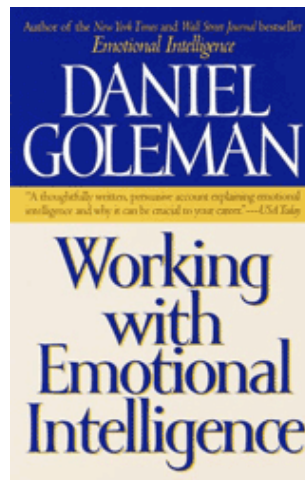


# WORKING WITH EMOTIONAL INTELLIGENCE



By  
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## THE BIG IDEA

In this book, author Daniel Goleman reveals the skills that distinguish star performers in every field, from entry level jobs to middle-level to top executive posts. The book shows that the single most important factor is not IQ, advanced degrees, or technical expertise, but the quality called “Emotional Intelligence.” This book shows that we all possess the potential to improve our emotional intelligence – at any stage in our careers, as individuals or as team members in an organization.

### The New Yardstick

The rules for work are changing. We’re being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how we handle ourselves and each other. This is increasingly applied in choosing who will be hired and not, who will be let go or retained. In a time with no guarantee of job security, when the very concept of a job is being replaced by “portable skills,” these are prime qualities that make and keep us employable. Talked about loosely for decades under a variety of names, from “character” and “personality” to “soft skills” and “competence,” there is at last a more precise understanding of these human talents: emotional intelligence.

### Some Misconceptions

- First, emotional intelligence does not mean merely “being nice,” but rather, for example, bluntly confronting someone with an uncomfortable but consequential truth they have been avoiding.
- Second, emotional intelligence does not mean giving free rein to feelings. Rather, it means managing feelings so that they are expressed appropriately and effectively, enabling people to work together smoothly toward their common goal.
- Lastly, levels of emotional intelligence are not fixed genetically, nor does it develop in early childhood. Unlike IQ, which changes little after our teen years, emotional intelligence seems to be largely learned, and it continues to develop through life and learn from our experiences.

### What Employers Want

A survey of American employers reveals that more than half the people who work for them lack the motivation to keep learning and improving in their job. Four in ten are not able to work cooperatively with fellow employees, and just 19 percent of those applying for entry-level jobs have enough self-discipline in their work habits. More and more employers are complaining about the lack of social skills in new hires.

### The Limits of IQ

Given how much emphasis schools and admissions tests put on it, IQ alone explains surprisingly little of achievement at work or in life. When IQ test scores

are correlated with how well people perform in their careers, the highest estimate of how much difference IQ accounts for is about 25 percent. This means that IQ alone at best leaves 75 percent of job success unexplained.

## Expertise

In large part, expertise is a combination of common sense plus the specialized knowledge and skill we pick up in the course of doing any job. Expertise comes from in-the-trenches learning. It shows up as an insider's sense of the tricks of a trade – the real knowledge of how to do a job that only experience brings. Be that as it may, expertise is a “threshold requirement.” The abilities that distinguish the outstanding supervisors in technical fields are not technical, but rather relate to handling people.

## Emotional Intelligence

Here's a cautionary tale about two students, Penn and Matt. Penn was a brilliant and creative student, an exemplar of the best Yale had to offer. The trouble with Penn was he knew he was exceptional – and so was, as one professor put it, “unbelievably arrogant.” Even so, he looked spectacular on paper. When he graduated, Penn was highly sought after. He got a lot of invitations for job interviews. But Penn's arrogance came across all too clearly; he ended up with only one job offer from a second-tier outfit. Matt, on the other hand, wasn't as academically brilliant. But he was adept interpersonally. Everyone who worked with him liked him. Matt ended up with seven job offers out of eight interviews and went on to success in his field, while Penn was let go after two years at his first job. Penn lacked – and Matt had – emotional intelligence.

