



The EQ Edge
Emotional Intelligence and Your Success

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Author's big thought: The EQ Edge is one of the few books that not only clearly defines what emotional intelligence is and how it differs from IQ, but also tells readers what practical steps they can take to enhance their emotional intelligence quotient. The authors believe that based on their knowledge and experience, that reading and putting into practice the materials in this book, you can and will gain new insights into yourself and others that will enable you to change for the better and achieve greater success in your life.

Introduction

The appearance in 1995 of Daniel Goleman's *Emotional Intelligence: Why it can Matter More than IQ* generated a flood of interest in the role that emotional intelligence plays in our lives. Goleman elegantly surveyed years of research into psychological functioning and interpersonal skills, presenting his case to general readers in a coherent and accessible way. The response was seismic. At long last, the so-called soft skills that did so much to determine our success were rescued from the fringe and seriously considered by mainstream educators, business people and the media.

Emotional intelligence is not a fad or a trend. Nor is it quite as new as many people believe. This book explains the work of Dr. Reuven BarOn who began work in this field in 1980.

In the past 5 years, MHS, in cooperation with Reuven and other researchers worldwide, has administered the EQ-I (an instrument called the Emotional Intelligence Inventory) to almost 42,000 people in 36 countries, building up a voluminous databank and uncovering incontrovertible links between emotional intelligence and proven success in people's personal and working lives.

Part One: The EQ Explosion

Chapter One: Exploring Emotional Intelligence

- IQ is a measure of an individual's intellectual, analytical, logical and rational abilities. As such, it's concerned with verbal, spatial, visual and mathematical skills. It gauges how quickly we learn new things; focus on tasks and exercises; retain and recall objective information; engage in a reasoning process; manipulate numbers; think abstractly as well as analytically; and solve problems by the application of prior knowledge.
- Everyone knows people who would send an IQ test sky high (the average is 100), but who can't quite make good in either their personal or working lives. They rub others the wrong way; success just doesn't seem to pan out. Much of the time they can't figure out why.
- The reason why is that they're lacking in emotional intelligence. Reuven Bar-On called it "an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures."
- In other words, it's a set of skills that enables us to make our way in a complex world – the personal, social, and survival aspects of overall intelligence, the elusive common sense and sensitivity that are essential to daily functioning. Emotional intelligence is what we commonly refer to as "street smarts," or that uncommon ability we label "common sense".
- Another major difference between cognitive and emotional intelligence is that IQ is pretty much set. It tends to peak when a person is 17, remains constant throughout adulthood, and wanes during old age.
- EQ however is not fixed. A study of almost 4000 people in Canada and the United States concluded that EQ rises steadily from an average of 95.3 (when you are in your late teens) to an average of 102.7 (where it remains throughout your 40s). Once you are past 50, it tapers off a bit. The same patterns holds true for men and women.
- You can do more about your feelings and behaviors whenever you wish, because emotional intelligence is so specific. You can work on specific challenges as they arise in any of the EQ-i's 15 component scales.
- EQ is not aptitude, which concerns a person's ability to perform well in a particular skill or activity or discipline. It isn't achievement, which concerns specific sorts of performance. It isn't vocational interest.
- Nor is EQ personality – the unique set of traits that help form a person's characteristic, enduring and dependable ways of thinking, feeling and behaving.
- Personality is the concept most often confused with emotional intelligence, but it differs in two important ways. First like IQ, the traits that comprise our personalities are fixed (also called static). This enables personality tests to divide people into "types".
- Emotional intelligence is made up of short term, tactical, "dynamic" skills that can be brought into play as the situation warrants. Thus the building blocks of emotional intelligence can be improved by means of training, coaching and experience.
- Reuven Bar-On arrived at a way to capture emotional intelligence by dividing it into five blanket areas or realms, and 15 subsections or scales.
- The ***Intrapersonal Realm*** concerns your ability to know and manage yourself. It embraces *Self-Awareness* - the ability to recognize how you're feeling and why you're feeling that way and the impact your behavior has on others; *Assertiveness* - the ability to clearly express your thoughts and feelings, stand your ground and defend a position; *Independence* - the ability to be self-directed and self-controlled, to stand on your own two feet; *Self-Regard* - the ability to

recognize your strengths and weaknesses and to feel good about yourself despite your weaknesses; and *Self-Actualization* - the ability to realize your potential and feel comfortable with what you achieve at work and in your personal life.

