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“If you’re wondering why your career is stalled or plateaued—or if you simply want to get on the fast track to the next level—this book is a must-read. Emotional intelligence is the sine qua non of success at work and this book gives you a quick-start to developing critical skills and behaviors to complement your technical expertise.”

—Lois P. Frankel, Ph.D., *New York Times* bestselling author,
Nice Girls Don't Get the Corner Office

“This book is a wake-up call for anyone who wants to dramatically improve their work life and strengthen their relationships. Drs. Bradberry and Greaves offer powerful research, practical strategies, and fascinating stories that will transform the way we think about ourselves and how we interact with those we care about the most.”

—Jim Loehr, *New York Times* bestselling author,
The Power of Full Engagement

“I distributed the book to my entire team. We found it very helpful in our dealings with each other and our internal customers. With all the new buzzwords over the past few years, the heart and soul of a company’s culture is how they support and promote emotional intelligence. Those with foresight see that emotional intelligence will separate the good companies from the great ones. This book is a wonderful tool for a grass-roots

approach. If your desire is to be a truly resonant leader that people will trust and follow, this is an opportunity that cannot only change your professional career, but also your personal relationships.”

—Regina Sacha, vice president, human resources,
FedEx Custom Critical

“In the fast lane of business life today, people spend more time on computer keyboards, BlackBerries and conference calls than they do in face-to-face communication. We’re expected to piece together broken conversations, cryptic voicemails, and abbreviated text messages to figure out how to proceed. In this increasingly complex web, emotional intelligence is more important than ever before. This book is filled with invaluable insights and information that no one can afford to ignore.”

—Rajeev Peshawaria, executive director,
Goldman Sachs International

“Drs. Bradberry and Greaves have created a gem that is powerful and easy to read. This book provides a captivating look at the things that matter most in life. Succeeding in Hollywood is as tough as any business, and emotional intelligence skills are essential. I highly recommend this book.”

—Matt Olmstead, executive producer, *Prison Break* and *NYPD Blue*

“This is a wonderful, practical, helpful book full of tools and techniques you can use to get along better with all the people in your life.”

—Brian Tracy, bestselling author, *Eat That Frog*

“Drs. Bradberry and Greaves have succeeded in creating a practical summary of emotional intelligence. Without being simplistic, this book is accessible to managers and employees who need a quick yet sophisticated understanding of the topic. This book and TalentSmart[®] e-learning are important components of Nokia’s management and employee development programs.”

—Jennifer Tsoulos, M.S., human resources, Nokia Mobile Phones

“Whip out your pen and get ready to take copious notes. This wonderful gem of a book is chock-a-block full of invaluable insights and incredibly useful suggestions—backed by strong scientific evidence. Word for word this is the most precious book I’ve read in a long time. I will give it to all my friends and clients as the one ‘must read’ for the season.”

—Jim Belasco, *New York Times* bestselling coauthor,
Flight of the Buffalo

“This book is a great resource for those of us charged with providing emergency services to the public. Through the simple and effective steps outlined in the book, I was able to learn and subsequently put into practice the emotional intelligence skills necessary to better relate to my customers during crisis situations. This book is a tool most supervisors should find useful in facilitating teamwork and promoting esprit de corps.”

—Dominick Arena, fire captain, City of Escondido,
California, Fire Department

“Emotional intelligence is a critical determinant of a physician’s ultimate success or failure. Drs. Bradberry and Greaves have hit the bull’s-eye with this timely research-based resource. I teach emotional intelligence in our faculty development leadership program, and I also mentor medical students. I can envision how this book can be woven into the medical school curriculum.”

—Dixie Fisher, Ph.D., assistant professor of clinical,
Keck School of Medicine, USC

“Success in my business is quantifiable and backing highly effective CEOs in our portfolio companies has been the key. There is no doubt in my mind that this book hits the nail on the head. Emotional intelligence in an individual determines the outcome more than any other factor, and is the one least understood. This book is a ‘must read’ for managers to gain insight and create a plan to improve their effectiveness as well as the success of the organization.”

