1. Aristotle’s challenge:
   1. Bus driver in NYC spreads his happiness to others, and others become happy in the city. The issue is that we hear of violence and anger taking over.
2. Problem: growing lack of understanding of our emotions.
3. Why now: science gives lots of data telling about emotions and brain activity. People haven’t paid as much attention because emotions are slighted in science.
4. Unhandled Emotions are rotting the fabric of society.
5. Ethics is based on emotions; those who suffer controlling their impulses suffer a moral deficiency: the ability control impulse is base of will and character.
6. Root of altruism lies in empathy; the ability to read emotions in others; lacking a sense of another’s need or despair, there is no caring.
7. What are Emotions for?
   1. Story of parents saving their autistic child in a train.
      1. Sociobiologists call this instinct while psychologist/parent calls this love.
      2. Altruistic love: signifies every emotion , signifies altruistic love.
      3. personal ; seen from intellect, this is arguably irrational. But, seen from the heart, this is seen as the only choice to make.
      4. Important in guiding human affairs.
      5. Eternal situations guidance in survival.
      6. When it comes to shaping our decisions, emotions guide us.
   2. Crabtree
      1. Fear caused Bobby Crabtree to shoot before he could realize what he was shooting at.
      2. Laws tried to suppress emotions
      3. passions overwhelm reason: what we are born with worked best for 50,000 years not last 500.
      4. Confront situations tailored to rational, but emotions are shaped from ancestral past and not personal history, etc.
   3. Snow flurry:
      1. Stopped car in fear.
      2. Fear allowed for caution and saved person’s life.
   4. All emotions are impulses to act
      1. Adults we find impulses to act divorced from reaction
      2. Anger, blood flows to the hands. Making it easier to fight someone. (“fists clenched”) Fear, blood flows to feet to run. (“feet trembling”). Sadness brings drop in energy. Lifting of eyebrows in surprise, allows more light to hit retina. Happiness, inhibits negative thoughts and increases energy. Love, bodywide set of emotions/reactions.
   5. How we show our emotions is further shaped by life experience and culture.
      1. Universally grieving, but how we show emotions in private is based on cultures
   6. Disconnect between civilization and emotional responses . As pressures for the need for survival, e.g. farming, waned, so did goodness of fit of emotional repertoire. Hair-trigger anger useful in the past, but a gun to 13-year-old (who might have anger) makes it a disastrous reaction.
   7. Wife whose husband left says “I don’t care” with teary eyes.
      1. have two minds: “I don’t care” -> rational, teary eyes -> emotional
      2. steady gradient of rational-to-emotional -> more intense feeling, the more emotional the mind is, and the less rational the mind is.
      3. Emotional and rational minds independent, but connected. And operate in harmony.
      4. But, when passions surge, the balance tips.
   8. How the brain grew:
      1. Human minds are 3x larger than primate counterparts.
      2. Started with many emotions
      3. Then became more sophisticated with logic.
8. Emotional Hijacking:
   1. Robles theif killing girls:
      1. Didn’t think girls were home, but they were. Went crazy when they told him they would call the police and catch him. Then, because he planned it would be his last burglary, he went crazy and killed them.
      2. Happens everyday: Blowing up at someone,
      3. Not all hijackings are bad: Laughter when something funny happens, happiness when something great happens (dan jansen’s wife)
   2. Amygdala : scientific concrete chemicals, center of brain where emotions are stored. Signals first go to amygdala and then the rational brain. Life without amygdala means no urge to compete or cooperate, and don’t have any sense of their place in their kind’s social order.
   3. Young woman walks out on boyfriend because after he gave her a gift, she asked to go to movies and he said no. -> like emergency station
   4. Person goes diving in water when he sees woman in shock. Sure enough, there is a baby in the water. Feelings that bypass rational mind.
   5. The emotions have a mind of their own. There is a neural back-alley. People that have shapes shown to them for a few milliseconds (and can’t remember them) have a preference for them later on. Furthermore, people make judgments before the rational mind can kick in.