- The **Interpersonal** Realm concerns your "people skills" - your ability to interact and get along with others. It is composed of three scales. *Empathy* is the ability to understand what others might be feeling and thinking. It is the ability to view the world through another person's eyes. *Social Responsibility* is the ability to be a cooperative and contributing member of your social group. *Interpersonal Relationships* refers to the ability to forge and maintain relationships that are mutually beneficial and marked by give-and-take and a sense of emotional closeness.
- The **Adaptability** Realm involves your ability to be flexible and realistic, and to solve a range of problems as they arise. Its three scales are *Reality Testing* - the ability to see things as they actually are, rather than the way you wish or fear they might be; *Flexibility* - the ability to adjust your feelings, thoughts and actions to changing conditions; and *Problem-Solving* - the ability to define problems, then move to generate and implement effective, appropriate solutions.
- **Stress Management** concerns your ability to tolerate stress and control impulses. Its two scales are *Stress Tolerance* - the ability to remain calm and focused, to constructively withstand adverse events and conflicting emotions without caving in; and *Impulse Control* - the ability to resist or delay a temptation to act.
- **The General Mood** Realm also has two scales. *Optimism* is the ability to maintain a realistically positive attitude, particularly in the face of adversity; *Happiness* is the ability to feel satisfied with life, to enjoy yourself and others, and to experience zest and enthusiasm in a range of activities.

Part Two: The Intrapersonal Realm

This realm of emotional intelligence concerns what we generally refer to as the "inner self." It determines how in touch with your feelings you are, how good you feel about yourself and about what you're doing in life. Success in this area means that you are able to express your feelings, live and work independently, feel strong, and have confidence in expressing your ideas and beliefs.

Chapter Three: Emotional Self-Awareness

Definition: The ability to recognize your feelings and to differentiate between them, to know what you are feeling and why and to know what caused the feelings. Serious deficiencies in this area are found in those with alexithymia (the inability to express feelings verbally).

- Emotional self-awareness is crucial for success, whatever our role. Why? Because if we cannot recognize how we are feeling, if we cannot take our "emotional temperature," we are at risk of behaving in demeaning, angry, belittling, and belligerent ways that will turn others off.
- Self-awareness is a critical foundation of emotional intelligence because what we are unaware of we cannot change, and self-awareness is the first step in modifying our otherwise alienating behaviors. To do so, we must be conscious of what we are feeling and the impact these feelings have on others; otherwise, we will be unsuccessful in building key relationships.
- Without self awareness, we will fail to notice when we are feeling stress, we will weaken whatever capacity for empathy we may have and we will be compromised in our ability to offer sensitively delivered verbal communications.

- Mastering this one over-arching skill will empower you to work toward improvements in all of emotional intelligence's other areas. Without it, you'd get no feedback; you'd be unable to monitor your progress, and your chances of achieving your goals would be severely impeded.
- The goal of emotional self-awareness isn't to analyze our emotions to death, to unduly suppress them or do away with them altogether. But we must strive to be conscious of what we feel and why we feel the way we do, so that we aren't driven blindly by internal forces or pushed into self-defeating behavior by default, for want of the requisite information.
- If we learn to interpret correctly the events that stimulate debilitating self-talk, we can, with practice, learn to alter what we tell ourselves when we see the activating event coming.
- You can also be alert to tangible signals that your anger is rising: body signs such as shoulder tension and a raised voice. Knowledge is power and self-knowledge is premium power that leads to successful emotional management.

