills are your strengths and which areas can use improvement. You will learn more about your tendencies and behavior than you could on your own. Your profile will provide an overall emotional intelligence score, scores for personal and social competence, and scores in each of the four emotional intelligences skills – self-awareness, self-management, social awareness, and relationship management. The results highlight specific actions that are most critical to increasing your emotional intelligence.
- Unlike regular intelligence and personality, your emotional intelligence is a flexible skill that you can choose to improve. When you work to improve your emotional intelligence, it will take a few months to begin seeing a lasting change. Shifting your focus to emotional intelligence can give you a new perspective which will make it hard not to change.
- The human mind can focus effectively on only a few behaviors at a time. You should work on one emotional intelligence skill at a time; that will require you to focus on changing a few key behaviors to get results. Also, the four emotional intelligence skills have a good deal of overlap with one another. If you begin working on self-management, your other skills are likely to improve as well.

Part Three: How to Increase Your Emotional Intelligence

Chapter 5: Changing Your Mind

- Learning leaves a physical mark on the brain at any age.
- Your emotional intelligence is a product of the amount of communication between the rational and emotional centers of your brain. When you practice your emotional intelligence skills, you strengthen this pathway.
- Every time you are enticed into adopting a new behavior, you do so because you are motivated by the effects of emotion. In order for a new behavior to last, you have to practice it enough to make it permanent. You have to train your brain to adopt the behavior, and that comes only with practice. Once you train your brain it becomes a habit.
- You won't increase your emotional intelligence simply by deciding to do things differently. You'll have to practice new behaviors repeatedly before they'll become your own. This process will strengthen the pathway between your emotions and your reason. Repetition of new, more emotionally intelligent behaviors will move you out of the phase of temporary motivation and into a lasting skill you can call your own.

Chapter 6: Building Your Skills

- The authors' research showed that the biggest obstacle to increased personal competence is the tendency to avoid the discomfort that comes from increasing your self-awareness. Leaning into your discomfort is the only way to change. You cannot manage yourself adequately if you ignore what you need to do to change. Ignoring your feelings does not make them go away; it just helps them to surface again when you least expect it.

- After the first few times you allow yourself to focus on discomfort, you will quickly find that the discomfort isn't so bad, it doesn't ruin you, and it reaps rewards.
- The surprising thing about increasing your self-awareness is that just thinking about it will help you change, even though much of your focus will initially be on the things you do "wrong". Your emotional "mistakes" tell you what you should be doing differently and provide the steady stream of information you need to understand yourself as life unfolds.
- Feeling a range of emotions is not the same as self-awareness. To accurately recognize an emotion, you also have to pay attention to your internal thermostat – the thoughts and physical signs that accompany a feeling. High self-awareness is recognizing the sensations that you feel and being able to name which emotion is happening.
- Working on emotional intelligence skills requires that we take responsibility for our part of the difficulties we face.
- Practicing emotional intelligence skills is how we become sophisticated in our ability to spot and use emotions to our advantage in every situation possible.
- People high in emotional intelligence have been leaning into their discomfort, making mistakes, practicing, and getting better at their skills for years.
- Self-management is more than resisting explosive or problematic behavior. Obvious and momentary opportunities for self-control are the easiest to spot and manage. Real results come from putting your momentary needs on hold to pursue larger, more important goals. Success comes to those who put their needs on hold and continually manage their tendencies.
- Leaning into the discomfort of self-management also includes planning for the discomfort ahead of time. Just as preparation for a marathon leads to better performance, preparation for a difficult situation improves your ability to manage yourself in the moment.
- When you can't plan ahead because the discomfort of an emotion surprises you, pause before doing anything in response to it. You might need a few seconds, a day, or weeks.
- Managing your tendencies requires you to have some perspective on an emotion-arousing situation and then acting on it.
- Talking to yourself may seem an odd piece of advice, but self-talk is a powerful method for taking control of your next move, even your next emotion.
- Talking to others is also a great way to understand and manage your tendencies. Ask for advice from someone who may see your behavior a little more objectively. You may want to get third and fourth opinions. Other people can give you all the information you need to manage your tendencies and take yourself in the direction you want to go.

