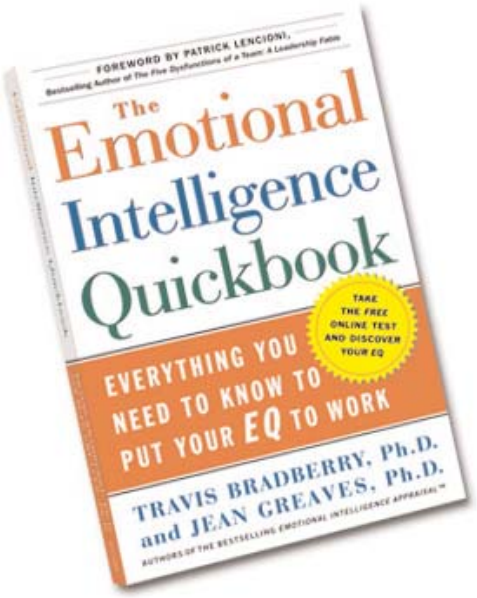
What's Your EQ?



The Emotional Intelligence Quickbook: Everything You Need to Know to Put Your EQ to Work

By Travis Bradberry and Jean Greaves

Reviewed by Patricia J. Nebrida

IN EVERY OFFICE, there is someone who's both a success and a curmudgeon. While that person is intelligent and always accomplishes projects, he also starts and ends conversations with conflict and is generally unpleasant to be around. But can that person truly be considered "successful"? That's one of the issues that Jean Greaves and Travis Bradberry address in *The Emotional Intelligence Quickbook*.

According to the authors, emotional intelligence and success don't always go together. But, those who fail to use their social competence fall short of their full potential. Greaves and Bradberry discuss concepts of EQ quickly and accessibly to a varying audience. Frontline employees and upper managers alike will appreciate its succinct compactness.

The authors stress that unlike the Intelligence Quotient, emotional intelligence "is a flexible skill that is readily learned." And like any skill worth learning, it takes time, self-consciousness, and effort. They cite all appropriate ground-breaking studies on EQ without unnecessary statistics or belaboring the point. With the help of visual aides, Bradberry and Greaves define and explain the four skills that make up emotional intelligence: self-awareness, self-management, social awareness, and relationship management.

The first two skills relate to the individual (personal competence); the second two describe relationships with others (social competence). A personally competent individual is aware of her emotions, and can manage her behavior and tendencies. Similarly, a socially competent person understands other's behaviors and motives, and manages relationships well.

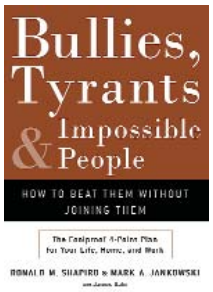
Personal and social competencies are closely connected and occur simultaneously. If a person hones those skills, he will be successful at relationships at work, at home, or in other social situations. High EQ is a powerful asset.

Bradberry and Greaves, both organi-

How to Deal

***T+D* editors look at other new releases about existing—and succeeding—in the workplace.**

Bullies, Tyrants, and Impossible People: How to Beat Them Without Joining Them
By Ronald M. Shapiro and Mark A. Jankowski
(Crown Business, June 2005, $25.00)



According to its authors, this book helps readers "harness the power of . . . N.I.C.E. to outnegotiate, outsmart, outmaneuver, outlast, outlogic, outthink, and outwin life's bullies, tyrants, and impossible people . . . ." Shapiro and Jankowski's four-step process—neutralize emotions, identify type, control the encounter, and explore options—teaches readers to keep their cool, and gain the upper hand with difficult people without taking on their traits.

The authors' extensive backgrounds with the subject matter (as co-founders of the Shapiro Negotiations Institute and co-authors of the award-winning *The Power of Nice)* lend credibility to their useful tips and amusing anecdotes. In addition, their approachable tone makes the advice seem like it's coming from an old friend.

—Eva Kaplan-Leiserson

zational psychologists, consulted with numerous Fortune 500 companies and the U.S. government to write the book. But in spite of their expertise, they tell readers this story of how they could have used their EQ's more effectively:

A homeless man unexpectedly walks into an emotional intelligence certification program that the authors are holding in a San Diego hotel. Sitting down among the participants, he asks for a glass of water. Bradberry promptly pours the man a glass and continues talking. The participants, however, are already distinctively tense. But Bradberry tries to maintain focus while assessing if the man is dangerous, as Greaves leaves the room to find hotel personnel or security. When she finally returns, she calls for a break (much to everyone's relief) and security escorts the man out.

In hindsight, both authors conclude that they could have handled the situation better. "The tension in the room that evening dragged on too long," they write. Bradberry didn't pay attention to the needs of the others in the room, and Greaves fell into an emotional trap that sent her physically running for help, rather than giving the class a break immediately.

The strain in the room was compounded by the timing: The class had taken place shortly after September 11, 2001, and everyone was conscious of strangers and potentially dangerous situations. That story resonates because the authors share a personal experience and, more important, because they openly discussed what they could have done better.