Chapter Four: Assertiveness

Definition: Assertiveness is composed of three basic components:

1) the ability to express feelings (for example, to accept and express anger, warmth and sexual feelings);

2) the ability to express beliefs and thoughts openly (being able to voice opinions, disagree and take a definite stand, even if it is emotionally difficult to do so and even if you have something to lose if you do so); and

3) the ability to stand up for personal rights (not allowing others to bother you or take advantage of you).

- Assertive people are not over-controlled or shy – they are able to express their feelings (often directly) without being aggressive or abusive.
- Success means achieving what you set out to attain. Assertive people are positioned to achieve their goals in part because they tell others what they want, what they believe in or how they feel in a clear, unambiguous way, while considering and respecting other positions. And they stand their ground when others offer resistance. This combination of clearly articulating what they want and where they stand while being respectful of the needs of others increases the probability that they will obtain their wishes.
- The ability to act with a proper degree of assertiveness breaks down in three ways. First, you must have sufficient self-awareness to be able to recognize feelings before you express them. Second, you must have sufficient impulse control to express disapproval and even anger without letting it escalate into fury, and to express a range of desires in the appropriate way, with the appropriate intensity. Third and last, you must stand up for your own rights, your own causes and deeply held beliefs.
- Success eludes passive people because they are often not clear in their own minds about what they want, and they certainly have difficulty expressing their wishes or needs clearly and unambiguously to others. Passive people also cave in, change their minds or take back their requests at the slightest sign of resistance.
- Aggressive people have trouble achieving their goals because, although they may be clear about what they want or where they stand, they put forth their wishes and beliefs in ways that

are disrespectful, inconsiderate or belittling of others. As a result, those around aggressive people perceive them as destructive, self-centered, self-serving or angry, and either avoid them or agree to go along with them under pressure, but ultimately withdraw support or sabotage them.

- Assertiveness is full of benefits. It's really quite liberating. It opens up many new possibilities and does indeed "win friends and influence people," bringing you into closer and more honest contact with those you meet. When you're assertive, even in an unpleasant or uneasy situation, the other person feels respected and accepted, not put down.
- Being assertive means that you must constantly bear other people and their reactions in mind.

Chapter Five: Independence

Definition: The ability to be self-directed and self-controlled in your thinking and actions and to be free of emotional dependency. Independent people are self-reliant in planning and making important decisions. They may, however, seek and consider other people's options before making the right decision for themselves in the end; consulting others is not necessarily a sign of dependency.

- Independent people are able to function autonomously – they avoid clinging to others in order to satisfy their emotional needs. The ability to be independent rests on one's degree of self-confidence and inner strength and the desire to meet expectations and obligations without becoming a slave to them.
- People who crave acceptance at any cost and are scared stiff of giving the slightest offense have grave difficulty exercising independence.
- At its core, independence reflects a pervasive sense of autonomy: the ability to pursue your own thinking and go after your own self-determined goals. If you cannot define what you want, cannot figure out how to get there or cannot be definitive, you will be hampered in your pursuit of success.
- Independent action involves a degree of risk and sometimes you'll do or say the wrong thing. Learn from these situations, forgive yourself for them and don't let them hinder you in the future. Making mistakes is profoundly human.
- Independence is also linked with self-regard – when you feel better about yourself, others respect you more. Making decisions and acting upon them, then following through to deal with the consequences, are important to success. The more you practice, the better you become, and the more your confidence will rise.

Chapter Six: Self-Regard

Definition: The ability to respect and accept yourself as basically good. Respecting yourself is essentially liking the way you are. Self-regard is the ability to appreciate your perceived positive aspects and possibilities as well as to accept your negative aspects and limitations and still feel good about yourself. It's knowing your strengths and weaknesses, and liking yourself, "warts and all."

- This conceptual component of emotional intelligence is associated with general feelings of security, inner strengths, self-assuredness, self-confidence and feelings of self-adequacy. Feeling sure of oneself is dependent upon self-respect and self-esteem, which are based on a fairly well developed sense of identity.