—Rick Hoskins, managing director, Genstar Capital, LLC



**EMOTIONAL
INTELLIGENCE
2.0**



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*To the loyal TalentSmart[®] certified trainers
and all who've attended their sessions.
Your passion is the breath of life for this book.*

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FOREWORD

Not education. Not experience. Not knowledge or intellectual horsepower. None of these serve as an adequate predictor as to why one person succeeds and another doesn't. There is something else going on that society doesn't seem to account for.

We see examples of this every day in our workplaces, our homes, our churches, our schools and our neighborhoods. We observe supposedly brilliant and well-educated people struggle, while others with fewer obvious skills or attributes flourish. And we ask ourselves why?

The answer almost always has to do with this concept called emotional intelligence. And while it is harder to identify and measure than IQ or experience, and certainly difficult to capture on a resume, it's power cannot be denied.

And by now, it's not exactly a secret. People have been talking about emotional intelligence for a while, but somehow they haven't been able to harness its power. After all, as a society we continue to focus most of our self-improvement energy in the pursuit of knowledge, experience, intelligence and education. This would be fine if we could honestly say we had a full understanding of our emotions, not to mention the emotions of others, and an understanding of how our emotions influence our lives so fundamentally every day.

I think the reason for this gap between the popularity of emotional intelligence as a concept and its application in society is twofold. First, people just don't understand it. They often mistake emotional intelligence for a form of charisma or gregariousness. Second, they don't see it as something that can be improved. Either you have it or you don't.

And that's why this is such a helpful book. By understanding what emotional intelligence really is and how we can manage it in our lives, we can begin to leverage all of that intelligence, education and experience we've been storing up for all these years.

So, whether you've been wondering about emotional intelligence for years or know nothing about it, this book can drastically change the way you think about success. You might want to read it twice.

Patrick Lencioni
author of *The Five Dysfunctions of a Team*;
president of the Table Group

1 THE JOURNEY

The warm California sun greeted Butch Connor as he stepped out of his truck and onto the sands of Salmon Creek Beach. It was the first day of a long holiday weekend, and a perfect morning to grab his board and head out for a surf. Most of the other local surfers had the same idea that morning, and after 30 minutes or so, Butch decided to leave the crowd behind. He penetrated the water's surface with long, deep strokes that propelled him away from the pack and over to a stretch of beach where he could catch a few waves away from the crowd.

Once Butch had paddled a good 40 yards away from the other surfers, he sat up on his board and bobbed up and down in the rolling swells while he waited for a wave that caught his fancy. A beautiful teal wave began to crest as it approached the shoreline, and as Butch lay down on his board to catch the wave, a loud splash behind him stole his attention. Butch glanced over his right shoulder and froze in horror at the sight of a 14-inch, gray dorsal fin cutting through the water toward him. Butch's muscles locked up, and he lay there in a panic, gasping for air. He became hyper-focused on his surroundings; he could hear his heart pounding as he watched the sun glistening on the fin's moist surface.

The approaching wave stood tall to reveal Butch's worst nightmare in the shimmering, translucent surface—a massive great white shark that stretched 14 feet from nose to tail. Paralyzed by the fear coursing through his veins, Butch let the wave roll past, and with it a speedy ride to the safety of the shoreline. It was just the shark and him now; it swam in a semi-circle and approached him head-on. The shark drifted in slowly along his left side, and he was too transfixed by the proximity of the massive fish to notice his left leg dangling perilously off his surfboard in the frigid saltwater. *It's as big around as my Volkswagen*, Butch thought as the dorsal fin approached. He felt the sudden urge to reach out and touch the shark. *It's going to kill me anyway. Why shouldn't I touch it?*

The approaching wave stood tall to reveal Butch's worst nightmare in the shimmering, translucent surface—a massive great white shark that stretched 14 feet from nose to tail.