   6. Emotional memory: hippocampus registers your cousin, amygdala registers that you don’t like your cousin. Special chemicals are released when emotional brain registers what it sees. This is why we are more likely to remember what we were doing when the space shuttle challenger exploded. Under stress, it secretes a chemical. Makes sense in evolution, as emotions remind us what pleases us and what threatens us.
   7. Out of date neural alarms: army nurse filled with dread when she smells toddler’s diaper, because it reminded her of the army times. Emotionally charged memories have outdated ways of responding to it.
   8. Emotional brain’s imprecision stems from the fact that many potent emotional memories stem from first few years of life. Especially true with beatings or neglect. Amygdala forms early in life, with interactions with parents shaping it. Amygdala is close to fully formed at birth. No matching set of articulated thoughts about the response that takes us over. This is why we are so baffled by our emotional outbursts.
   9. Emotions can be fast and sloppy: Man thinks the attic fell, when it’s just the boxes that fell. Response time is fast. This helped mammals survive in such numbers that the arrangement is featured in every mammal brain. Cells are fast but not very precise.
   10. Fast, but imprecise: Imprecision in a squirrel is fine since it leads to erring on the side of safety. Bad in Human emotional life since we can spring at or away from the wrong thing – or person. Consider the waitress who dropped a tray of 6 dinners when she glimpsed a woman with red hair who looked like the same one her ex-husband had left her for.
   11. Emotional mistakes based on feeling prior to thought. Pre-cognitive emotion: Neural bits and pieces of information that have not been fully sorted out and integrated into a recognizable object. Such raw emotion is triggered independent of , and prior to, thought.
   12. Modulating the emotional responses is the prefrontal lobes. Lobotomy was done to take away emotional distress or illness (right prefrontal lobes register distress). Problem with lobotomy is that emotional life gone. (possibly too rosy). Lobes choose which response to take. Neocortex is used when we register a loss and become sad. Or we become happy for triump.
   13. Emotional hijackings. Pre-frontal lobe right. Like a parent who stops an impulsive child to wait before it grabs something.
   14. Off switch for distressing emotion is left prefrontal. The right is for sad thoughts. Can dampen severity of emotion. Prefrontal-limbic connections are essential for making decisions in life.
   15. Harmonizing emotion and thought: explains why emotion is so crucial to thought.
       1. Explains why brain region responsible for working memory.
       2. Circuits from the limbic brain to the pre-frontal lobes mean that the signals of strong emotions can create neural static, sabotaging ability of prefrontal lobe to maintain working memory.
       3. When we are emotionally upset, we say “we can’t think straight.”
       4. Can lead to smart but impulsive children to fail IQ tests.
       5. Decision-making is flawed, yet show incredible intelligence on IQ tests. They obsess over making decisions about an appointment.
       6. Emotional learning: Cut off pre-frontal-amygdala, and we remove understanding of “likes and dislikes” of something.
       7. Emotions are essential for reasoning. Feelings are indispensable for rational decisions. They point us in the right directions where dry logic can then be of use.
       8. New paradigm says we need to find the right balance between intellect and emotion. The new paradigm urges us to harmonize head and heart. To do that well means we must first understand what it means to use emotions effectively.
9. When Smart is Dumb:

IQ determines 20% of success. Ability to handle emotions is other 80%. Four-year-old judy puts together classmates. Actually, multiple intelligences. Even in sciences, people think cognitions about feeling, rather than the feeling itself. Others Social Intelligence is distinct from others. From this new view grows the next chapters 🡪 4-8: Self-awareness (monitor emotions *as they happen)*. Handling feelings so they are appropriate- build on self-awareness. Motivating oneself by marshaling eotions towards a specific goal. Empathy; Recognizing emotions in others. Handling relationships (managing emotions in others); know how to do this and you are a social star.

