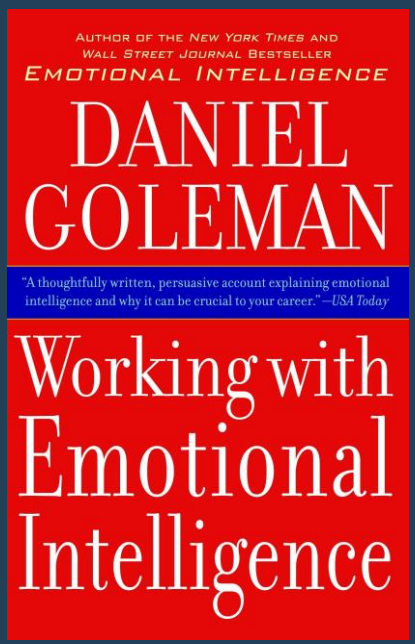

Working with Emotional Intelligence

Year of publication: 2011
Author: Daniel Goleman
400 pages
Link for purchase: https://amzn.to/2xB8eG3

In the book "Working with Emotional Intelligence" (1998), the author Daniel Goleman, applies in his work environment his theory presented in the revolutionary bestseller "Emotional Intelligence".
The work provides explanations based on years of research on why emotional intelligence is crucial for leaders, teams, and organizations, and teaches how to improve your EQ and your company.

Score

8

9 Aplicability
8 Inspiration
7 Innovation
8 Impact on results
8 Structure

Main ideias of the book

- As your career progresses, interpersonal skills become more important than cognitive skills.
- Fortunately, unlike cognitive skills, emotional skills can be improved.
- To enhance your empathy, the core attribute of emotional ability, learn to listen.
- Understanding your own feelings improves your ability to understand the feelings of others.
- Feedback is essential when you are trying to change ingrained habits.
- Many features that help individuals succeed are also important to organizations such as reliability, openness, and emotional sensitivity.
- Emotionally intelligent organizations value the fundamental contribution of employees who practice light personal skills.

This summary presents the eight main aspects that relate to working with emotional intelligence: "people who know how to deal with people", "trust your intuition", "do you know how to improve your self-awareness?", "Information flow", "importance empathy in professional relationships, " following the leader, "and" emotionally intelligent networks. "
Let's go?

For whom is this book suitable?

The contents of this book are suitable for all people working in an organization, regardless of their position, and to those who have an interest in developing their emotional intelligence.

Overview of the book

Aspect I - People who know how to deal with people

In the first aspect, we will understand what emotional intelligence is and why it is more important than cognitive intelligence.
Today's managers are worried about losing their jobs and with good reason. In the past, 30 years were worked for the same company and then retired. Nowadays, it's not like that anymore.
Good graduation and know-how technical do not guarantee that you will keep your job.
Evidence shows that employers seek new hires who have better listening skills, accept criticism, endowed with a personality that conveys general situational flexibility.

In a very real sense we have two minds, one that thinks and one that feels

The companies have sought out employees with specific interpersonal skills. In the modern workforce, emotional intelligence or QE offers a more complete measure of professional success than IQ.
As Goleman has already quoted in his bestselling "Emotional Intelligence," many studies show that IQ without an emotional component is not enough for success. But in contrast to the cognitive intellect, you can improve the intelligence to deal with emotions.

Aspect II - Trust Your Intuition

In the second aspect, we will examine the concept of emotional intelligence.
In addition to talent and experience, to excel you need emotional skills, such as self-knowledge, ability to manage your feelings, concern for others, social dexterity, enthusiasm, and commitment.
Developing relationships requires gaining confidence, the key to influencing others and achieving your goals.
In addition, emotional intelligence skills are the foundation of strong leadership skills, since they perfect decisive power. Another important detail: Pay attention to your intuition.
Vague as they seem to be, intuitive thoughts result from previous analogous reflections and doubts, directly influencing necessary decision-making.
Their feelings add dimension to their choices, and their awareness and mastery strongly influence the development of empathy.

Aspect III - Do You Know How to Improve Your Self-Awareness?

Let’s now turn to the importance of self-awareness and self-confidence for your professional growth.

A good way to seek self-knowledge is to keep a journal of behaviors that you want to change, so that you can review them later, for clues as to what triggers your ingrained emotional patterns.
For example, record those times when you become irritable or say something that you regret and develop a list that you can use to identify conditions or situations that provoke you, then you will approach them with more self-knowledge in the future.
Self-confidence resonates with other people, which inspires confidence. Those who lack confidence find it difficult to make decisions against unknown variables, especially if the decision contradicted some view prevailing.
One study tracked people through their lives and found that those with more self-confidence in childhood gain greater professional rewards as adults.

