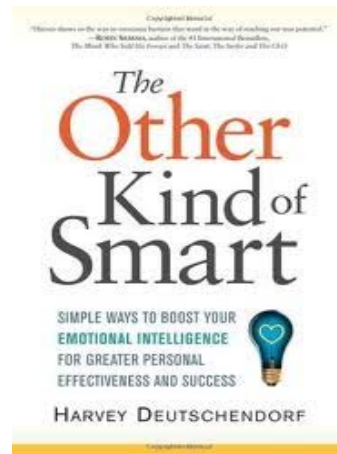


The Other Kind of Smart

Simple Ways to Boost Your Emotional Intelligence for Greater Personal Effectiveness and Success



Author/s: Harvey Deutschendorf
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ISBN: 978-0814414057
218 pages

■ The Big Idea

In **The Other Kind of Smart**, Harvey Deutschendorf relates the importance of emotional intelligence in the workplace and describes some principles of emotional intelligence, which include:

- Emotional intelligence can be a better predictor of success than IQ.
- Emotional intelligence is not fixed at birth and can be learned and broadened through life experience.
- To build emotional intelligence a person must explore their inner selves and become more aware of their feelings. They must also have a healthy self-regard and accept social responsibility.
- Empathy is essential for building and sustaining healthy relationships both in and out of the workplace.
- Adaptability and flexibility are important parts of emotional intelligence and are key to problem solving and getting along with coworkers.
- Emotional intelligence requires stress management, impulse control, and an understanding of the origins of individual happiness.

Features of the Book

Reading Time: 7 - 8 hours, 218 pages

The Other Kind of Smart offers advice that would benefit any organization hoping to understand the value of EI in the workplace and increase the emotional intelligence of its employees. The book will also benefit individuals who wish to improve their relationships both in and out of the workplace.

Harvey Deutschendorf uses personal experience as well as anecdotes from several individuals to illustrate the ways a person can change their own emotional intelligence. Corporate case studies provide evidence of successful EI practices in high-profile organizations, including Southwest Airlines. Each case study and story is concise and written in a friendly, easily relatable tone.

Although each chapter is dedicated to a separate area of EI and may be read individually, the scope of EI is best understood if the book is read chronologically, from beginning to end. In the appendices, Deutschendorf provides many useful web sites and reading resources as well as a mini EI quiz to help the reader gauge their own emotional intelligence and see which areas need improvement. The reader can then refer back to chapters five through 19, which offer lists of techniques that individuals can use to improve each area of emotional intelligence.

INTRODUCTION

Success in business and personal relationships requires hard work and intelligence. Inherent intelligence that can be measured with an IQ test is only part of the equation. Emotional Intelligence (EI), sometimes referred to as “advanced common sense,” can be even more important to an individual’s success. In **The Other Kind of Smart**, emotional intelligence coach Harvey Deutschendorf shows how important EI is in the workplace and uses examples of corporations and individuals who have experienced failure and success based on their level of EI. The emotional intelligence of employees affects a company’s bottom line because employees who are treated well by others and feel comfortable with others in the workplace will pass that attitude onto customers.

PART I: EMOTIONAL INTELLIGENCE

What is EI?

What is meant by emotional intelligence? Simply put, emotional intelligence is being open and honest with our feelings. It is defined as “managing feelings so that they are expressed appropriately and effectively, enabling people to work together smoothly toward a common goal.” Although general intelligence has been measured by Intelligence Quotient tests since the early nineteenth century, measuring a person’s emotional intelligence proves more difficult. Dr. Reuven Bar-On, a psychologist specializing in how emotions affect the way people function, developed the Bar-On EQ-I® test. Corporations can use this test to get a sense of prospective employees’ EI skills. Unlike IQ, a person’s EQ can be changed. It is important to realize that emotional intelligence is not fixed at birth and can be increased from life experiences.