1. Know Thyself:
   1. Samurai and monk: hell: Caught up in a feeling, and heaven is being aware that you are swept by it.
   2. Metacognition: awareness of thought process and metamood as awareness of emotions. Self-awareness: real-time ongoing/continuous awareness to emotional states.
   3. Defining self-awareness:
      1. Freud : evenly hovering attention.
      2. “This is anger I’m feeling” even as you are enraged at someone.
      3. Aware of both our mood and our thoughts of our mood. Can be non-reactive. But can also then lead to thoughts like I shouldn’t be feeling this way.
      4. People tend to fall into distinctive styles for attending to and dealing with their emotions
         1. self-aware:
         2. engulfed:
         3. accepting:
   4. Passionate and indifferent
      1. Flight turbulence: what do you do? Look at emergency car, watch flight attendants, watch a movie and tune out turbulence? Which of these comes naturally indicates our favored attetnional stance under this type of stress. Think about when you feel stressed during flight.
      2. Diener(from UIUC!): college student takes out a fire. Doesn’t run . 🡪 Emotions / without passions. By contrast, a woman who lost her favorite pen and got distraught for days. Another time, she saw a sale and then got excited and left for Chicago. Least provocation unleashes lots of emotions while others barely experience anything(and don’t put any weight on it). 🡪 similar to dad saying “at least show some emotion/urgency”
   5. Man without feelings:
      1. Gary infuriated his fiancée. “I have no strong feelings”. When it came to emotional life, he said he had no strong feelings.
      2. Alexythemia: lack,word-emotion: people lack ability say in words what they are feeling. Might tell of having butterflies in stomach, but don’t know they are feeling anxious.
      3. Woman found herself crying after a movie about a mother dying from cancer. Therapist said that it was likely because her own mother was dying of cancer. Problem is that this woman didn’t know what she was crying about. 🡪 not that can’t ever feel, but can’t know precisely what their feelings are. “awful”, but what kind of awful?
      4. Somaticizing: weeding out from among those who come to doctors seeking help, for they are prone to lengthy and fruitless pursuit of med. Diagnosis.
      5. Cause: disconnect between limblic system and neocortex, particularly verbal centers. Emotional brain may react with feelings, the neocortex isn’t able to sort out these feelings.
   6. Gut feeling:
      1. Eliot was once a successful lawyer. His tumor had to be removed. He lost sense of priority. Fired from a succession of legal jobs. Thinking became computerlike , able to make every step in the calculus of decision, but unable to assign values to differing possibilities. Each option was neutral. Elliot’s reasoning was faulty.Handicap showed in mundane decisions.
      2. When damasio chose a time and date for next apt with Elliot, Elliot could find arguments for and against every time proposed, but couldn’t choose among them.
      3. Lesson from eliots Indecision -> role of feeling in navigating life’s personal decisions. Formal logic can’t tell us who to marry.
      4. Intuitive signals rthat guide us about lifes decisions come in form of limbic-driving surges -> “somatic markers” -> gut feelings. Steer us away from from choice that experience warns us against. Gut feeling helps eliminate -> can pare down array of choices to manageable decision matrix. The key to sounder personal decision-making -> being attuned to our feelings.
   7. Those who have circuitry connected from limbic to neo-cortex are able to voice their opinions/thoughts better. Much of emotional life is unconscious- feelings that stir within us do not cross threshold into awareness. People form definite likings for things they haven’t seen before.
      1. The moment an emotion comes into awareness marks when it comes to the frontal cortex
      2. Emotions that simmer beneath have no threshold on how we react.
      3. Emotions that go into unconscious can have a powerful impact on how perception and reaction. Person may get angry because of some earlier confrontation and then store that throughout the day -> surprised when someone tells him
2. Passion’s Slaves:
   1. Goal is balance and not emotional suppression.
      1. Every feeling has its place, value and significance. What is wanted is appropriate emotion, i.e., feeling proportionate to circumstance.