- People with good self-regard feel fulfilled and satisfied with themselves. At the opposite end of the continuum are feelings of personal inadequacy and inferiority.
- What makes self regard important for life success? In their research, the authors found that many people who are satisfied with their life and accomplishments score high in self-regard.
- They are accurate at gauging and appreciating their strengths and weaknesses.
- Getting a handle on your strengths helps build them even more.
- Really successful people know what they're not good at. They decide whether to work at improving themselves in those areas or to surround themselves with others who can compensate for their weaknesses.

Chapter Seven: Self-Actualization

Definition: The ability to realize your potential capacities. This component of emotional intelligence is manifested by becoming involved in pursuits that lead to a meaningful, rich and full life. Striving to actualize your potential involves developing enjoyable and meaningful activities and can mean a lifelong effort and an enthusiastic commitment to long-term goals.

- Self-actualization is an ongoing, dynamic process of striving toward the maximum development of your abilities and talents, of persistently trying to do your best and to improve yourself in general.
- Excitement about your interests energizes and motivates you to continue these interests. Self-actualization is affiliated with feelings of self-satisfaction.
- What does self-actualization have to do with success in life? The most successful and happy people are those in tune with the things that excite them. They tend to have goals or areas of interest that they pursue with vigor.
- The most successful salespeople tend to score high in self-actualization. This makes sense. If you're generally interested and involved in a wide variety of activities, you'll connect with a wide variety of clients.
- Self-actualization involves being satisfied with where you are in life – satisfied with all your achievements, at work, at play and in relationships.
- Living life to the fullest means, in daily practice, two things. First, self-actualization is the ability to love our work. If you fit this description, you're going to perform as well as possible all the time, because work becomes a pleasure.

Part Three: The Interpersonal Realm

This realm of emotional intelligence concerns what are known as people skills. Those who function well in this area tend to be responsible and dependable. They understand, interact with and relate well to others in a variety of situations. They inspire trust and function well as part of a team.

Chapter Eight: Empathy

Definition: The ability to be aware of, to understand and to appreciate the feelings and thoughts of others. Empathy is “tuning in” (being sensitive) to what, how and why people feel and think the way they do. Being empathic means being able to “emotionally read” other people. Empathetic people care about others and show interest in and concern for them.

- The power of empathy is that if you can grasp what another person is thinking and feeling – even if it differs wildly from your own perspective- and put your comprehension in words, the other person feels understood. This offsets any degree of tension that exists between the two of you and forges a strong bond of collaboration that helps you get what you want: to solve problems and create successful interpersonal relationships.
- When a relationship is an effective collaboration, you maximize your ability to get what you want or need from the other party.
- There are three misconceptions about empathy:
 - 1) People confuse empathy with being nice.
 - 2) Many people confuse empathy with sympathy. They are different – sympathy puts the speaker first, by putting into words our reactions to and feelings about another person’s situation. Empathic statements begin with the word “you”.
 - 3) Some people believe that by making an empathic statement, they’ll seem to be agreeing with or approving of the other person’s position, when in fact they may be opposed to it. Empathy is simply an acknowledgment that the other party holds that viewpoint. By expressing empathy, you admit its existence without passing judgment on its validity.
- It’s a mistake to assume too much about anyone – whether a stranger or a friend. That’s why what we call ‘excavating questions’ are an important prelude to expressions of empathy.
- To express empathy, you need to elicit and pay close attention to two types of information: the words another person uses to describe thoughts and feelings, and those used to describe desires and expectations.

Chapter Nine: Social Responsibility

Definition: The ability to demonstrate that you are a cooperative, contributing and constructive member of your social group. This component of emotional intelligence involves acting in a responsible manner, even though you might not benefit personally, doing things for and with others, accepting others, acting in accordance with your conscience and upholding social rules.

