

Making Everything Easier!™

Emotional Intelligence

FOR
DUMMIES®

Learn to:

- Become more aware of your emotions
- Change your emotions for the better
- Develop techniques for dealing with difficult people
- Use empathy to improve your relationships at home and work

Steven J. Stein, PhD

Coauthor of *The EQ Edge:
Emotional Intelligence and Your Success*



*Emotional
Intelligence*
FOR
DUMMIES®

***Emotional
Intelligence***
FOR
DUMMIES®

by Steven J. Stein, PhD

Foreword by Peter Salovey, PhD

 **WILEY**

John Wiley & Sons Canada, Ltd.

Emotional Intelligence For Dummies®

Published by
John Wiley & Sons Canada, Ltd.
6045 Freemont Blvd.
Mississauga, ON L5R 4J3
www.wiley.com

Copyright © 2009 by John Wiley & Sons Canada, Ltd. All rights reserved. No part of this book, including interior design, and icons, may be reproduced or transmitted in any form, by any means (electronic, photocopying, recording, or otherwise) without the prior written permission of the publisher.

Trademarks: Wiley, the Wiley Publishing logo, For Dummies, the Dummies Man logo, A Reference for the Rest of Us!, The Dummies Way, Dummies Daily, The Fun and Easy Way, Dummies.com, and related trade dress are trademarks or registered trademarks of John Wiley & Sons, Inc. and/or its affiliates in the United States and other countries, and may not be used without written permission. All other trademarks are the property of their respective owners. Wiley Publishing, Inc., is not associated with any product or vendor mentioned in this book.

For authorization to photocopy items for corporate, personal, or educational use, please contact in writing The Canadian Copyright Licensing Agency (Access Copyright). For an Access Copyright license, visit www.accesscopyright.ca or call toll free 1-800-893-5777.

LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY: THE PUBLISHER AND THE AUTHOR MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE ACCURACY OR COMPLETENESS OF THE CONTENTS OF THIS WORK AND SPECIFICALLY DISCLAIM ALL WARRANTIES, INCLUDING WITHOUT LIMITATION WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE. NO WARRANTY MAY BE CREATED OR EXTENDED BY SALES OR PROMOTIONAL MATERIALS. THE ADVICE AND STRATEGIES CONTAINED HEREIN MAY NOT BE SUITABLE FOR EVERY SITUATION. THIS WORK IS SOLD WITH THE UNDERSTANDING THAT THE PUBLISHER IS NOT ENGAGED IN RENDERING LEGAL, ACCOUNTING, OR OTHER PROFESSIONAL SERVICES. IF PROFESSIONAL ASSISTANCE IS REQUIRED, THE SERVICES OF A COMPETENT PROFESSIONAL PERSON SHOULD BE SOUGHT. NEITHER THE PUBLISHER NOR THE AUTHOR SHALL BE LIABLE FOR DAMAGES ARISING HEREFROM. THE FACT THAT AN ORGANIZATION OR WEBSITE IS REFERRED TO IN THIS WORK AS A CITATION AND/OR A POTENTIAL SOURCE OF FURTHER INFORMATION DOES NOT MEAN THAT THE AUTHOR OR THE PUBLISHER ENDORSES THE INFORMATION THE ORGANIZATION OR WEBSITE MAY PROVIDE OR RECOMMENDATIONS IT MAY MAKE. FURTHER, READERS SHOULD BE AWARE THAT INTERNET WEBSITES LISTED IN THIS WORK MAY HAVE CHANGED OR DISAPPEARED BETWEEN WHEN THIS WORK WAS WRITTEN AND WHEN IT IS READ.

For general information on John Wiley & Sons Canada, Ltd., including all books published by Wiley Publishing Inc., please call our distribution centre at 1-800-567-4797. For reseller information, including discounts and premium sales, please call our sales department at 416-646-7992. For press review copies, author interviews, or other publicity information, please contact our publicity department, Tel. 416-646-4582, Fax 416-236-4448.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Library and Archives Canada Cataloguing in Publication Data

Stein, Steven J., 1950–

Emotional intelligence for dummies / Steven Stein.