- Listening is the most important thing you can do to build social awareness. It's also really hard work and requires a unique blend of self-management and multitasking.
- To listen well, we have to stop doing many things we like to do. We have to stop talking, stop the monologue that may be running through our mind, stop anticipating the point the other person is about to make, and stop thinking ahead to what we are going to say next.
- Your silence and attention are all it will take to get the other person talking. When you remove all the discouraging barriers from conversation, people feel respected and heard.
- Most of us take in the majority of information about our interactions through just two of our senses, hearing and seeing. Your sixth sense is your perception of emotions, and it's the most important way of gathering information during an interaction with another person.

- One thing you can do to learn to listen so people will talk is to become an anthropologist and watch others in their natural state without letting your own thoughts and feelings disturb the observation. You can play the anthropologist anytime by keeping surveillance on your mind.
- It takes practice to identify what another person is feeling and understand how those feelings are influencing his or her behavior. This is the challenge in developing the social awareness skills of social competence.
- To develop your social awareness skills, all you have to do is pay attention to their body language, tone and volume of voice, and speed of movement. These will give you the information you need to determine how they are feeling. Be sure to ask questions when you aren't sure what's going on with the other person. It's an easy way to improve the accuracy of your perception, and it makes people feel good to know you are paying attention.
- If you want people to listen, you have to practice relationship management and seek benefits from every relationship, especially the challenging ones. The difference between an interaction and a relationship is a matter of frequency. It's a product of the quality, depth, and time you spend interacting with another person.
- Discover the role emotions play in your interactions with others. Emotions play a part in every discussion between people, no matter how light. If you notice when your feelings are taking over, you will be much less confused by the interaction.
- There will always be times when bringing up an emotion is a mistake, but you can usually recognize these situations by using your social awareness skills.
- The goal is to find a balance among what you hear being said, how it is being said, and the feelings that are emanating from both parties.
- To find out how emotions are involved in every interaction between two people, tune in to even the most benign events.
- There is no middle ground for emotions. When they happen, they have either a positive or negative impact on every interaction between two people. Therefore, it is always important to show when you care. People like people who like them, and they enjoy positive feedback. Whenever you show you care, you help other people to better understand what is important to you. The extra time you take to offer help, support, encouragement, or interest will be time well spent.

Part four: Going Places

Chapter 7: Bringing Emotional Intelligence to Work

- Emotions don't stay home just because we head to work. They stick with us all day like an annoying bunch of backseat drivers.
- Understanding and managing your emotions is the only way to get the most from each day and head where you want to go in your career.
- The moments that shape our careers are often those when we must choose between right and right. When there is no right or wrong answer, emotions are critical. They are the deciding factor that enables us to choose one direction or the other. If you use your emotional intelligence skills at work, they will steer you through the important decisions that will define your career.