- Socially responsible people have social consciousness and a basic concern for others, which is manifested by being able to take on community-oriented responsibilities.
- They possess interpersonal sensitivity and are able to accept others and use their talents for the good of the collective, not just the self.
- People who are deficient in this ability may entertain antisocial attitudes, act abusively toward others and take advantage of others.
- Being successful is not a solo activity. Real success comes from being a valued, contributing member of a social group. Caring about and sharing with others, no matter how rich or poor you are, gives real meaning to your life and your success.
- Social responsibility has always made good sense, but only recently has it made good business sense as well – witness the courses in corporate ethics now prevalent at every major business school.
- The best news about social responsibility is that – because it’s directed outward – it’s perhaps the easiest component of emotional intelligence to change.
- Being socially responsible has a demonstrable upside; it tends to pay off big and sometimes unexpectedly for modest effort. By helping others you often gain more meaning in your own

life. By focusing on the more serious problems and dilemmas of others, you gain new perspective on your own.

Chapter Ten: Interpersonal Relationships

Definition: The ability to establish and maintain mutually satisfying relationships that are characterized by intimacy and by giving and receiving affection. Mutual satisfaction includes meaningful social interchanges that are potentially rewarding and enjoyable and characterized by give and take. Positive interpersonal relationship skill is characterized by sensitivity toward others. This component of emotional intelligence is not only associated with the desire to cultivate friendly relations with others but with the ability to feel at ease and comfortable in such relations and to possess positive expectations concerning social intercourse.

- There are very few, if any, successful hermits. Part of success is the ability to cultivate and develop meaningful relationships with others. Close interpersonal relationships add to the richness of life and provide valuable support in times of need.
- In many occupations, good relationships with a wide range of other people are necessary and expected. If large numbers of people in a given field are all more or less on par in terms of their professional competence, what could enable some of them to move ahead of the pack?
- As with every component of emotional intelligence, there are specific skills involved- and once again, the good news is that they can be learned, as proven by noted psychologists Samuel Turner and Deborah Beidel, who developed a program, known as *Social Effectiveness Training*. Their program is divided into three parts. The first involves becoming aware of your social environment; it teaches you when, where and why to begin and end a series of interactions. The second part, interpersonal skills enhancement, covers verbal and non-verbal aspects of these interactions- how to be a good listener, how to switch topics, and so on. The third part centers on presentation skills. If you're comfortable talking to a group of people, you have a far better chance to develop useful networks and cultivate long-lasting, meaningful relationships.
- Selecting a topic for conversation is important. Three general areas can be regarded as "safe" to discuss: current events, careers and shared interests. With strangers, the idea is to draw them out by asking questions that begin with specifics (how long have they been coming to wherever you happen to be) and move to more open-ended queries (what other places have they been).
- Another important conversational skill is the ability to change topics smoothly and appropriately. Be alert to clues that it's time to do so.
- Give and take is the key to building successful relationships.
- Knowing where to meet people is the first step. Next you have to initiate contact, by recognizing the cues that suggest another person is interested in pursuing matters. Conversation leads to invitation, starting with smaller, non-committal activities.
- Once you've established a relationship with someone, the next phase involves continued contact in person, by phone, or by email. By staying in touch, you give the new friendship time to develop and grow.

Part Four: The Adaptability Realm

This realm of emotional intelligence concerns your ability to size up and respond to a wide range of difficult situations. Success in this area means that you can grasp problems and devise effective solutions, deal with and resolve family issues and meet conflicts within your social group and in the workplace.

Chapter Eleven: Problem-Solving

Definition: The ability to identify and define problems as well as to generate and implement potentially effective solutions. Problem solving is multiphasic in nature and includes the ability to go through a process of