Includes index.

ISBN 978-0-470-15732-9

1. Emotional intelligence. I. Title.

BF576.S73 2009 152.4 C2009-902930-8

Printed in the United States

1 2 3 4 5 RRD 13 12 11 10 09



About the Author

Steven J. Stein, PhD, is a clinical psychologist and CEO of Multi-Health Systems (MHS), a leading international test publishing company. He is a previous chair of the Psychology Foundation of Canada and has been president of the Ontario Psychological Association. Dr. Stein is a former assistant professor in the Department of Psychiatry at the University of Toronto and was an adjunct professor in the Department of Psychology at York University in Toronto.

Dr. Stein co-authored (with Dr. Howard Book) the international best-seller *The EQ Edge: Emotional Intelligence and Your Success* (Jossey-Bass) and is the author of *Make Your Workplace Great: The 7 Keys to an Emotionally Intelligent Organization* (Jossey-Bass).

A leading expert on psychological assessment and emotional intelligence, he has consulted to military and government agencies, including the Canadian Forces; U.S. Air Force, Army, and Navy; special units of the Pentagon; and the FBI Academy; as well as corporate organizations, including American Express, Air Canada, Canyon Ranch, Coca-Cola (Mexico), Canadian Imperial Bank of Canada (CIBC), and professional sports teams.

He has appeared on over 100 TV and radio shows throughout Canada and the United States. He has also been quoted in numerous newspapers, magazines, and blogs.

Dr. Stein has shared information on emotional intelligence with audiences throughout Canada, the United States, Mexico, Europe, Australia, and Asia. You can reach him for speaking engagements via e-mail at ceo@mhs.com.

Author's Acknowledgments

I must admit, I never thought I'd write a *For Dummies* book about emotional intelligence (EI). Although *Emotional Intelligence For Dummies* is my third book on the topic, it's my first that applies EI beyond the world of work to home, family, friends, and strangers.

When I got involved in this area of study almost 15 years ago, the most frequent question I was asked, especially by the media, was how long this fad would last. My answer was that as long as there was more than one person in the world, and she or he had to interact with someone else, emotional intelligence would be important.

I want to thank all the people at Wiley that encouraged me to write this book. First, my previous (and ongoing) editor at Wiley, Don Loney, for introducing me to the idea of a *For Dummies* book. Once I learned more about the nature of this series, I was convinced that this was a great way to spread the word about EI. Many thanks to my editor on this book, Robert Hickey, for patiently keeping me on track and gently educating me on how a *For Dummies* book needs to be written. And many thanks to my developmental editor, Colleen Totz Diamond, for all her suggestions and support, and making sure the words flowed. Thanks to my copy editor, Laura Miller, and project manager, Elizabeth McCurdy — and, of course, the publicity and marketing people who'll help make this book a success.

My appreciation also goes to all the wonderful and dedicated people at Multi-Health Systems. Because of their talents and the emotionally intelligent workplace created there, I have the time to embark on projects such as this book.

Of course, many thanks go to my wife Rodeen, for all her support and tolerating all the time I spent on this project, and to my children Alana and Lauren.

Publisher's Acknowledgments

We're proud of this book; please send us your comments through our online registration form located at <http://dummies.custhelp.com>. For other comments, please contact our Customer Care Department within the U.S. at 877-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002.

Some of the people who helped bring this book to market include the following:

Acquisitions and Editorial

Editor: Robert Hickey

Developmental Editor: Colleen Totz Diamond

Project Manager: Elizabeth McCurdy

Project Editor: Lindsay Humphreys

Copy Editor: Laura Miller

Editorial Assistant: Katey Wolsley

Cartoons: Rich Tennant
(www.the5thwave.com)

Cover photo: Graham French/Masterfile

Composition Services

Vice-President Publishing Services:

Karen Bryan

Project Coordinator: Lynsey Stanford

Layout and Graphics: Heather Pope,
Christin Swinford, Julie Trippetti

Proofreaders: Laura Bowman, Caitie Copple

Indexer: Valerie Haynes Perry

John Wiley & Sons Canada, Ltd.

