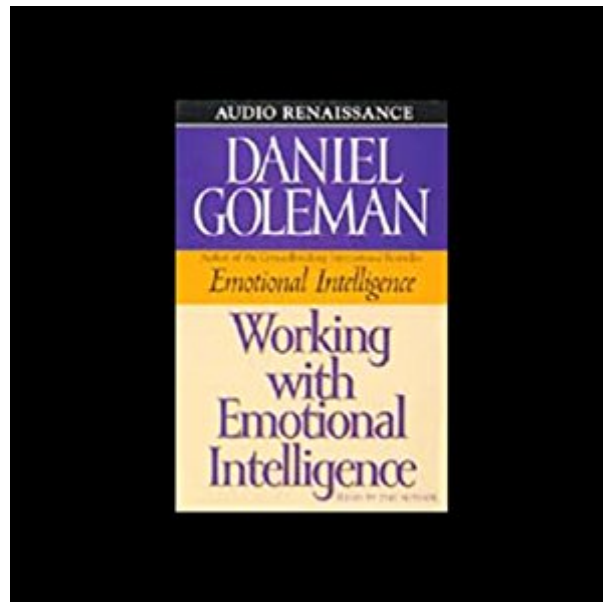


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# Working With Emotional Intelligence



## Synopsis

In his phenomenal bestseller, *Emotional Intelligence*, Daniel Goleman mapped the territory where IQ meets EQ, where we apply what we know to how we live. Spending over a year on the New York Times bestseller list, *Emotional Intelligence* provided the evidence for what many successful people already knew: being smart isn't just a matter of mastering facts; it's a matter of mastering your own emotions and understanding the emotions of the people around you. Now, in *Working With Emotional Intelligence*, Goleman shows why emotional intelligence has become the new yardstick for success for CEOs and junior hires alike. Drawing on both unparalleled access to business leaders and in-depth research, he documents that star performance in every field depends more on emotional intelligence than IQ or technical skills. And the impact of emotional intelligence is even greater at the top of the leadership pyramid. Goleman vividly shows how self-awareness, motivation, influence, conflict management, and team-building play out in some of the top corporations in the world today, and points out the damage done when they are lacking. He also creates a strategy for the "emotionally intelligent organization" that will shape training and development programs for years to come. With examples from real-life businesses, including successes and failures, this program is a blueprint for all who want to thrive with integrity and satisfaction in the new global economy. --This text refers to an out of print or unavailable edition of this title.

## Book Information

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## Customer Reviews

Since the publication of Daniel Goleman's first book, *Emotional Intelligence* he has generated a remarkable industry around the topic. In this book from 2000, Goleman applies the ideas of his

previous book to the workplace. Why should executives bother with this soft stuff? According to research cited by Goleman (see the summary in Appendix 2) almost all of the abilities that distinguished stars from average performers were emotional competencies. While pattern recognition and "big picture" thinking were correlated with outstanding performance, cognitive abilities in general - above a certain threshold - did not have significant correlation. "Emotional intelligence" refers to a set of competencies that characterizes how people manage feelings, interact, and communicate. Building on previous work by others, Goleman characterizes emotional intelligence as being founded on five personal and social competencies: Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills. Each of these five is further analyzed into 12 personal and 13 social competencies such as Accurate Self-Assessment, Self-Control, Initiative, Developing Others, Influence, Conflict Management, and Building Bonds. Unlike IQ, we can continue to improve emotional intelligence. *Working With Emotional Intelligence* is not a how-to book in the usual sense. It will help any executive understand the importance of EI in all its diverse aspects as well as showing examples of strong and weak EI in individual and organizational contexts. Improving is not easy work.

This is a wonderful book, and is truly an insightful look at what helps us to be successful in leadership positions in the workplace. The old model of senior management was based on owning all the information and knowledge and being able to understand what everyone does in fine detail, and was often the "promoted-up-through-the-ranks" type of leader. But with modern business involving so much change, and constantly shifting market demands and organizational structures, what worked well yesterday will not move the organization or your career ahead tomorrow. The author uses as a platform the work on Emotional Intelligence, which unlike typically defined intelligence, focuses on the ability to apply emotional and inspirational information in a variety of social settings and through a vast array of relationships. It is this ability he concludes that predicts success in today's workplace. Among the areas of discussion are five competencies in which our ability is revealed. The first is "Self Awareness" which includes emotional awareness, self-assessment, and self-confidence. How many times have we worked for or with someone who could not control their emotions and lacked the self awareness to understand how their actions impacted those around them? The importance of balancing performance while exhibiting the values of the organization through a positive culture has never been more in need. Many who have the intelligence to do the work, lack the emotional intelligence to build the relationships and culture needed to get the work done through others. The book explores these pitfalls and discusses

suggestions for change.

"More and more companies are seeing that encouraging emotional intelligence skills is a vital component of any organization's management philosophy. 'You don't compete with products alone anymore, but how well you use your people,' a manager at Telia, the Swedish telecommunications company, put it to me. And Linda Keegan, vice president for executive development at Citibank, told me, 'Emotional intelligence is the underlying premise for all management training'...A 1997 survey of benchmark practices among major corporations, done by the American Society for Training and Development, found that four out of five companies are trying to promote emotional intelligence in their employees through training and development, when evaluating performance, and in hiring...If so, why write this book? Because many or most organizations' efforts to encourage emotional intelligence have been poor, wasting vast amounts of time, energy, and money...My mission in writing this book is to act as a guide to the scientific case for working with emotional intelligence-as individuals, in groups, as organizations. At every step I have sought to validate the science with the testimony of people in jobs and organizations of all kinds, and their voices will be heard all along the way" (pp.7-13). In this context, Daniel Goleman firstly defines emotional competence as a learned capability based on emotional intelligence that results in outstanding performance at work, and emotional intelligence as a potential for learning the practical skills that are based on its elements. Thus, throughout this invaluable book, he discusses the relationship between the five dimensions of emotional intelligence and the twenty-five emotional competencies as listed below:A.

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