The shark didn't give him a chance. The shark, with a massive chomp of its jaws, thrust its head upward from underneath Butch's leg. Butch's leg

stayed on top of the shark's rising, boulder-sized head and out of its cavernous mouth, and he fell off the opposite side of his surfboard into the murky water. Butch splashing into the water sent the shark into a spastic frenzy. The shark waved its head about maniacally while snapping its jaws open and shut. The great white struck nothing; it blasted water in all directions as it thrashed about. The irony of floating alongside a 3,000-pound killing machine without so much as a scratch was not lost on Butch. Neither was the grave reality that this apex predator was unlikely to miss again. Thoughts of escape and survival flooded Butch's mind as quickly and completely as terror had in the moments prior.

The shark stopped snapping and swam around Butch in tight circles. Instead of climbing back on his surfboard, Butch floated on his belly with his arms draped over the board. He rotated the surfboard as the shark circled, using the surfboard as a makeshift barrier between himself and the man-eater. Butch's fear morphed into anger as he waited for the beast to strike. The shark came at him again, and Butch decided it was time to put up a fight. He aimed the sharp, pointed nose of his surfboard at the shark as it approached. When it raised its head out of the water to bite, Butch jammed the nose of the board into the shark's slotted gills. This blow sent the shark into another bout of nervous thrashing. Butch climbed atop his board and yelled, "Shark!" at the pack of surfers down the beach. Butch's warning and the sight of the turbulent cauldron of whitewater around him sent the surfers racing for dry land.

Butch also paddled toward safety, but the shark stopped him dead in his tracks after just a few strokes. It surfaced in his path to the shoreline, and then began circling him once more. Butch came to the dire conclusion that his evasive tactics were merely delaying the inevitable, and a paralyzing fear took hold of him yet again. Butch lay there trembling on his surfboard while the shark circled. He mustered the will to keep the tip of his board pointed in the shark's direction, but he was too terror-stricken to get back in the water and use his board as a barrier.

Butch's thoughts raced between terror and sadness. He wondered what his three children were going to do without him and how long his girlfriend would take to move on with her life. He wanted to live. He wanted to escape this monster, and he needed to calm down if that was ever going to happen. Butch convinced himself that the shark could sense his fear like a rabid dog; he decided that he *must* get hold of himself because it was his

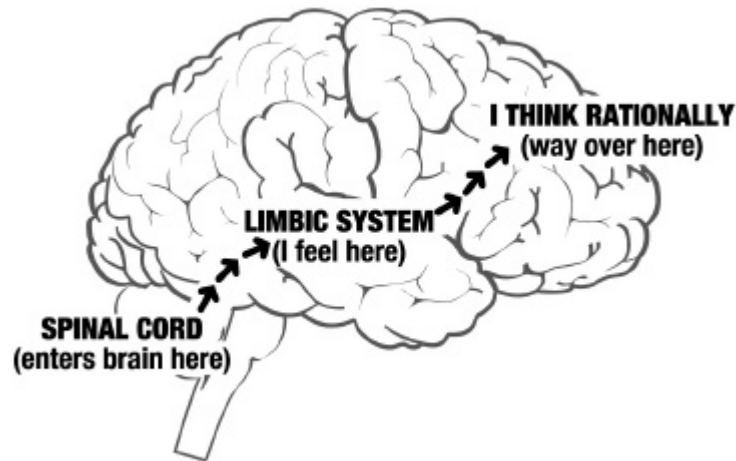
fear that was motivating the shark to strike. To Butch's surprise, his body listened. The trembling subsided, and the blood returned to his arms and legs. He felt strong. He was ready to paddle. And paddle Butch did—straight for the shoreline. A healthy rip current ensured that his journey to shore was a nerve-rattling five minutes of paddling like mad with the sense that the shark was somewhere behind him and could strike at any moment. When Butch made it to the beach, an awestruck group of surfers and other beachgoers were waiting for him. The surfers thanked him profusely for the warning and patted him on the back. For Butch Connor, standing on dry land had never felt so good.