Bill Zerter, Chief Operating Officer

Jennifer Smith, Vice-President and Publisher, Professional & Trade Division

Publishing and Editorial for Consumer Dummies

Diane Graves Steele, Vice President and Publisher, Consumer Dummies

Kristin Ferguson-Wagstaffe, Product Development Director, Consumer Dummies

Ensley Eikenburg, Associate Publisher, Travel

Kelly Regan, Editorial Director, Travel

Composition Services

Debbie Stailey, Director of Composition Services

Contents at a Glance

.....

<i>Foreword</i>	<i>xix</i>
<i>Introduction</i>	<i>1</i>
<i>Part I: There's a New Kind of Intelligence in Town</i>	<i>9</i>
Chapter 1: Feeling Smart.....	11
Chapter 2: Assessing Your Emotional Intelligence.....	23
Chapter 3: Finding Happiness	33
<i>Part II: The Essentials of Emotional Intelligence</i>	<i>41</i>
Chapter 4: Investigating the Science Behind Emotional Intelligence.....	43
Chapter 5: Becoming More Aware of Your Emotions	61
Chapter 6: Managing Your Emotions.....	79
Chapter 7: Understanding Empathy	95
Chapter 8: Managing Other People's Emotions	111
<i>Part III: Taking Emotional Intelligence to Work</i>	<i>127</i>
Chapter 9: Dealing with Difficult Workplace Situations.....	129
Chapter 10: Succeeding Through Emotional Intelligence.....	143
Chapter 11: Becoming an Emotionally Intelligent Leader	167
Chapter 12: Creating an Emotionally Intelligent Workplace	183
Chapter 13: Getting Through College with Emotional Intelligence	207
<i>Part IV: Using Emotional Intelligence at Home</i>	<i>223</i>
Chapter 14: Creating Emotionally Intelligent Relationships	225
Chapter 15: Parenting with Emotional Intelligence	245
Chapter 16: Raising an Emotionally Intelligent Child.....	263
<i>Part V: The Part of Tens</i>	<i>285</i>
Chapter 17: Ten Ways to Improve Your Emotional Intelligence.....	287
Chapter 18: Ten Ways to Help Difficult People with Their Emotional Intelligence	297
Chapter 19: Ten Ways to Make the World a More Emotionally Intelligent Place	305
Appendix: Resources for Emotional and Social Intelligence.....	313
<i>Index</i>	<i>317</i>

Table of Contents

.....

***Foreword*.....xix**

***Introduction*..... 1**

About Emotional Intelligence For Dummies..... 2
Foolish Assumptions..... 3
Conventions Used in This Book..... 3
What You Don't Have to Read..... 3
How This Book Is Organized 4
 Part I: There's a New Kind of Intelligence in Town..... 4
 Part II: The Essentials of Emotional Intelligence..... 4
 Part III: Taking Emotional Intelligence to Work 5
 Part IV: Using Emotional Intelligence at Home 6
 Part V: The Part of Tens..... 6
Icons Used in This Book 7
Where to Go from Here..... 7

***Part I: There's a New Kind of Intelligence in Town* 9**

Chapter 1: Feeling Smart.....11

Defining Emotional Intelligence 11
Getting a Handle on Your Emotions 13
Understanding the Emotions of Others 15
 Influencing a person's emotions 17
 Following the Golden Rule..... 18
Applying Emotional Intelligence at Work..... 19
 The benefits of emotional intelligence at work..... 19
 The advantages of an emotionally intelligent workplace 20
Pursuing Successful Family Interactions 22

Chapter 2: Assessing Your Emotional Intelligence 23

Measuring Emotional Intelligence 23
Feeling, Thinking, and Behaving Like an
 Emotionally Intelligent Person 26
 Feeling like an emotionally intelligent person 26
 Thinking like an emotionally intelligent person 27
 Behaving like an emotionally intelligent person..... 29
Recognizing an Emotionally Unintelligent Person 30

Chapter 3: Finding Happiness	33
Defining Happiness	33
Understanding the benefits of being happy	35
Changing your emotions	36
Addressing problems with optimism	37
Knowing your strengths and weaknesses	38
Finding Authentic Happiness	39