## Emotional Competence

Emotional Competence is a learned capability based on emotional intelligence that results in outstanding performance at work. Our emotional intelligence determines our potential for learning the practical skills that are based on its five elements: self-awareness, motivation, self-regulation, empathy, and adeptness in relationships. Our emotional competence, on the other hand, shows how much of that potential we have translated into on-the-job capabilities. For instance, being good at serving customers is an emotional competence based on empathy. Likewise, trustworthiness is a competence based on self-regulation, or handling impulses and emotions well. Both customer service and trustworthiness are competencies that can make people outstanding in their work. Simply being high in emotional intelligence does not guarantee a person will have learned the emotional competencies that matter for work; it means only that they have excellent potential to learn them.

## The Leadership Edge

Emotional competence is particularly central to leadership, a role whose essence is getting others to do their jobs more effectively. Interpersonal ineptitude in leaders lowers everyone's performance: it wastes time, creates acrimony, corrodes motivation and commitment, builds hostility and apathy. A leader's

strengths or weaknesses in emotional competence can be measured in the gain or loss to the organization of the fullest talents of those they manage.

### Talents for These Times

Claudio Fernandez-Araoz, in charge of executive searches throughout Latin America from Egon Zehnder International's Buenos Aires office, compared 227 highly successful executives with 23 who failed in their jobs. He found that the managers who failed were almost always high in expertise and IQ. In every case their fatal weakness was in emotional intelligence – arrogance, over reliance on brainpower, inability to adapt to the occasionally disorienting economic shifts in that region, and disdain for collaboration or teamwork.

### The Inner Rudder

A physician was once offered a business proposition: If he would leave his practice to become medical director of a fledgling condominium health resort and invest \$100,000 of his own capital in the venture, his projected share of the business would amount to \$4 million within three years. Or so the business plan promised. He liked the vision of a resort where people could improve their health as they vacationed; coupled with the lure of a possibly fantastic payoff he couldn't resist. He sold his medical practice, invested in the resort, and became its medical director. But during the start-up year he found that there was no medical program to direct yet – he ended up spending his days essentially as a salesman, trying to interest people in buying time-share condos at the resort.

### The Power of Intuition: The First Thirty Second

Credit managers must sense when a deal might go bad even if the numbers look fine; executives have to decide whether a new product is worth the time and money it takes to develop; people must make an educated guess about who among a field of candidates for a job will have the best chemistry in a working group. All such decisions demand the capacity to fold into the decision-making process our intuitive sense of what is right and wrong. Intuition and gut feeling bespeak the capacity to sense messages from our internal store of emotional memory – our own reservoir of wisdom and judgment. This ability lies at the heart of self-awareness.

### Emotional Awareness: Recognizing One's Emotions and Their Feelings

People with this competence:

- Know which emotions they are feeling and why
- Realize the links between their feelings and what they think, do and say
- Recognize how their feelings affect their performance
- Have a guiding awareness of their values and goals

## Managing Your Career

The drive to establish ourselves and make our mark in the world is most urgent in our twenties and thirties, and into our forties. But by our mid-forties and early fifties people typically reevaluate their goals, because they often come to the radical realization that life is limited. With this acknowledgement comes a reconsideration of what really matters.

As the saying goes: "If you don't know where you're going, any road will get you there." The less aware we are of what makes us passionate, the more lost we will be. And this drifting can even affect our health; people who feel their skills are not being used well on the job, or who feel their work is repetitive and boring, have a higher risk of heart disease than those who feel that their best skills are expressed in their work.

## Accurate Self-Assessment

People with the ability to self-assess are:

- Aware of their strengths and weaknesses
- Reflective, learning from experience
- Open to candid feedback, new perspectives, continuous learning, and self-development
- Able to show a sense of humor and perspective about themselves

## Self-Confidence

People with this competence:

- Present themselves with self-assurance; have "presence"
- Can voice views that are unpopular and go out on a limb for what is right
- Are decisive, able to make sound decisions despite uncertainties and pressures

## The Managed Heart

Emotional self-regulation includes not just damping down distress or stifling impulse; it can also mean intentionally eliciting an emotion, even an unpleasant one. Some bill collectors, some say, prime themselves for calls on people by getting themselves worked up into an irritable, ill-tempered state. Physicians who have to give bad news to patients or their families put themselves into a suitably somber, dour mood, as do morticians meeting with bereaved families. But best of all, working up changes in emotional states is satisfactory if the need for such a change is relative to work we love to do. For a nurse who sees herself as a caring, compassionate person, taking a few moments to console a patient in distress represents not a burden but what makes her job more meaningful.