WHEN REASON AND FEELING COLLIDE

Butch and the great white weren't fighting the only battle in the water that morning. Deep inside Butch's brain, his reason struggled for control of his behavior against an onslaught of intense emotions. The bulk of the time, his feelings won out, which was mostly to his detriment (paralyzing fear) but at times a benefit (the anger-fueled jab of his surfboard). With great effort, Butch was able to calm himself down, and—realizing the shark wasn't going away—make the risky paddle for shore that saved his life. Though most of us will never have to tussle with a great white shark, our brains battle it out like Butch's every single day.

The daily challenge of dealing effectively with emotions is critical to the human condition because our brains are hard-wired to give emotions the upper hand. Here's how it works: everything you see, smell, hear, taste and touch travels through your body in the form of electric signals. These signals pass from cell to cell until they reach their ultimate destination, your brain. They enter your brain at the base near the spinal cord, but must travel to your frontal lobe (behind your forehead) before reaching the place where rational, logical thinking takes place. The trouble is, they pass through your limbic system along the way—the place where emotions are produced. This journey ensures you experience things emotionally before your reason can kick into gear.

The rational area of your brain (the front of your brain) can't stop the emotion "felt" by your limbic system, but the two areas do influence each other and maintain constant communication. The communication between your emotional and rational "brains" is the physical source of emotional intelligence.



The physical pathway for emotional intelligence starts in the brain, at the spinal cord. Your primary senses enter here and must travel to the front of your brain before you can think rationally about your experience. But first they travel through the limbic system, the place where emotions are experienced. Emotional intelligence requires effective communication between the rational and emotional centers of the brain.

When emotional intelligence was first discovered, it served as the missing link in a peculiar finding: people with the highest levels of intelligence (IQ) outperform those with average IQs just 20 percent of the time, while people with average IQs outperform those with high IQs 70 percent of the time. This anomaly threw a massive wrench into what many people had always assumed was the source of success—IQ. Scientists realized there must be another variable that explained success above and beyond one's IQ, and years of research and countless studies pointed to emotional intelligence (EQ) as the critical factor.

A *Time* magazine cover and hours of television coverage introduced millions to EQ, and once people were exposed to it, they wanted to know more. They wanted to know how EQ worked and who had it. Most importantly, people wanted to know if *they* had it. Books emerged to scratch this itch, including our own, *The Emotional Intelligence Quick Book*. Released in 2004, the *Quick Book* was unique because each copy contained a passcode that let the reader go online and take the world's most popular EQ test, the *Emotional Intelligence Appraisal*[®]. The book satisfied readers' curiosity by teaching the ins and outs of EQ and (thanks to the test) providing a new self-perspective that wasn't available anywhere else.

people with the highest levels of intelligence (IQ) outperform those with average IQs just 20% of the time, while people with average IQs outperform those with high IQs 70% of the time.

The Emotional Intelligence Quick Book hit home—it was an instant best seller that has been translated into 23 languages and is now available in more than 150 countries. But times have changed. The emotional intelligence field is on the steep incline of a new wave of understanding—how people can improve their EQ and make lasting gains that have a profoundly positive impact upon their lives. Just as knowing your EQ score was reserved for the privileged few before the publication of *The Emotional Intelligence Quick Book*, learning how to increase your EQ is something that happens only in isolated circles. Our company trains hundreds of people each week to increase their EQ, but even at this pace it would take 3,840 years to hit every adult currently residing in the U.S.! We realize that we've unwittingly been holding important information back. We believe everyone should have the opportunity to increase his or her EQ, and have created this book to make it possible.

YOUR JOURNEY

Emotional Intelligence 2.0 has one purpose—increasing your EQ. These pages will take you far beyond knowing what EQ is and how you score. You'll discover time-tested strategies that you can begin using today to take your EQ to new heights. As you transform yourself and bring new skills into your life, you'll reap all of the benefits that this incredible human ability has to offer.