Part II: The Essentials of Emotional Intelligence **41**

Chapter 4: Investigating the Science Behind Emotional Intelligence	43
Understanding the Difference between Emotional Intelligence and IQ	44
Knowing How Your Emotions Affect You	45
Making the Case for Emotional Intelligence	47
Understanding how EQ tests work	49
Understanding how EQ tests work compared to personality tests	54
Differentiating Personality from Emotional Skills	55
Tracking personality across the life span	56
Changing your emotional intelligence	57

Chapter 5: Becoming More Aware of Your Emotions	61
Defining Feelings	62
Identifying Your Emotions	64
Digging Deeper into Your Emotions	66
Interpreting behaviors	67
Examining self-destructive behaviors	68
Understanding body language	71
Reading your emotions through other people	74
Changing Negative Emotions	75
Recognizing negative emotions	76
Using the ABCDE theory of emotions	77

Chapter 6: Managing Your Emotions	79
Okay, I Feel Sad, Mad, or Bad — Now What?	79
Using cognitive restructuring	80
Methods of distraction	83
Relaxation, meditation, and similar activities	84
How mindfulness works	88
Working Your Way Out of a Bad Situation	89
Short-term approaches	89
Long-term solutions	91

Changing Your Emotions for the Better	91
Recognizing the importance of practice	92
Developing a positive psychology	93
Chapter 7: Understanding Empathy	95
Knowing the Difference between Empathy and Sympathy	96
Beginning with you, not I	96
Knowing why the difference is important	96
Reading Other People's Emotions	99
Walking in the other person's moccasins	101
Starting with what they say	102
Understanding what their faces tell you	102
Decoding body language	104
Showing People You Understand Their Feelings	104
Checking in	105
Getting confirmation	105
Exploring Situations in Which Empathy Can Really Help You	106
Strengthening intimate relationships	107
Understanding friends and relatives	108
Dealing with tense situations that involve strangers	109
Chapter 8: Managing Other People's Emotions	111
Changing How You React to Others	112
Being aware of your gut reaction	112
Working through alternative responses	113
Managing Other People's Emotions	114
Identifying where other people are coming from	116
Establishing a realistic alternative behavior	117
Getting a person to want to change	118
Encountering Obnoxious People	119
Determining your best outcome with a difficult person	120
Developing techniques for dealing with difficult people	121
Dealing with Difficult Friends and Relatives	123
Start with the endgame	123
Getting to the relationship you want	125
 Part III: Taking Emotional Intelligence to Work	 127
Chapter 9: Dealing with Difficult Workplace Situations	129
Having Feelings at Work?	130
Getting in touch with your feelings at work	130
Getting control of your emotions	131

Exploring Situations That Bring Out Your Worst at Work	133
Tackling hassles	134
Coping with fears	136
Exploring Situations That Bring Out Your Best at Work	137
Managing the Emotions of Others at Work	140
Chapter 10: Succeeding Through Emotional Intelligence	143
Finding the Right Job	144
Testing interests, personality, and intelligence.....	144
What EQ can add to the job equation	147
Assessing Your Work Life.....	150
Understanding that you are what you feel	150
Knowing whether your job feels right.....	151
Getting a feel for what you do best.....	152
Improving Your Performance When Working with People	154
Knowing whether you're a people person.....	154
Dealing effectively with people at work.....	156
Improving Your Performance When Working Alone.....	157
Knowing whether you prefer to work alone.....	157
Getting better at working alone	158
Influencing People at Work	159
Using empathy to make your sale.....	160
Understanding assertiveness	161
Becoming a Better Team Player	162
Understanding work teams.....	163
Fitting in on a team	163
Helping your teammates	164
Chapter 11: Becoming an Emotionally Intelligent Leader	167
Getting Others to Do Things at Work.....	168
Deciding whether you want to be a manager.....	168
Getting someone to listen to you.....	169
Eliciting cooperative behavior from others	170
Leading Other People.....	172
Defining an effective workplace leader	174
Knowing your leadership skills.....	177
Knowing your leadership weaknesses	178
Knowing whether you're fit to be a workplace leader	179
Rising to the occasion of good leadership	180
Chapter 12: Creating an Emotionally Intelligent Workplace	183
Defining the Emotionally Intelligent Workplace	184
Looking at the typical workplace.....	185
Looking at an emotionally intelligent workplace.....	187