- 1) sensing a problem and feeling confident and motivated to deal with it effectively;
 - 2) defining and formulating the problem as clearly as possible (e.g. gathering relevant information);
 - 3) generating as many solutions as possible (e.g. brainstorming);
 - 4) making a decision to implement one of the solutions (e.g. weighing the pros and cons of each possible solution and choosing the best course of action);
 - 5) assessing the outcome of the implemented solution; and
 - 6) repeating this process if the problem still exists.
- Problem-solving is associated with being conscientious, disciplined, rational, methodical, systematic, and persevering.
 - This skill is also linked to a desire to do one's best and to confront problems, rather than avoid them.
 - The key is a desire to do your best in the face of doubt and adversity – to confront problems rather than avoid them.
 - People who successfully solve their problems have two other capacities. The first is intuition which should be explored in a logical and realistic way. The second is innovation – the capacity to come up with fresh new ways of viewing the issue at hand and brainstorming alternative solutions. Like intuition, innovation must be tempered by a clear-headed calculation of the risks involved in these unusual approaches.
 - In sum, the most adept problem-solvers have a vital edge because they can identify obstacles that might prevent them from attaining their goals in a family, social or workplace setting and they can overcome them by a blend of intuitive and logical means. Those who don't have this capacity often fail to see the obstacle until they run into it- or, if they recognize it, they become flustered or demoralized.
 - With practice, the better you will become by bearing these six steps in mind:
 - 1) *State the case.* Examine the problem, describing it as accurately and realistically as possible.
 - 2) *Generate alternatives.* Think of as many solutions as you can. Don't evaluate your ideas – just let them come.
 - 3) *Evaluate alternatives.* Look at each one and consider the probable outcome. Prioritize them, from best to least favorable.
 - 4) *Choose the best option.*
 - 5) *Implement your solution.* You might have to make adjustments along the way. Give your chosen strategy a chance to work.
 - 6) *Assess the outcome.* Evaluate whether your solution has solved the problem. If not, begin the process again.

Chapter Twelve: Reality Testing

Definition: The ability to assess the correspondence between what's experienced and what objectively exists. Reality testing involves "tuning in" to the immediate situation. It is the capacity to see things objectively, the way they are, rather than the way we wish or fear them to be. Testing this degree of correspondence involves a search for objective evidence to confirm, justify and support feelings, perceptions, and thoughts. The emphasis is on pragmatism, objectivity, the adequacy of your perception and authentication of your ideas and thoughts. An important aspect of this component involves the ability to concentrate and focus when trying to assess and cope with situations that arise.

- Reality testing is associated with a lack of withdrawal from the outside world, a tuning in to the immediate situation and lucidity and clarity in perception and thought processes. In simple terms, reality testing is the ability to accurately "size up" the immediate situation.
- A clear, unblinkered "reading" of your environment leads to success because it brings with it the capacities for identifying and addressing problems and recognizing and building on opportunities. Finely honed reality testing also allows you to read a group's emotional climate and the power relationships at work. It is a complement to self-awareness, which gives you the capacity to take your "internal temperature"; reality testing allows you to measure "external temperature."

Chapter Thirteen: Flexibility

Definition: The ability to adjust your emotions, thoughts and behavior to changing situations and conditions. This component of emotional intelligence applies to unfamiliar unpredictable and dynamic circumstances.

- Flexible people are agile, synergistic and capable of reacting to change, without rigidity. These people are able to change their minds when evidence suggests that they are mistaken.
- They are generally open to and tolerant of new ideas, orientations, ways and practices. Their capacity to shift thoughts and behaviors is not arbitrary or whimsical, but rather in concert with shifting feedback they are getting from their environment. Individuals who lack this capacity tend to be rigid and obstinate.
- They adapt poorly to new situations and have little capacity to take advantage of new opportunities.
- Flexible people have the capacity to smoothly handle multiple demands, shifting priorities and rapid change.
- Particularly in today's business world, this capacity is important for success because it allows you to take advantage of new information as it arises, adapt to change as it occurs and respond to shifts in priorities.

Part Five: The Stress Management Realm

This realm of emotional intelligence concerns your ability to withstand stress without caving in, falling apart, losing control or going under. Success in this area means that you are usually calm, rarely impulsive and cope well under pressure. In the workplace, these skills are vital if you customarily face

tight deadlines or must juggle many demands on your time. At home, they enable you to simultaneously maintain a busy household and be mindful of your physical health.