The 66 strategies in this book are the result of many years of careful testing with people just like you. These strategies provide the specifics of what you need to say, do, and think to increase your EQ. To glean everything they have to offer, you need to know where to focus your attention. The first major step in your journey to a higher EQ is to go online and take the new edition of the *Emotional Intelligence Appraisal*[®] test. Taking the test now provides a baseline against which you can gauge your improvement as you read on and learn. Measuring your EQ takes your learning beyond a conceptual or motivational exercise—your score profile uncovers the EQ skills you need to improve the most, and it pinpoints the individual strategies from this book that will get you there. This feature is

new to 2.0, and it takes the guesswork out of choosing the strategies that will increase your EQ the most.

The value of measuring your EQ now is akin to learning the waltz with an actual partner. If I tell you how the dance works, you are likely to learn something and may even get the urge to try it yourself. If, as I show you how to do a waltz, you practice each step with a partner, your chances of remembering them later on the dance floor go up exponentially. The EQ profile you receive from taking the *Emotional Intelligence Appraisal*[®] is your dance partner in developing these skills. It will remind you where to step with every beat of the music.

Your online report includes a goal-tracking system that summarizes the skills you are working on and provides automatic reminders to help you stay focused. E-learning activities bring EQ to life via clips from Hollywood movies, television and real-world events. You will also learn how your scores compare to other people's.

In addition to receiving the most accurate scores possible, taking the *Emotional Intelligence Appraisal*[®] now lets you see how much your EQ scores increase with time. You can take the test twice—once now and again after you've had enough time to practice and adopt the strategies from this book. After you complete the test a second time, your updated feedback report will display your scores side by side and offer insights into how you've changed and what your next steps should be to keep your EQ working for you. The orange insert at the back of this book contains instructions for going online to access the *Emotional Intelligence Appraisal*[®], as well as the unique passcode that you'll need to access the test.

Emotions can help you and they can hurt you, but you have no say in the matter until you understand them. We invite you to begin your journey now, because we know that emotional mastery and understanding can become realities for *you*.

2 THE BIG PICTURE

Before you take a closer look at each of the four EQ skills in the next chapter, there are some important things you need to know about EQ as a whole. Over the last decade we've tested more than 500,000 people to explore the role emotions play in daily living. We've learned how people see themselves versus what others see, and we've observed how various choices affect personal and professional success.

Despite the growing focus on EQ, a global deficit in understanding and managing emotions remains. Only 36 percent of the people we tested are able to accurately identify their emotions as they happen. This means that two thirds of us are typically controlled by our emotions and are not yet skilled at spotting them and using them to our benefit. Emotional awareness and understanding are not taught in school. We enter the workforce knowing how to read, write, and report on bodies of knowledge, but too often, we lack the skills to manage our emotions in the heat of the challenging problems that we face. Good decisions require far more than factual knowledge. They are made using self-knowledge and emotional mastery when they're needed most.

Considering the range of emotions people express, it's no wonder they can get the better of us. We have so many words to describe the feelings that surface in life, yet all emotions are derivations of five core feelings: happiness, sadness, anger, fear, and shame. As you move through your daily routine—whether you're working, spending time with family or friends, eating, exercising, relaxing, or even sleeping—you are subject to a constant stream of emotions. It is so easy to forget that we have emotional reactions to almost everything that happens in our lives, whether we notice them or not. The complexity of these emotions is revealed in their varying forms of intensity.

Only 36 percent of the people we tested are able to accurately identify their emotions as they happen.