Determining Whether Your Workplace Is Emotionally Intelligent 189
 Documenting your workplace strengths 190
 Cataloging areas for improvement 191
 Knowing whether your workplace is emotionally intelligent 192
 Managing the Work-Life Balancing Act 193
 Knowing your values 194
 Looking at your work time..... 195
 Looking at your life time 197
 How you can balance work and life..... 198
 Creating Emotionally Intelligent Teams..... 198
 Defining a work team..... 199
 Understanding what makes teams work..... 200
 Increasing the emotional intelligence of your teams 201
 Making Your Workplace More Emotionally Intelligent..... 202
 Starting with you..... 202
 Influencing your co-workers..... 203
 Managing your manager..... 204
 Taking it to the top 205

Chapter 13: Getting Through College with Emotional Intelligence207

Why So Many Students Don't Make It Through the First Year of College..... 208
 Looking at school grades and SATs..... 208
 We're not in Kansas anymore: Welcome to college 209
 Problems that first-year students encounter 210
 Preparing to deal with emotional and social issues..... 211
 Warning Signs of College Derailment 212
 Adjusting to the first year of college 213
 How to know when your first year isn't going well 214
 Suggestions to Get Back On Track 214
 Identifying possible problems..... 215
 Taking stock of your resources..... 216
 Getting into action mode 217
 Knowing Your Long-Term Objectives 218
 Cataloging strengths..... 219
 Identifying your strengths and weaknesses 220
 Setting long-term goals..... 221
 Achieving long-term goals 222

Part IV: Using Emotional Intelligence at Home 223

Chapter 14: Creating Emotionally Intelligent Relationships 225

Assessing Your Intimate Relationship 226
 Understanding why emotional intelligence matters in a relationship..... 226
 Rating your relationship 227

Understanding How Your Emotions Affect the Relationship.....	230
Emotions: The glue of relationships.....	231
How emotions help you grow together.....	232
Why emotions sometimes grow apart	233
Understanding and Managing Your Partner's Emotions	234
Taking your partner's emotional temperature	235
Knowing where to start managing your partner's emotions	235
Pushing the limit of managing your partner's emotions	237
Using Your Emotional Skills in Your Relationship	238
Taking your own emotional temperature.....	238
Knowing what battles are worth fighting.....	239
Knowing when to hold your tongue	240
Using empathy to enhance your relationship.....	241
Building Emotionally Healthy Social Relationships	242
Using your emotional skills in social relationships.....	242
Finding the right balance of emotional and social skills	243
Chapter 15: Parenting with Emotional Intelligence	245
How Intelligent People Become Emotionally Unintelligent Parents	245
What they didn't teach you about kids.....	247
Managing your own emotions	247
Understanding Where Your Partner Is Coming From	249
Working as a team	250
Managing each other's emotions.....	251
Keeping Your Cool with Your Child	252
Using Your Emotional Skills to Manage Your Child	254
Managing your impulse control	254
Using empathy as a guide	255
Problem-solving your way through crises.....	256
Getting a Grip When Dealing with Your Teenager	257
What you should know about flexibility	257
Where stress management comes in handy.....	258
Managing the Rollercoaster Teenage Years.....	259
Keeping self-regard on an even keel.....	260
Gauging your teenager's interpersonal skills.....	261
Showing your teenager social responsibility	261
Chapter 16: Raising an Emotionally Intelligent Child	263
Understanding Your Child.....	264
Modeling empathy early	264
Reading your child's moods.....	265
Helping Your Child Become More Aware of His Emotions	266
Using exercises in self-awareness.....	267
Connecting emotions and consequences	268
Managing Your Child's Withdrawn Behaviors.....	270
Why some children are shy.....	270
Bringing your child out of her shell.....	271