## Self-Regulation

Self-regulation means managing impulse as well as distressing feelings. It depends on the working of the emotional centers in tandem with the brain's executive centers in the prefrontal areas. These two primal skills – handling impulse and dealing with upsets – are at the core of five emotional competencies:

1. Self-control: Managing disruptive emotions and impulses effectively
2. Trustworthiness: Displaying honesty and integrity
3. Conscientiousness: Dependability and responsibility in fulfilling obligations
4. Adaptability: Flexibility in handling change and challenges
5. Innovation: Being open to novel ideas, approaches, and new information

## Flow

Joe Kramer can fix anything. A welder who helps assemble railroad cars in Chicago, Joe is the guy everyone calls on when any piece of machinery breaks down. He loves the challenge of finding out what makes a machine work. He started as a boy, fixing his mother's toaster, and from there, he can't stop tinkering with machines and find out how they tick, or how to deal with them when they conk out. Joe is an example of people who find their work exhilarating – and who perform at their best. The key to that exhilaration is not the task itself – Joe's job is often routine – but the special state of mind he creates as he works. A state called "flow." Flow moves people to do their work, no matter what work they do. Flow blossoms when our skills are fully engaged. The challenge absorbs us so much we lose ourselves in our work, becoming so totally concentrated we may feel "out of time." In this state, we seem to handle everything effortlessly, nimbly adapting to shifting demands. Flow itself is a pleasure and the ultimate motivator.

## Loving What Pays Off

People in flow often make the difficult look easy, an external appearance that mirrors what is happening in their brain. Flow poses a neural paradox: We can be engaged in an exceptionally demanding task, and yet our brain is operating with a minimal level of activity or expenditure of energy. The reason seems to be that when we are bored and apathetic, or frenzied with anxiety, our brain activity is diffused; the brain itself is at a high level of activation, albeit poorly focused, with brain cells firing in far-flung and irrelevant ways. But during flow, the brain appears efficient and precise in its pattern of firing. The result is an overall lowering of cortical arousal – even though the person may be engaged in an extremely challenging task.

## Achievement Drive

People with this competence:

- Are results oriented, with a high drive to meet their objectives and standards
- Set challenging goals and take calculated risks

- Pursue information to reduce uncertainty and find ways to do better
- Learn how to improve their performance

## Commitment

People with this competence:

- Readily make sacrifices to meet larger organizational goal
- Find a sense of purpose in the larger missions
- Use the group's core values in making decisions and clarifying choices
- Actively seek out opportunities to fulfill the group's mission

## Empathy Begins Inside

As Freud observed, "Mortals can keep no secret. If their lips are silent, they gossip with their fingertips; betrayal forces its way through every pore." Sensing what others feel without their saying so captures the essence of empathy. Others rarely tell us in words what they feel; instead they tell us in their tone of voice, facial expression, or other nonverbal ways. The ability to sense these subtle communications builds on more basic competencies, particularly self-awareness and self-control. Without the ability to sense our own feelings – or to keep them from swamping us – we will be hopelessly out of touch with the moods of others. Empathy is our social radar. Lacking such sensitivity, people are "off." Being emotionally tone deaf leads to social awkwardness, whether from misconstruing feelings or through a mechanical, out-of-tune bluntness or indifference that destroys rapport. One form this lack of empathy can take is responding to other people as stereotypes rather than as the unique individuals that they are.

## Understanding Others

People with this competence:

- Are attentive to emotional cues and listen well
- Show sensitivity and understand others' perspectives
- Help out based on understanding other people's needs and feelings

## The Art of Listening

Listening well and deeply means going beyond what is said by asking questions, restating in one's own words what you hear to be sure you understand. This is "active" listening. A mark of having truly heard someone else is to respond appropriately, even if that means making some change in what you do.