- Taking emotional intelligence to work means becoming more adept at noticing emotions you feel in a variety of situations, getting better at managing the feelings that get in your way, and giving yourself permission to practice new behaviors.
- Communication and conflict are paired because they are practically mutually exclusive. The key is to work through issues and important problems before they grow to the point that they are considered to be conflicts.
- Conflict results from avoiding an issue and failing to address it constructively head on. Interpersonal conflicts, like all out problems, need to be addressed when they are big enough to see, but small enough to solve.
- Quiet conflict grows with unspoken signals, backhanded comments, and bubbling tension. Quiet conflict feeds off of a lack of communication and a lack of effort to understand why the other person is defensive or seething. Quiet conflict is the result of issues that fester long enough to let emotional involvement grow beyond the point of acting rationally. Damaged pride and hurt feelings are the first signs of quiet conflict.
- Just as a person has emotional intelligence skills, a group of people working as a team have a collective emotional intelligence.
- Team emotional intelligence is a group's style of relating to one another, making decisions, and responding to other groups in the organization. Members of emotionally intelligent teams get better results and experience deeper satisfaction from working together. Team emotional intelligence focuses heavily on management skills: managing the emotions of the team members, and managing the relationships that the team has with outside individuals and groups. The core awareness skill is simply being able to identify and understand emotions as they surface among group members.
- The four core team emotional intelligence skills are emotional awareness, emotion management, internal relationship management, and external relationship management.
- Team *emotional awareness* is the team's ability to accurately perceive the emotions that influence the group. This includes recognizing how each team member tends to respond to specific situations and people. Tendencies are repeated patterns of responding when emotions surface in the group. The team members should explore the group's tendencies with emotions in order to build their emotional awareness skills.
- There are unspoken rules about how much or how little emotions can be acknowledged and explored. The emotionally aware team recognizes important emotional signals as key information that should be used to help get results.
- Team *emotion management* is the team members' ability to use their awareness of the group's emotions as a whole to be flexible and direct behavior in a positive direction. This means managing the collective emotional reactions of the team in response to a given situation. Teams that can manage these tendencies are far more productive than those that cannot.
- Team emotion management is one of the more difficult team emotional intelligence skills because most of the members of any group are not yet comfortable managing their emotions publicly or discussing emotions in a group setting. It requires a group of people to work together to spot when emotions are steering their progress. They have to stop and ask themselves if their progress will be helped or hurt by bringing their emotions to the surface.

- Managing emotions as a group requires noticing when emotions are playing a role and managing them so the team can move forward.
 - *Internal relationship management* refers to the team members' ability to interact effectively with one another in order to respond well to difficult or challenging situations. This is the sum of each team member's ability to interact constructively with all other team members.
 - Efforts at managing relationships within the group serve to strengthen the bond between team members. Team members who manage relationships with the rest of the group, both during and outside meetings, minimize the challenges that come up when emotions are strong.
 - A team's internal relationship management skills are strengthened by the ability of each team member to practice social competence. The team's performance is enhanced when each team member takes responsibility for being aware of his or her emotions.
 - During team meetings, self-management and social awareness are critical for everyone in the room to avoid problems such as interrupting or ignoring people or putting them down.
 - *External relationship management* is the team's ability to act effectively as a group across organizational boundaries. The team that can proactively welcome the advice and concerns of another group that has the power to make a go/no-go decision is the team that is using external relationship management skills to its benefit. These relationships often propel a team's objectives forward, and teams that pay no attention to it often lag down the path to their goals. Very often, teams focus solely on relationships within the group, and this creates pitfalls for them in the long-run.
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- It has been demonstrated that emotionally intelligent teams achieve their goals and contribute more to the success of organizations than those that are not. Training in emotional intelligence skills improves a team's job performance and emotional intelligence scores. It improves a group's ability to focus and brings its performance into line with that of teams that are already high in emotional intelligence.
 - Team emotional intelligence means that members of the team have and use emotional intelligence skills for the good of the group.
 - Team members must take time to get to know one another before they can understand one another. One popular technique is to conduct an off-site meeting to discover more about one another's values, interests, talents, and styles.
 - Uncomfortable interactions happen for a reason. Teams need to take the time to discover the reason. If one team member is uncomfortable, revisiting, or reacting, his or her discomfort should be acknowledged and the person should be told that the entire team is seeking to understand.
 - Usually, the group members will be relieved that they do not have to play along with something they do not agree with or hide their true opinions. A more constructive, or at least genuine, discussion can then follow.
 - When things are uncertain, someone in the group should reinforce the team's confidence in its ability to succeed. Together, team members should focus on what the group can control. They should remind one another of the larger goal and its greater importance than the current disappointment or frustration.

- Group members can take matters into their own hands to improve their team's emotional intelligence and achieve its greatest goals.