      2. Stopping distressing emotions is important in maintaining our stability. But we can’t be happy too long. That means we will have blandness of the smiley faces from 1970s.
      3. Downs as well as ups spice life, but need to be in balance.
      4. Calculus of heart: ratio of positive to negative emotions that determine sense of well-being. Little or no relationship between grades or IQ and people’s emotional well-being.
      5. Stormy feelings should not go unchecked, displacing negative moods. For most people , extremes are rare and most emotions fall into gray area.
      6. Managing our emotions can be a full-time job. Little babies learn to soothe themselves to avoid emotional upheavals.
      7. Little or no control over when emotion or what the emotion will be. But we do have control over how long an emotion will last.
         1. Manic depression, people don’t know that they are going crazy. Need medication to get rid of a bad mood.
         2. Survey done to figure out how people got rid of bad moods.
         3. Mood purists: small percentage of people who think moods shouldn’t ever be changed.
         4. Force a bad mood: Physicians who needed to get into somber state to report bad news.
         5. Most people in survey were at mercy of moods.
   2. Anatomy of rage
      1. Road rage example.
      2. Anger is hardest to control
      3. Some people say anger should flow out, while others say it shouldn’t.
      4. Brooding fuel’s angers flames, but seeing things differently helps douse them
   3. Rage rush
      1. Universal trigger is sense of endangerment. Not just physically, but also to self-esteem.
      2. Chemicals keep the brain ready for arousal and anger much after the anger sets in.
      3. After volunteers watched unpleasant film, they became angry and gave bad reviews to someone about the job.
   4. Anger builds on anger:
      1. Lady who goes to grocery with baby
   5. Balm for anger:
      1. One way of defusing anger is through seizing and challenging thoughts that defuse anger. Anger can be short-circuited if mitigating information comes before it is acted on.
      2. Another way is to understand the anger is to get mitigating information.
      3. Window of opportunity: people may have cognitive incapacitation (think Anderson Cooper listening to angry words through headset).
   6. Cooling Down:
      1. Go take a walk -> cool off by staying away from the person or situation -> waiting out adrenal surge where there are not likely to be further triggers of rage -> provides distraction.
      2. Other alternatives: go for a drive, go for a long walk, deep breathing and muscle relaxation, exercise
      3. Cooling down doesn’t work if it used to keep thinking about the angry thoughts. Easy to continue angry thoughts when chewing a piece of cake.
      4. Use self-awareness to catch cynical thoughts, and then write them down. This approach works before anger turns into rage.
   7. Ventillation fallacy:
      1. Cab driver says: “you gotta yell back. At least it makes you feel better”
      2. Scientists found that venting did little or nothing for anger.
      3. Leaves people more angry not less. Prolonged anger.
      4. More effective is when people cooled down, and thn in a more constructive manner, confronted person.
      5. “Don’t suppress anger. But don’t act on it.”
   8. Soothing Anxiety:
      1. Lady gets worried about muffler 🡪 goes to how she will pay for college tuition.
      2. Reaction that underlies worry is vigilance for potential danger.
      3. Difficulty is with chronic worries where worries go on and on and never get better. When these worries keep going, they go into full-blown neural hijackings.
      4. Woman doesn’t touch anything.
      5. Worrying about worrying:
      6. Cognitive: worrisome thoughts vs. somatic : sweating, tension
      7. Read into dangers into life that most others wouldn’t notice. People think worry can ward off evil (primitive mind might have needed it)
   9. Work of worrying
      1. Girl moves to Los Angeles lost her job: found her worries almost addicitive.
      2. Unexpected benefit of worrying. People are immersed in worried thoughts, they don’t notice subjective sensations of the anxiety those worries stir. Worry takes away from images that generated anxiety.
      3. Eases anxiety but doesn’t solve problem .
      4. Chronic worries can’t follow advice they are most given.
      5. First step is self-awareness: catching worrisome episode as near beginning as possible. Also, do relaxation at the moment they recognize worry beginning (mom “breathes” after stressed moment).