The *Emotional Intelligence Quickbook* is full of similar stories featuring both positive and negative uses of EQ. Another example details Ray Charles's struggle to achieve personal competence while trying to overcome poverty, blindness, and the death of his mother. With a friend's advice, Charles "leaned into his extreme pain, and eventually used it in his music."

Greaves and Bradberry also recount the failure of EQ preceding the explosion of the space shuttle Challenger in 1986. The engineering team had warned NASA executives about launching the shuttle in colder temperatures. But when the executives rebuffed the warning, the team passively accepted it, showing a lack of "team emotional intelligence skills to rise above the policy and rescue the ill-fated mission." Those stories, which vary from generalizations to more famous examples, provide necessary backdrops to the theory and uses of EQ.

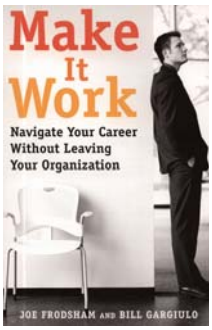
Applications of EQ to such areas as teamwork, conflict management, child-raising, gender, and leadership also make the book useful. I found the discussion on emotional intelligence and job titles particularly enlightening because I work on leadership building for my organization. According to the authors, EQ scores climb with titles, from the bottom of the corporate ladder toward middle management. The middle managers sit at the apex of EQ, having the highest scores in the workforce. But the scores of those beyond middle management, such as directors, take a steep dive. Even more shocking: CEOs, on average, have the lowest emotional intelligence scores. The authors explain that too many people are promoted to executive positions because of what they know or how long they worked at the organization instead of their people managing skills. The authors advise that executives maintain their EQ skills to strengthen their relationships with staff.

As an area of study, emotional intelligence is not new, but the information offered in the *Emotional Intelligence Quickbook* is relevant and comprehensible. I recommend it as an introduction to EQ, especially for curmudgeons who need to start reaching their true potential. I give the book three and a half cups of coffee.

The Emotional Intelligence Quickbook: Everything You Need to Know to Put Your EQ to Work, by Travis Bradberry and Jean Greaves. Fireside: New York. 208 pp. $19.95

Patricia J. Nebrida is a training and organizational development specialist for Resurrection Health Care in Chicago; pnebrida@reshealthcare.org.

Make It Work: Navigate Your Career Without Leaving Your Organization
By Joe Frodsham and Bill Gargiulo
(Davies-Black Publishing, April 2005, $18.95)



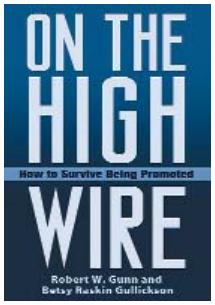
Attention dissatisfied employees ready to jump ship: There is hope. You *can* find happiness at work.

In the same vein as the authors of such books as *The Highest Goal,* Frodsham and Gargiulo maintain that the key to an engaging and energizing work life is to "do what you love to do—every day." That means discovering your "passionate core."

Unlike some spirituality-based career guides, *Make it Work* doesn't rely on philosophical clichés. Instead, it dispels common myths about the workplace and is filled with exercises and tools geared to help readers find positions that fit their abilities and passions. Not only that, the second half of the book shows readers how to carve out a career niche—without leaving their organizations. And for U.S. readers, that may be its most valuable lesson, given the sluggish economy.

—Josephine Rossi

On the High Wire: How to Survive Being Promoted
By Robert W. Gunn and Betsy Raskin Gullickson



(Praeger Publishers, March 2005, $34.95)

I love pop culture. I enjoy pertinent quotations from famous people. And, I was promoted recently. So, you can imagine how fascinated I was to find that this how-to-survive-your-promotion

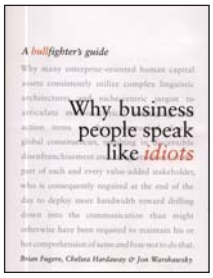
book includes references to the TV program "Win Ben Stein's Money" and quotations from Lao Tzu, the Chinese philosopher.

Shocked. That's right. And enthralled. From the authors' creative use of storytelling, I found solace in my newly assumed job role confusion; the examples of others experiencing the same growing pains at such companies as Bank of America and Toyota were comforting—and educational.

The message: Trust yourself to make the right decisions. You've got the instinct to accomplish what you will; you just need to hone that skill. (That's easier said than done.) This book provides a guide to obtaining the skills, techniques, and, more important, the mindset of a great leader.

—Sabrina E. Hicks

Why Business People Speak Like Idiots
By Brian Fugere, Chelsea Hardaway, and Jon Warshawsky
(Free Press, February 2005, $22)



Making corporate-speak less bloviated is fun when you can poke the people doing the writing. That may be the biggest joy in this book. You just know that somewhere, in a corporate suite or a far-flung cubicle, some person who thinks he is a great communicator churned out the dreck that the authors so cheerily blast as good examples of bad writing. But this fine little book talks about more than words: It illustrates just how adept organizations have become at hiding their messages in bad advertising, silly slogans, and politically correct content. The book goes beyond lampooning the idiots to offering solid examples to improve your own presentations. And the section on SGPs–stupid generic photos–is a hoot.

—Rex Davenport