Chapter 8: Taking Emotional Intelligence Home

- An emotionally intelligent relationship is driven by two people who focus their energy on repairing their disagreements. Repair means showing love and respect for each other despite the dilemma.
- Repairs take many forms, but all are aimed at moving the argument to resolution. Repairs are the biggest sign that emotional intelligence skills are being used in a relationship. A repair will not solve the disagreement. It is an act of moving beyond the expression of anger, resentment, and hostility toward your partner.
- The first hope for a successful repair comes from your own self-awareness. Focus your energy on understanding your emotions. If you find that your emotions are so strong that you can't think clearly, it is probably best to save the discussion for later. If you are composed enough to have some perspective on the situation, you can initiate the next step in a repair.
- Use your social awareness skills to focus your thoughts on what things must be like from your partner's point of view. You have to show your partner that you care about how things look from his or her point of view, even if you do not agree with his or her perspective. Showing respect for our partner's opinions whether they are right or wrong, is the key to compromise.
- To repair properly, arm yourself with the knowledge that many attempts will crash and burn. Couples with the best skill at repairing disagreements are those who try to do so most often.
- When repair attempts are always one-sided, the relationship usually fails. When you talk to your partner about repairs, you develop an understanding that you will both use them during your next argument.
- Use your emotional intelligence skills to discuss and repair arguments. You must know yourself and understand your feelings throughout the argument. This means being self-aware enough to recognize when you can tolerate initiating a repair.
- A parent has the single greatest opportunity to influence his child's emotional intelligence. A parent's guide in understanding and processing emotions is the driving force behind a child's ultimate ability to demonstrate emotional intelligence.
- There is no guarantee of consistency between how we behave in our personal life and our professional life. A sincere motivation to develop emotional intelligence skills can, and should, cross the artificial boundary that so many of us erect between how we are at work and how we are at home.
- When you refrain from yelling, your child will also. When you notice and ask about your child's sad feelings, your child will learn to show sympathy for friends.
- Parents who practice emotional intelligence with their children raise girls and boys who are happier and better socially adjusted, get better grades, and later achieve a higher level of professional success. Children who increase their emotional intelligence skills decrease their levels of truancy and delinquent behavior.

- If you model emotional intelligence for your children, they will develop the skills they need to get along better with others, and they will experience a greater level of success that will last into adulthood.
- Each phase of raising children is characterized by strong emotions that surface in new ways. At every age, emotions catch developing children and parents by surprise. To develop emotional intelligence skills, your child must feel permitted, even invited, to experience these emotions fully and learn to understand them. To help children understand their emotions, you first have to make it okay for them to have them. Embracing your child's emotions is hardest to embrace when it's needed most. Your tone, your speed in acting, and even what you do teaches your child about emotions. A response that shows you understand your child's anger will teach him more about controlling himself the next time than grabbing him by the arm and dragging him out of the room.
- Your job is to model comfort with emotion and coach your child through doing something productive with them. As their parent using your emotional intelligence skills increases the likelihood that you children will do the same when faced with challenges.
- Coaching a child through her emotions is every bit as challenging and uncomfortable as facing your won. Emotional intelligence offers a profound opportunity to build a new perspective on everything that is important in your life. Increasing your emotional intelligence is simply a matter of waking up to the motions that drive you. When you know them well, you can make your own decisions about where they will take you.

Recommendation: Thinking differently for just a split second in response to a challenge can take you down a fresh path. This is a simply written but powerful book discussing one of the most important tools for personal growth and development.

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About the reviewer: Frumi Rachel Barr, MBA, PhD

Many CEO's find themselves asking "What now?" to sensitive situations that only an experienced former CEO can understand. Frumi is brought in to solve problems and often remains to work with you, as your confidante and secret weapon. She has an uncanny knack of getting to the heart of your corporate climate and maximizing your team's performance, profitability and sustainability.

To schedule a free ***Break From the Pack to Success*** consultation email ceoconfidante@frumi.com or call 949-729-1577