## The Politics of Empathy

There is a politics of empathy: Those with little power are typically expected to sense the feelings of those who hold power, while those in power feel less obligation to be sensitive in return. In other words, the studied lack of empathy is a way power-holders can tacitly assert their authority. But this may hold less true today since more organizations are becoming more team-oriented and less stiffly hierarchical. The demands of modern leadership now include competence at



empathy; the authoritarian style of the past just doesn't work as well as it once did.

## Developing Others

People with this competence:

- Acknowledge and reward people's strengths and accomplishments
- Offer useful feedback and identify people's needs for future growth
- Mentor, give timely coaching, and offer assignments that challenge and foster a person's skills

## The Art of Influence

The Art of Influence entails handling emotions effectively in other people. Star performers are artful at sending emotional signals, which makes them powerful communicators, able to sway an audience. In short, they are leaders.

## Emotions are Contagious

We influence each other's moods. Influencing another person's emotional state for better or for worse is perfectly natural; we do it constantly, "catching" emotions from one another like some kind of social virus. This emotional exchange constitutes an invisible interpersonal economy, part of every human interaction, but it is usually too subtle to notice. Emotions as a signaling system needs no words – a fact evolutionary theorists see as one reason emotions may have played such a crucial role in the development of the human brain long before words became a symbolic tool for humans.

## Influence

People with this competence:

- Are skilled at winning people over
- Fine-tune presentations to appeal to the listener
- Use complex strategies like indirect influence to build consensus and support
- Orchestrate dramatic events to effectively make a point

## First, Build Rapport

Empathy is crucial for wielding influence. It is difficult to have a positive impact on others without first sensing how they feel and understanding their position. People who are poor at reading emotional cues and inept at social interactions are very poor at influence. The first step in influence is building rapport.

## Communication: Listening Openly and Sending Convincing Messages

People with this competence:

- Are effective in give-and-take, registering emotional cues in attuning their message
- Deal with difficult issues straightforwardly



- Listen well, seek mutual understanding, and welcome sharing of information fully
- Foster open communication and stay receptive to bad news as well as good

## Conflict Management: Negotiating and Resolving Disagreements

People with this competence:

- Handle difficult people and tense situations with diplomacy and tact
- Spot potential conflict, bring disagreements into the open, and help de-escalate
- Encourage debate and open discussion
- Orchestrate win-win solutions

## Resolving Conflict – Creatively

Here are some classic moves for cooling down conflicts:

- First, calm down, tune in to your feelings, and express them
- Show a willingness to work things out by talking over the issue rather than escalating it with more aggression
- State your point of view in neutral language rather than in an argumentative tone
- Try to find equitable ways to resolve the dispute, working together to find a resolution both sides can embrace

## Leadership: Inspiring and Guiding Individuals and Groups

People with this competence are:

- Articulate and arouse enthusiasm for a shared vision and mission
- Step forward to lead as needed, regardless of position
- Guide the performance of others while holding them accountable
- Lead by example

## When to be Tough

To be sure, leadership demands a certain toughness – at times. The art of leadership entails knowing when to be assertive – for example, confronting someone directly about their performance lapses – and when to be collegial and use less direct ways to guide or influence. Leadership demands tough decision making. Someone has to tell people what to do and hold them for their obligations. A common failing of leaders, from supervisors to top executives, is the failure to be emphatically assertive when necessary. One obstacle to such assertiveness is passivity, as can happen when someone is more concerned about being liked than with getting the job done right. People who are extremely uncomfortable with confrontation or anger are also often reluctant to take an assertive stance even when it is called for.

## The Change Catalyst: Key Ingredients

Today, organizations are reshuffling, divesting, merging, acquiring, flattening hierarchies, going global. The acceleration of change through the 1990s has made the ability to lead it a newly ascendant competence. In addition to high levels of self-confidence at such pace, effective change leaders have high levels of influence, commitment, motivation, initiative and optimism, as well as an instinct for organizational politics to see organizations through such change.