Chapter Fourteen: Stress Tolerance

Definition: The ability to withstand adverse effects and stressful situations without falling apart by actively and positively coping with stress. This ability is based on

- 1) a capacity to choose courses of action for dealing with stress (being resourceful and effective, being able to come up with suitable methods, knowing what to do and how to do it);
- 2) an optimistic disposition toward new experiences and change in general and toward your own ability to successfully overcome the specific problem at hand; and
- 3) a feeling that you can control or influence the stressful situation by staying calm and maintaining control.

- Stress tolerance includes having a repertoire of suitable responses to stressful situations. It is associated with the capacity to be relaxed and composed and to calmly face difficulties without getting carried away by strong emotions.
- People who have good stress tolerance tend to face crises and problems rather than surrendering to feelings of helplessness and hopelessness.
- Anxiety, which often results when this component is not functioning adequately, has an ill effect on general performance because it contributes to poor concentration, difficulty in making decisions and somatic problems such as sleep disturbance.
- If we develop stress responses to demanding and challenging situations, we always run the risk that the emotional experiences of anxiety, panic or hopelessness will erode our ability to reality test, problem solve and behave with confidence and certainty.
- Our physical symptoms of chronic tension, shortness of breath, etc., will deplete our sense of vitality and make it difficult for us to concentrate and focus. All of these debilities will make it less likely that we can be successful.
- In short, if we "cave in" to minimal environmental demands, we will not have the presence, the hardiness or the resilience to behave independently and assertively, and all of this will undercut our attempts to be successful.
- Individuals who do not have good stress tolerance tend to "fall apart" or become "overwhelmed" in two ways: some feel highly anxious and agitated, flustered and worried, helpless and hopeless, demoralized and apathetic; others may not experience uncomfortable emotional states, but may develop physical symptoms of insomnia, rapid heartbeat, breathing difficulties, nausea, diarrhea, unrelenting headaches or rashes.
- Individuals who have developed the ability to tolerate stress do not develop these symptoms, but rather stay calm and focused under pressure.
- They do not visit their difficulties on others. They have the capacity to relax and wind down emotionally.
- Those who tolerate stress well are also described as hardy and resilient. They can present themselves with confidence, think clearly and assess their environments realistically.
- Stress tolerance is linked with success because it brings with it the capacity to focus and weather storms without allowing unpleasant feelings or disturbing bodily symptoms to interfere with moving forward and reaching a goal.

- Without the capacity for stress tolerance, reality testing, problem-solving, flexibility and impulse control are all eroded. As these abilities are undermined, individuals become less and less able to function successfully.

Chapter Fifteen: Impulse Control

Definition: The ability to resist or delay an impulse, drive or temptation to act. Impulse control entails a capacity for accepting your aggressive impulses, being composed and controlling aggression, hostility and irresponsible behavior. Problems in impulse control are manifested by low frustration tolerance, impulsiveness, anger control problems, abusiveness, loss of self-control and explosive and unpredictable behavior.

- People with effective impulse control look before they leap, consider before they act, and are able to resist and delay the urge to react in a knee-jerk fashion.
- Those with difficulty controlling or delaying impulses are burdened by low frustration tolerance and vulnerability to stress, and behave in compulsive, arbitrary and thoughtless ways. They tend to have difficulty controlling their anger, and so are hot-headed, tempestuous, given to abusive outbursts, rage reactions or explosive and unpredictable behavior.
- Individuals who consider aspects before reacting; plan instead of lunging forward; weighing pros and cons; and remain relatively unperturbed and calm even under trying circumstances will be successful. They'll be better at turning around relationships that have gone sour; dealing with demanding and unsettled clients; and listening thoughtfully to significant others who are upset.
- Impulse control should not be confused with inflexibility. People with healthy impulse control can still be flexible and spontaneous. If someone with what seems like highly effective impulse control comes across in a stilted, inflexible manner, this is more a reflection of a deficiency in the component of flexibility.

Part Six: The General Mood Realm

This realm of emotional intelligence concerns your outlook on life, your ability to enjoy yourself and others and your overall feelings of contentment or dissatisfaction.