Managing Your Child’s Overactive or Aggressive Behaviors	272
The ADHD epidemic	272
Knowing whether your child has ADHD	273
Why so many children behave aggressively	274
How to tell whether your child is too aggressive	276
The importance of callous and unemotional characteristics	277
Getting your child to be less oppositional and defiant	278
Making Your Teenager More Aware of Emotional Intelligence	279
Talking to your teen about emotions	280
Getting your teenager to read books such as this one	281
Helping Your Teenager Become More Emotionally Intelligent	282
Putting theory into practice	283
Letting them discover their own emotional intelligence	283

***Part V: The Part of Tens*** **285**

Chapter 17: Ten Ways to Improve Your Emotional Intelligence287

Become More Self-Aware	287
Express Your Thoughts, Feelings, and Beliefs	288
Discover Your Inner Passions	289
Know Your Strengths and Weaknesses	289
Walk in the Other Person’s Moccasins	290
Manage Another Person’s Emotions	291
Be Socially Responsible	292
Manage Your Own Impulses	293
Be More Flexible	294
Be Happy	295

**Chapter 18: Ten Ways to Help Difficult People
with Their Emotional Intelligence297**

Taking the Indirect Approach	298
Having a Talk	299
Knowing Whether You’ve Been Heard	299
Gauging the Intention to Change	300
Giving Feedback	300
Providing Strategies	301
Checking Progress	301
Exploring the Effect of Poor Behavior	302
Explaining in Different Ways	303
Selling on Benefits	303

**Chapter 19: Ten Ways to Make the World a More Emotionally
Intelligent Place305**

Caring for Others	305
Focusing on Other People	306
Working on Yourself	307

Helping Your Family 307
Giving Back to Your Community 308
Improving Your Workplace 308
Bringing Back Civility 309
Reducing Hate 309
Taking Up a Cause for Your Country 310
Changing Your World..... 310

Appendix: Resources for Emotional and Social Intelligence313

Books..... 313
Web Sites and Other Resources 314

***Index*..... 317**

Foreword

.....

When you boil it down, *emotional intelligence* is the idea that emotions are useful; they are important sources of information. Emotions help us solve problems, and they guide our social interactions. And, importantly, some people harness the wisdom of emotions better than others.

So, who are these emotionally intelligent people? They are individuals you know, and you might be one yourself. If you are the kind of person who is skilled at reading emotions in another person's face or interpreting your feelings, if you are a person who can put your feelings into words, if you are a person who manages your emotions effectively and helps others to do the same, and if you are a person who uses your emotions to think clearly about something or as clues to what might be going on in social situations, well then, you are likely someone who is emotionally intelligent. And, if you are not so sure whether you are this kind of person, perhaps this book will help you to learn these skills.

In 1990, when John D. Mayer and I published the first scientific article describing a theory of emotional intelligence in the journal *Imagination, Cognition, and Personality*, we weren't sure anyone would find the idea that people differ in their abilities to identify emotions, understand these feelings, manage emotions, and use them to guide thinking and action all that interesting or persuasive. We were wrong. Today, in the spring of 2009, while writing this foreword, I typed the phrase **emotional intelligence** into the Google search engine, and it yielded more than three million hits. Interest in emotional intelligence has exploded, and we know a few things now that we didn't know two decades ago.

First, we know that you can measure emotional intelligence, and the author of this book, Steven Stein, is chief executive officer of the company that publishes assessment tools in this area of psychology, including a test we developed called the MSCEIT. Second, we know that high scores on the MSCEIT and other measures of emotional intelligence are related to psychological health, effectiveness at work, and fulfilling social relationships. And third, we know that people can learn how to improve these skills in many different ways. For example, our colleague Marc Brackett has developed and tested school curricula that help children learn emotional intelligence (and do better in school).

These conclusions make Dr. Stein's book especially timely. We know a lot more about emotional intelligence than we did 20 years ago, and he has synthesized this knowledge and presented it here for you in a very engaging and easily grasped way.

However, reading about emotional intelligence isn't enough. It won't make you more emotionally intelligent overnight. I strongly encourage you to engage in the exercises described by Dr. Stein in this book and look for other ways to hone your emotional skills — perhaps by reading great literature, becoming more committed to the arts, or simply spending more time observing other people and reflecting on your own abilities, motives, and behaviors. Once you become aware of the skills involved in being a more emotionally intelligent individual, “people watching” will never quite be the same.