Aspect IV - The Flow of Information

In this aspect, the author talks about the importance of learning to control their reactions and emotions.
The cognitive and emotional centers of the brain sometimes work in conflict with one another.
Under stress, the emotional center of the brain shifts to the emergency response mode and draws resources that your mind usually engages in cognition.
This happens when people are afraid of the stage and fear overloads the brain's ability to remember what they should do.
Being able to activate your emotional restraint is crucial to the realization of stressful situations, not only for the benefit of remaining diplomatic, even if irritated, but also for the ability to focus under "distractions."
Of course, you should be aware of your emotions and even use them to achieve your goals.
However, allowing emotion to replace your ability to act rationally leads only to negative consequences. Do not let anger and fear get in your way.
Success in business that requires a steady and dependable attitude.
You must calmly adjust to unforeseen changes and remain emotionally open. In the world of work, you cannot let a passing mental state dictate your actions.
To maintain the serenity you need for work, cultivate strategies to deal with stress.
To make people around you feel confident about you, make sure they always know where you are.
The correct thing is always to act in a transparent and ethical way. If you are scrupulous, even if you make a mistake, others will trust you to admit it and try to fix it.

> *The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice there is little we can do to change until we notice how failing to notice shapes our thoughts and deeds*

> *Anyone can become angry —that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way —this is not easy. ARISTOTLE, The Nicomachean Ethics*

Aspect V - The Importance of Empathy in work relations

In aspect V, Goleman explains the concept of empathy and how it influences the work environment.
A tried and tested strategy to increase sales is to put yourself in the customer's shoes and find out what you can suggest to improve your business.
This ability to intuit the feelings of others, capturing subtle clues about their personalities, likes and dislikes of their behavior or vocal mannerisms, is called "empathy."
As the author cites in his book Focus, the inability to empathize indicates a concomitant lack of social intercourse. Empathy is an essential building block for social skills needed for business.
Sensitivity to the needs of others lies in the ability to provide good services, mentoring and navigating diverse and sometimes conflicting personalities of the workplace.

If you create an atmosphere of respect for each person's abilities and encourage varied perspectives, differences in team members can lead to unexpected "opportunities."
Whether you are aware of its impact or not, your attitudes, feelings, and expectations influence those around you.
Try to become aware. Understanding and evaluating the feelings of others underlies all negotiations.
The easiest way to persuade others is to start with your desires and expectations as you see them. Getting what you want requires building an emotional connection with those you want to direct or persuade.

Aspect VI - Following the Leader

The emotional intelligence of a leader reflects throughout your organization. In this respect we will understand the Why:
Many people are adept at the social skills they need to move forward, but they hesitate because they do not remain open to those who supervise them.
The subordinates follow the leaders, but not only to meet the business objectives.
People follow a leader's style, energy level, and emotional approach.
When leaders convey loyalty to the company and optimism about it, employees resonate with that message.
If you use your listening skills, empathy and sensitivity to understand other people's fears, you develop the tact you need to be a leader, especially in tough times.
People are inspired to stand out when they clearly realize that the leader values their individual contributions.
The emotional intelligence of leaders translates into organizational emotional intelligence.
Often this attribute attracts clients, even more than brains or history.
Again, the skills that create empathy - active listening and vision of a situation from another person's point of view - are vital.

Aspect VII - Networks Emotionally Intelligent

Let's talk now about the importance of working well as a team.
When a team works with QE, the results are better than managers can only predict based on the individual skills of team members. It is essential to identify what you have in common with another member.
Over time, these connections result in a network of interpersonal relationships that extend their potential influence beyond the limits of their individual reach.
In the past, the best employees were rewarded more than those who knew how to work well together.
This is changing, to the extent that companies realize significant results
based on work in group.
Closer members, including supervisors, tend to function better than a traditional authoritarian structure.
The rules of the team emphasize respect and openness to generate solidarity, creativity, and consensus.
A competent team leader should model confidence, openness to new ideas, and willingness to analyze feedback to improve results.

Okay, but how can I apply this in my life?

- Develop a plan to replace an old habit with a new one;
- Commit to being patient and taking the time to allow new behavior to be implemented;
- Focus on one realistic goal at a time. To measure your progress, develop a plan that includes feedback;
- To improve overall functioning and reap the rewards of emotional intelligence, implement policies that improve your knowledge of the organization;
- "Collaboration," honest communication and attention to basic human emotional needs, such as respect, will help raise your organization's EQ.

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