Intensity of Feelings	HAPPY	SAD	ANGRY	AFRAID	ASHAMED
HIGH	Elated Excited Overjoyed Thrilled Exuberant Ecstatic Fired up Passionate	Depressed Agonized Alone Hurt Dejected Hopeless Sorrowful Miserable	Furious Enraged Outraged Boiling Irate Seething Loathsome Betrayed	Terrified Horrorified Scared stiff Petrified Fearful Panicky Frantic Shocked	Sorrowful Remorseful Defamed Worthless Disgraced Dishonored Mortified Admonished
MEDIUM	Cheerful Gratified Good Relieved Satisfied Glowing	Heartbroken Somber Lost Distressed Let down Melancholy	Upset Mad Defended Frustrated Agitated Disgusted	Apprehensive Frightened Threatened Insecure Uneasy Intimidated	Apologetic Unworthy Sneaky Guilty Embarrassed Secretive
LOW	Glad Contented Pleasant Tender Pleased Mellow	Unhappy Moody Blue Upset Disappointed Dissatisfied	Perturbed Annoyed Uptight Resistant Irritated Touchy	Cautious Nervous Worried Timid Unsure Anxious	Bashful Ridiculous Regretful Uncomfortable Pitied Silly

The five core emotions run left to right across the top of the table. Manifestations of each emotion based upon the intensity felt are described down each of the columns in the table.

ADAPTED FROM AND REPRODUCED BY PERMISSION FROM JULIA WEST

Triggers and Emotional Hijackings

While Butch Connor was being attacked by a great white shark, he experienced several emotional hijackings—moments when his emotions controlled his behavior and he reacted without thinking. Typically, the more intense your emotions are, the greater the likelihood that they will dictate your actions. Matters of life or death—such as being attacked by a massive beast—are certain to induce a temporary emotional hijacking.

In Butch’s case, emotional hijackings left him paralyzed by fear, but even in the presence of a man-eater, Butch was able to use his thoughts to take back control from his emotions. Butch reasoned with himself until the paralysis subsided and he was calm enough to complete the paddle to shore. Butch’s thoughts didn’t make his feelings of fear and terror disappear, but they *did* keep his emotions from hijacking his behavior.

Since our brains are wired to make us emotional creatures, your first reaction to an event is always going to be an emotional one. You have no control over this part of the process. You *do* control the thoughts that follow an emotion, and you have a great deal of say in how you react to an emotion—as long as you are aware of it. Some experiences produce emotions that you are easily aware of; other times, emotions may seem nonexistent. When something generates a prolonged emotional reaction in you, it’s called a “trigger event.” Your reaction to your triggers is shaped by your personal

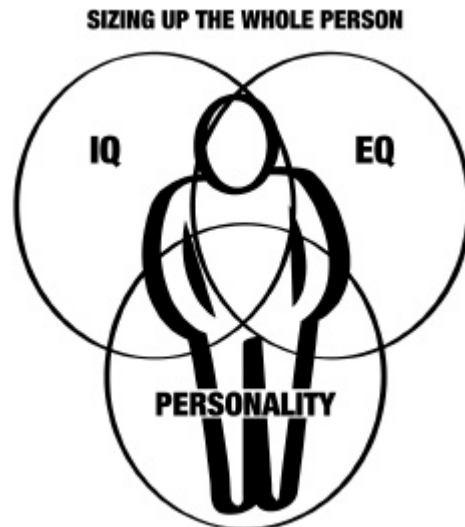
history, which includes your experience with similar situations. As your EQ skills grow, you'll learn to spot your triggers and practice productive ways of responding that will become habitual.

Sizing Up the Whole Person

Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships. Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results.

Emotional intelligence taps into a fundamental element of human behavior that is distinct from your intellect. There is no known connection between IQ and EQ; you simply can't predict EQ based on how smart someone is. Cognitive intelligence, or IQ, is not flexible. Your IQ, short of a traumatic event such as a brain injury, is fixed from birth. You don't get smarter by learning new facts or information. Intelligence is your *ability* to learn, and it's the same at age 15 as it is at age 50. EQ, on the other hand, is a flexible skill that can be learned. While it is true that some people are naturally more emotionally intelligent than others, a high EQ can be developed even if you aren't born with it.