      6. Relaxation method not enough in itself. Worriers need to challenge worrisome thoughts. Is it probable that the event will occur (similar to “how to stop worrying and start living”).
      7. Challenge by thinking about equally possible things happening.
      8. For severe problem, May be important to take medications.
      9. Retraining of emotional circuitry through therapy is still important, in order to lessen likelihood that anxiety disorders occur. 🡪 check Zoloft here . this is why sudden stoppage is not good.
   10. Melancholy
       1. Major depression: Loss of a loved one. Need to mourn to understand meaning of loss and make new plans to allow lives to continue. Bereavement is fine and useful, full-blown depression is not good.
       2. Subclinical depression: ordinary melancholy. Range of despondency people can handle on their own. Don’t be alone, socialize .
       3. Worrying about depression makes depression more intense or or prolonged. Ruminating about how much work was done. This worrying doesn’t have any accompanied course of action.
       4. Understand themselves better: priming feelings of sadness without taking steps that might lift mood. Passive immersion in sadness makes it worse. Need action.
       5. Rumination makes depression stronger by creating conditions that are more depressing.
       6. Sales would be less likely to decline and experience of making sale might bolster self-confidence, lessening depression somewhat. Got depressed -> but somehow didn’t get worried about other work and decline. Women worry. Men drown depression in alcoholism.
       7. CBT: challenging thought patterns and has been found in some studies to be on par with medication for treating mild clinical depression. Two strategies: challenge thoughts at center of rumination, other is to schedule pleasant, distracting events.
       8. Distraction works because depressing thoughts are automatic, intruding on one’s state of mind. Even when depressed people suppress depressing thoughts, they can’t do so.
          1. Disentangle words -> knew how to do “future is dismal” better than “future is looking very bright”
       9. Tendency for depression to become worse: Depressed people tend to choose something sad to uplift their mood.
   11. Moodlifters
       1. Experiment with people told story of baby dying.
          1. Most people forgot about it as time passed.
          2. Those that were depressed started remembering that story more
          3. Depressed people try to forget about bad thoughts by bringing up other thoughts.
          4. Network of association of bad thoughts. Hard to associate them once some mood is created.
       2. Crying can leave the person in despair, still wondering what the cause of sadness is.
          1. Distractions that shift mood are better: watching funny movie
          2. On the other hand, distractions may not help if they don’t do much for mood. Study shows TV watchers felt more depressed after watching.
       3. Exercise is particularly good to get rid of bad mood. Those who are lazy, it helps. For those who do it regularly, it doesn’t do as much.
       4. Cheering oneself up through treats or sensual pleasures helps. Alcohol only worsens depression by going through central nervous system and depressing it. Numbing pain can actually make you unwilling to do other things. Eating to excess brings regret and stress of overweight.
       5. Engineering triumph: cleaning out closet, getting dressed
       6. Seeing things differently/cognitive triump: girl wasn’t a “match”, downward comparisons saying “at least I can walk” (glass full rather than half-empty).
       7. Volunteering and helping others in need: brings mood up.
       8. Praying brings up moods.
   12. Repressors:
       1. Kicked roommate in stomach … but he meant to turn on the light. Student finished a sentence completion test.
       2. Repressors as prime examples of inability to feel emotion, but they are actually tuning out the emotion. These people are the best at regulating emotion.
       3. While people may seemed calm and imperturbable, they sometimes seethe with physiological upsets. Readings show lots of sweating and high heartbeat. When asked, they said felt perfectly calm.
       4. The tuning out of emotions like anger and anxiety not uncommon.
       5. Children are unflappable in many ways. Alcoholic parent where problem is denied. Parents teach kids. Inherited temperament.
   13. Words associated with Repressor People tended to sanitize a few select words that had anger or sexual meaning. But their bodily reactions revealed that they were actually anxious.