There are no guarantees, of course, but I suspect *Emotional Intelligence For Dummies* will motivate you to adopt a broader view of what it means to be smart, and you will find yourself further developing the emotional skills that allow you to lead a more satisfying life.

Peter Salovey, PhD
Chris Argyris Professor of Psychology
Yale University

Introduction



Emotional intelligence — it sounds like an oxymoron, doesn't it? Just like jumbo shrimp. People tend to think of others as either emotional or intelligent, but not both. So, just what is emotional intelligence? And why are you hearing about it only now?

Emotional intelligence has a lot to do with being intelligent about your emotions. It involves the ability to recognize your own emotions as well as the emotions of other people. It includes understanding emotions. It also has to do with how you manage your emotions and how you manage other people's emotions.

Psychologists have known about many of the concepts behind emotional intelligence for years — decades, even. But the knowledge has been scattered, not really well organized or clearly formulated. When two psychologists — John (Jack) Mayer from the University of New Hampshire and Peter Salovey from Yale University — put together a theory that looks at both intelligence and emotions in 1989, the idea of emotional intelligence really started to take shape.

The first scientific paper on the topic was published in 1990. Since that time, millions of copies of books have been sold about it. A number of psychologists, including our own team at Multi-Health Systems (MHS), as well as groups at Yale University, Rutgers University, the Centre for Creative Leadership, and others, have carried out a great deal of research that looks at the impact of emotional intelligence at work, in families, with children, and basically anywhere that people interact with each other.

Organizations have used the information researchers have discovered about emotional intelligence to select and develop their employees and to produce better leaders; schools have used it to create more harmonious relationships among students; and it has been used with families to improve relationships. I hope an understanding of emotional intelligence can benefit you, too. It can help mean the difference between success and failure in many of the things you do.

About *Emotional Intelligence For Dummies*

What does it mean to be emotionally intelligent? Does it really matter? What can you do about your or your children's emotional intelligence? Or, for that matter, can you do anything to better manage the emotions of your relatives or friends? You can explore these questions, and many others, in *Emotional Intelligence For Dummies*.

The purpose of this book is to provide you with a clear understanding of what emotional intelligence is about. Emotional intelligence is still a new area of study, and you can already find a combination of folklore and science mixed together through the initial exuberance of the media on this topic. I cover some of the science that explains emotional intelligence, but I go carefully beyond the science by expanding on some of those scientific findings.

Here's some of the information that you can find in this book:

- ✔ The most common definitions of emotional intelligence
- ✔ Information about the most validated tests or measures of emotional intelligence
- ✔ Interesting ways to think about your own emotional intelligence, as well as the emotional intelligence of people around you
- ✔ Strategies to improve your and others' emotional intelligence
- ✔ The importance of emotional intelligence at home, at work or school, with friends, and when dealing with strangers

One of the differences between obtaining traditional knowledge and figuring out how to improve your emotional intelligence is the importance of active participation. Although you can find out about many subjects passively through lectures and reading, you need to be more active to get a grip on emotional intelligence. Reading this book can help you take the first step towards improving your EQ (Emotional Quotient). You also have to do some of the exercises and activities in this book to make a real difference in your ability to identify, understand, use, and manage your emotions.

sample content of Emotional Intelligence For Dummies

- [read online The Cambridge History of Twentieth-Century Music online](#)
- [click *Latin for Beginners.pdf*](#)
- [The Smoke at Dawn here](#)
- [read online Black & Decker The Complete Guide to Bathrooms \(Updated 4th Edition\) for free](#)

- <http://qolorea.com/library/The-Cambridge-History-of-Twentieth-Century-Music.pdf>
- <http://sidenoter.com/?ebooks/Making-Friday-the-13th--The-Legend-of-Camp-Blood.pdf>
- <http://louroseart.co.uk/library/The-Satanic-Verses--A-Novel.pdf>
- <http://studystrategically.com/freebooks/Kama-Houri.pdf>