## Survival of the Social

Humans are the primordial team players: Our uniquely complex social relationships have been a crucial survival advantage. Our extraordinary sophisticated talent for cooperation culminates in the modern organization. The view of the crucial role of cooperation in evolution is part of a radical rethinking of just what the famous phrase “survival of the fittest” means. One modern legacy of this past is the radar for friendliness and cooperation most of us have. People gravitate to those who show signs of good qualities. We also have a strong warning device or system that alerts us to someone who may be selfish or untrustworthy.

## The Art of Collaboration

John Seely Brown, chief scientist at Xerox Corporation and a cognitive theorist himself, points out that the crucial nature of social coordination is perhaps nowhere more evident than in today's scientific enterprises, where cutting-edge knowledge grows through orchestrated, collaborative efforts. The art of “making an impact through people,” Brown says, “is the ability to pull people together, to attract colleagues to the work, to create the critical mass for research. Then, once you've done that, there's the next question: How do you engage the rest of the corporation? And then, how do you get the message out and convert the rest of the world? To communicate is not just a matter of pushing information at another person. It's creating an experience, to engage their gut – and that's an emotional skill.”

## The Group IQ

What makes a team perform better than the best person on it? The question is key. Outstanding team performance raises the “group IQ” – the sum total of the best talents of each member on a team, contributed to their fullest. When teams operate at their best, the results can be more than simply additive – they can be multiplicative, with the best talents of one person catalyzing the best of another and another, to produce results far beyond what any one person might have done. The explanation of this aspect of team performance lies in the member's relationships – in the chemistry between members.

## Building Bonds: Nurturing Instrumental Relationships

People with this competence:

- Cultivate and maintain extensive informal networks

- Seek out relationships that are mutually beneficial
- Build rapport and keep others in the loop
- Make and maintain personal friendships among work associates

### Bring in the Relationship Managers

Marks & Spencer, the huge British retail chain, gives an unusual gift to its regular suppliers: a special key card that lets them into the chain's head offices anytime. Although they still have to make appointments, the key card makes them feel like members of the Marks & Spencer family. This is exactly the point. The key card is part of an intentional effort of Marks & Spencer to nurture a relationship of trust and cooperation with its suppliers. That effort also includes trips with suppliers to trade shows and to other countries to visit sources of raw materials. The goal: to strengthen mutual understanding, as well as to spot new possibilities for products they can jointly develop.

### Collaboration and Cooperation

People with this competence:

- Balance a focus on task with attention to relationships
- Collaborate, sharing plans, information and resources
- Promote a friendly, cooperative climate
- Spot and nurture opportunities for collaboration

### Feelings and the Client

When a client displayed anxiety or uneasiness, the common wisdom in the insurance industry held that the best response was not empathy but a rational argument. So the advisors were left trying to shut out the client's emotions as well as their own. In short, the feelings rolling within clients and planners alike set a miserable emotional tone for their encounter, as a final report put it, "A mountain of emotional negativity stood between our sales process and our bottom line."

### The Emotionally Intelligent Organization

At an international business conference recently, people were asked, "Does your organization have a mission statement?" About two thirds raised their hands. Then they were asked, "Does this mission statement describe the day-to-day reality of life there?" All but a few raised their hands. An emotionally intelligent organization needs to come to terms with any disparities between the values it proclaims and those it lives. Clarity about an organization's values, spirit and mission leads to a decisive self-confidence in corporate decision making.

### Maximizing the Organization's Intelligence

An organization's collective level of emotional intelligence determines the degree to which that organization's intellectual capital is realized – and so its overall performance. The art of maximizing intellectual capital lies in orchestrating the interactions of the people whose minds hold that knowledge and expertise. When

it comes to technical skills and core competencies that make a company competitive, the ability to outperform others depend on the relationships of the people involved.

### The Bottom Line

Emotional intelligence can be learned. Individually, we can add these skills to our tool kit for survival at a time when job stability seems like a quaint oxymoron. For businesses of all kinds, the fact that emotional competencies can be assessed and improved suggests another area in which performance – and so competitiveness – can be upgraded. What's needed amounts to an emotional competence tune-up for the corporation.