       1. When showed in right, Lag from right (emotional) to left, when they were shown hostile words.
       2. Not faking their lack of awareness of anger, rather their brain is keeping it from them. 🡪 Suggests something is dampening the anger
       3. Measurements showed high activity of left Pre-frontal lobe . Less on the right, the center for negativity.
       4. Present themselves in a positive light with upbeat mood. Deny that stress is upsetting them. In normal setting, they have high levels of happiness in left pre-frontal lobe.
       5. Energy-demanding to experience negative emotions in positive light -> increased sweat might be due to brains trying to change the negative thought into positive.
       6. Upbeat denial, clue to more severe disasociative state in post-traumatic stress disorder. Successful for emotional self-regulation but unknown cost to self-awareness. 🡪 happiness.

1. The master aptitude:
   1. Getting frozen in fear/worry by test.
      1. Feelings veer over line into pathological.
      2. Working memory: The ability to hold in mind all information relevant to the task at hand. Limbic circuitry gets emotional distress, a cost is effectiveness of working memory.
   2. Consider positive emotions
      1. Champions: Ability to motivate themselves to pursue relentless routines.
      2. 10 thousand hours - Second-tier averaged around seventy-five hundred hours
      3. doggedness depends on emotional traits – requires enthusiasm in face of setback.
      4. Asian students have high IQ. In a study with 10000 high school students, Asian students Spend 40% more time doing hw than other students.
      5. Emotions define the limits of our capacity to use innate mental abiliites. Propel to accomplishment.
   3. Impulse control / delayed gratification
      1. Marshmallow given to kid. Gets one more if he doesn’t eat it for 10 mins.
      2. Studies show those who followed propelled more through school. They were also successful in life. Parents said they could put ideas into words, use and respond to reason.
      3. Stronger predictor of SAT scores than IQ test. IQ test becomes stronger predictor after students learn to read.
      4. While IQ cannot change, EQ can be changed. r
      5. “Goal directed self-imposed delay of gratification. Ability to deny impulse in service of a goal. Ultimate emotional intelligence.
      6. finding underscoresrole of emo. Intelligence as meta-ability. Something that determine how well people are able to use mental capacities
   4. Foul moods foul thinking
      1. Worry about son getting injury on football team. Awareness of worry. When it comes to making decision, not free to choose; worries overwhelm reason.
      2. Worry nub of anxiety’s damaging effect on mental perf. Of all kind. Worry is in one sense useful response gone awry.
      3. Anxiety undermines intellect.
      4. Air traffic controllers: Having chronically high anxiety is almost sure predictor that person will fail in training or in the field. 126 studies of more than 36000 people found that more prone to worries a person is, poorer their academic performance.
      5. Sort ambiguous objects: People prone to worry say they can’t do it, they can’t . When those who weren’t worried were forced to worry”(how?-), they became less able. When the people who were prone to worry were given 15 minute relaxation period, they were able to do the task.
      6. Test anxiety: apprehension interferes with clear thinking. Some people, pre-test apprehension is good. For others, it interferes with working memory and clear thinking to study effectively and during the test it disrupts mentall clarity essential for doing well.
      7. Resources expended on one cognitive task detract from resources available for processing other info.
      8. Adept at harnessing emotions can use anticipatory anxiety to motivate themselves to prepare well for it, thereby doing well.
      9. Upside-down U. peak is optimal relationship between performance And anxiety. Too little brings apathy. Too much kills off any attempt to do well.
      10. Mildly elated state of writers is best. Towards the peak of inverted U. One way to help someone think clearly is to tell them a joke. Laughing helps people think broadly and associate more freely. People who had just watched a video of bloopers were better off finding a solution to candle-in-a-box problem. Those who weren’t just did “functional fixedness”
      11. Mild mood changes sway thinking. Good moods help people be more expandive/positive in thinking.
          1. Memory is state-specific so that while in a good mood we remember positive events; Thinking about pros and cons of a course of action while feeling pleasant, mem. Biases our weighing of evidence in positive direction . This makes us do adventurous things.