Chapter Sixteen: Happiness

Definition: The ability to feel satisfied with your life, to enjoy yourself and others and to have fun. Happiness combines self-satisfaction, general contentment and the ability to enjoy life. Happy people often feel good and at ease in both work and leisure; they are able to "let their hair down" and enjoy the opportunities for having fun.

- Happiness is associated with a general feeling of cheerfulness and enthusiasm. It is a by-product and/or barometric indicator of your overall degree of emotional intelligence and emotional functioning.
- A person who demonstrates a low degree of this component may possess symptoms of depression, such as a tendency to worry, uncertainty about the future, social withdrawal, lack of drive, depressive thoughts, feelings of guilt, dissatisfaction with life and, in extreme cases, suicidal thoughts and behavior.
- Happy people have an infectious, buoyant mood. They are pleased with, receive joy from and

show enthusiasm at play and work, and their attitude infuses their relationships.

- Happy people tend to have a trajectory of success in both play and work because they are pleasant to be with and, as a result, easily attract and build relationships with others. Their happiness motivates themselves and others, and provides a source of energy and enthusiasm that is lacking in their counterparts. Additionally, people who are happy show the kind of resilience necessary to overcome minor and, at times, major setbacks. Their sense of satisfaction with their lives offsets feelings of envy and greed that have a sabotaging effect on building relationships and motivation.
- People who are chronically sad, on the other hand, have little energy or enthusiasm. They experience difficulty getting the job done at work and in the context of their relationships. Their chronic glumness tends to make others avoid them and leaves them without a social support system to help them attain their vocational or personal goals.
- A final and important word about this side of the happy-sad continuum. As noted earlier, some people who seem sad may in fact be suffering from a clinical depression. The good news is that, of all medical illnesses, depression is probably the most eminently treatable through appropriate medication and counseling. Recovery rates can run as high as 95 percent - much higher than for diabetes, ulcers or heart disease. However, because many people associate depression with "weakness," and because for many years it has been stigmatized as a "mental" illness, many avoid treatment that could be so helpful. And depression is no more a sign of "weakness" than are other medical diseases, such as diabetes or hyperthyroidism.

Chapter Seventeen: Optimism

Definition: The ability to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity. Optimism assumes a measure of hope in one's approach to life. It is a positive approach to daily living. Optimism is the opposite of pessimism, which is a common symptom of depression.

- Like assertiveness, optimism is very often misunderstood. It's not a tendency to believe that things are going to turn out for the best no matter what. That inclination reflects a weakness in our reality testing. Nor is it the capacity to indulge in a perpetual pep talk. Rather, it's the ability to stop thinking or saying destructive things about yourself and the world around you, especially when you're suffering personal setbacks. True optimism is a comprehensive and hopeful but realistic approach to daily living.
- The psychologist Martin Seligman has discovered three major attitudes that distinguish optimists from pessimists.
 - 1) First, they view downturns in their lives as temporary blips in the graph. They don't feel doomed to walking through an unfolding disaster movie of sadness, disappointment and underachievement. Basically, they see troubles and difficulties as delayed success, rather than outright and conclusive defeat.
 - 2) Second, they tend to view the misfortune as situational and specific, not as yet another manifestation of a long-standing and inescapable doom. That way, even a really bad experience can be examined and dealt with individually - it's not the last straw.
 - 3) Third, optimists don't immediately shoulder all the blame. If their examination turns up external causes, they take these into consideration.

- This is in contrast to the three Ps of pessimism: Permanence, Pervasiveness and Personalizing. Pessimists will tend to experience each and every setback as just the latest in a long line of past and (quite probably) future failures that they're fated to suffer.
- Optimistic people are resilient and hardy; they face adverse situations with a realistic “can-do” attitude. Rather than feeling hopeless, giving up or turning away from difficult situations, they persevere; they are tenacious; they keep trying. They are also flexible – they try different approaches. These qualities fuel their success.

Recommendation: It’s very encouraging that street smarts may take you further than school smarts and that unlike the IQ, they can be altered. No component of emotional intelligence exists in isolation. All are intertwined; all are valuable and may be brought to bear to enhance your chances for success. An important read for all.

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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.

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