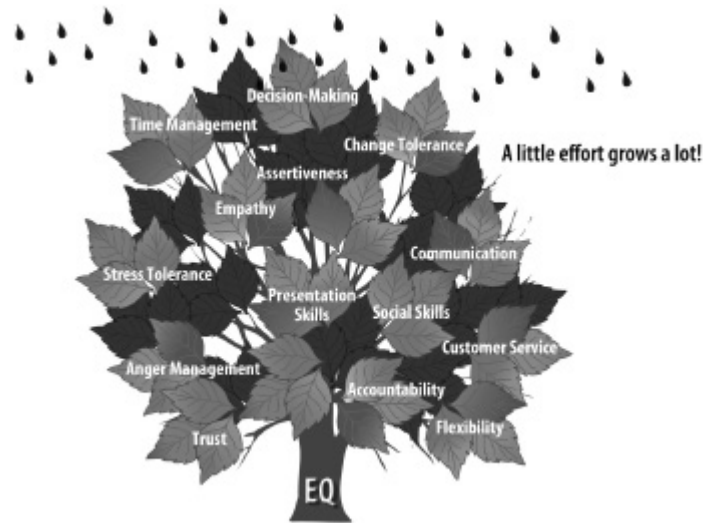
Personality is the final piece in the puzzle. It's the stable “style” that defines each of us. Your personality is a result of your preferences, such as your inclination to introversion or extroversion. However, like IQ, personality can't be used to predict emotional intelligence. Also like IQ, personality is stable over a lifetime. Personality traits appear early in life, and they don't go away. People often assume that certain traits (for example, extroversion) are associated with a higher EQ, but those who prefer to be with other people are no more emotionally intelligent than people who prefer to be alone. You can use your personality to assist in developing your EQ, but the latter isn't dependent on the former. EQ is a flexible skill, while personality does not change. IQ, EQ, and personality assessed together are the best way to get a picture of the whole person. When you measure all three in a single individual, they don't overlap much. Instead, each covers unique ground that helps to explain what makes a person tick.



IQ, personality, and EQ are distinct qualities we all possess. Together, they determine how we think and act. It is impossible to predict one based upon another. People may be intelligent but not emotionally intelligent, and people of all types of personalities can be high in EQ and/or IQ. Of the three, EQ is the only quality that is flexible and able to change.

The Impact of EQ

How much of an impact does EQ have on your professional success? The short answer is: *a lot!* It's a powerful way to focus your energy in one direction with a tremendous result. We've tested EQ alongside 33 other important skills and found that it subsumes the majority of them, including time management, decision-making, and communication. Your EQ is the foundation for a host of critical skills—it impacts most everything you say and do each day. EQ is so critical to success that it accounts for 58 percent of performance in all types of jobs. It's the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence.



EQ is the foundation for a host of critical skills. A little effort spent on increasing your EQ tends to have a wide-ranging, positive impact on your life.

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No matter whether people measure high or low in EQ, they can work to improve it, and those who score low can actually catch up to their co-workers. Research conducted at the business school at the University of Queensland in Australia discovered that people who are low in EQ and job performance can match their colleagues who excel in both—solely by working to improve their EQ.

Of all the people we've studied at work, we have found that 90 percent of high performers are also high in EQ. On the flip side, just 20 percent of low performers are high in EQ. You can be a high performer without EQ, but the chances are slim. People who develop their EQ tend to be successful on the job because the two go hand in hand. Naturally, people with high EQs make more money—an average of \$29,000 more per year than people with low EQs. The link between EQ and earnings is so direct that every point increase in EQ adds \$1,300 to an annual salary. These findings hold true for people in all industries, at all levels, in every region of the world. We haven't yet been able to find a job in which performance and pay aren't tied closely to EQ.

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In order to be successful and fulfilled nowadays, you must learn to maximize your EQ skills, for those who employ a unique blend of reason and feeling achieve the greatest results. The remainder of this book will show you how to make this happen.