          2. Negative emotions biases memory in negative derection. Emotions out of control stop intellect.
          3. Bring emotions back into line: this emotional competence is master aptitude.
   5. Positive thinking/ HOpe
      * 1. Example of D grade . Students with high levels of hope worked harder and think of a range of things they try that could bolster their grade.
        2. Hope better predictor of first semester college grades than SAT scores. High hope set themselves higher goals and know how to work to attain them. Given same range of intellectual abilities , emotional aptitudes make critical difference.
        3. Pandora’s box. Peaked in. it had Disease . Antidote : hope .
        4. Hope does more than offer solace/affliction(?). Hope in a technical sense is more than the sunny view that everything will be allright (e.g. “you’ll be alright”) . Believing you have both the will and the way to accomplish goals.
        5. People differ in the degree of hope.
           1. Think able to get out of a jam or find ways to solve problems.
           2. Others don’t see themselves having energy, ability/means to accomplish goals.
           3. High-levels of hope: Motivate themselves, feeling resourceful enough to find ways to accomplish objectives, reassuring when in a tight stpot that things get better., be flexible to find diff ways to get goals or to switch if that goal is impossible. Also, have the sense to break a formidable task into smaller pieces.
        6. Having hope means that one will not give in to overwhelming anxiety, defeatist attitude or depression in face of challenges or setbacks. Popelpe who are hopful evidence less depression than others as they maneuver through life in pursuit of their goals. (less anxious in general, and have fewer emotional distresses).
   6. Optimism:
      1. Swimmer Biondi: lost first two swims. Then went to gold.
         1. Not surprise to a psychologist who tested him: Coach told Biondi he had worse time than he actually had.
         2. Even with negative, Biondi second try , his performance was even better.
         3. When other swimmers given a false bad time and phychology test scores showed pessimism, tried again and did worse.
      2. Optimism means having strong expectation that in the end things will turn out all right in life (you’ll be allright). In emotional intelligence: optimism buffes people from being apathetic, depression in face of tough going. Needs to be realistic optimism , can’t be too-naïve. Can also be defined as how people explain successes and failures. Optimists see setback as something that can be remedied, while pessimists see it as something that can’t be fixed.
      3. Optimism predicts academic success
         1. motivation test tells you who gives up.
         2. What’s missing in tests of ability is motivation.
         3. Need to know whether they will keep going when things get frustrating.
         4. Actual achievement is capacity to stand defeat (– need better justification from book on this. -)
      4. Power of optimism to motivate people (insurance salesmen)
         1. Take rejection with grace is essential in sales
         2. Optimists did better (37% better) than pessimists.
         3. Optimists who had bad scores outsold pessimists.
         4. Emotional reaction to each “no” is important. Need to bring motivation to to continue.
            1. Rejection hard to take for pessimist,
            2. Optimists: I’m using the wrong approach . “The last person was just in a bad mood”
            3. By seeing situation as reason for failure, change approach in next call. Saying “People make mistakes” while playing tennis.
            4. Pessimist’s mental set leads to despair. Optimist spawns hope(the will and the way to do better next time).
         5. Inborn temperament. But the temperament can be tempered by experience.
            1. Optimism and hope (like helpnessness and despair) can be learned.
            2. Underlying both hope and optimism is self-efficacy. Belief that one has mastery over events of one’s life and meet challenges
            3. Developing competency/skills in any kind (e.g. tennis) strengthens sense of self-efficacy . Makes people take more risks and seek challenges.
            4. Surmounting challenges increases self-efficacy.
            5. Attitude makes people make best use of skills they have
         6. Ability is not a fixed property – variability on how you perform. People with Good self-efficacy Approach things in terms of how to handle rather than what can go wrong.

7. Empathy