Business Connection

Business leaders drive the EI movement because they know that employees with EI and good people skills are going to be successful and motivated. These employees will become good managers who know how to build relationships with coworkers, thereby reducing turnover rates. It has been estimated that 40 percent of employee turnover can be attributed to stress at work, which roughly translates into a loss of \$200 billion in

productivity to U.S. companies. Much of that stress is brought on by emotions and how they are handled. It is important to understand that emotions drive and motivate people to achieve goals both in and out of the workplace. Deutschendorf offers a case study of Southwest Airlines, a corporation that values EI in the workplace. Founded in 1971 by Herb Keller, whose motto was “Your employees give as good as they get,” the airline is one of the most successful companies in the U.S. and has shown a profit every year since 1973. Even in the wake of the September 11 terrorist attacks, Southwest Airlines did not lay off any staff members when almost all other airlines did. The company prides itself on keeping employees happy with a true work/life balance. Management at Southwest Airlines knows how to show the staff that they are appreciated by emphasizing praise instead of criticism. They also allow their staff to fail and, in doing so, learn from their mistakes.

One of the most revolutionary aspects of the airline’s EI culture is in human resources where it hires employees based on attitude instead of skills. Even the most intelligent, skilled, and qualified candidate may not make the cut if they do not display certain EI qualities, including respect and common courtesies for other workers in lower positions. This hiring practice is the exact opposite of most other corporations, which hire based on aptitude alone and then train employees on attitude. Southwest Airlines’ unique hiring practice has lead the company to low turnover rates and a positive, family-oriented work culture.

Inspiring Workplaces

Although Southwest Airlines is a shining example of valuing EI in the workplace, there are many other companies that strive to make the workplace enjoyable for employees. These companies know they need to allow employees to show their emotions and express their feelings, even anger and frustration.

There will always be conflict in the workplace and it is important to resolve this conflict in a constructive setting in order to promote a safe work environment. Some companies employ a mediator to handle conflict resolution in a controlled environment. They understand that conflict can be healthy and can even bring employees closer together.

Success Throughout Life

Employees' home life is as important as their work life and the two cannot be completely separated. By excelling at one aspect of life and not the other, one of the areas will suffer. Deutschendorf contends that people who practice new behaviors in various areas of their lives will become more effective in all those areas, including work, home, and the community. He states that the EI skills presented in this book "can be applied throughout a person's life, whatever their profession, family situation, geography, or personality."

PART II: THE INNER WORLD

Emotional Self-Awareness

The journey to greater EI begins within each person. It takes a lot of work to change on the inside and the starting point depends on each person's upbringing. If a person grew up in a dysfunctional family they would most likely learn coping mechanisms. These would need to be unlearned in order for the person to effectively deal with their emotions. People need to be aware of their emotions in order to control them.

Some emotions are obvious, such as anger and fear, but others are subtle, such as guilt and shame, and it is essential that people can identify them and be consciously aware of them. Only then can people use their emotions as allies in their relationships both in and out of the workplace.

Repressed emotions need to be brought to the surface and dealt with immediately. Deutschendorf stresses that people must tune into their feelings regularly because feelings do not lie.

Techniques for increasing emotional self-awareness:

- Take ten minutes each day to calmly assess the day's events, write down the different emotions experienced with each event, and try to find the source of any negative emotions that came up.
- Wait ten seconds before responding to something that makes you angry.
- If you had a reaction to fear, anger, shame or guilt during the day, find out how you might have acted differently.

- Share at least one positive emotion with someone daily.

Assertiveness

Assertiveness should not be confused with aggression. Assertiveness is the ability to express needs directly while maintaining boundaries; it requires independence. If people are not depending on others' approval, they can freely express their feelings with confidence and a full awareness of their feelings. Assertiveness can lead to win-win situations in personal and professional relationships.

In contrast, aggression requires a winner and a loser: a bully and a victim who feels resentful toward the aggressor. Aggressors do not respect anyone's boundaries.

Passivity is the opposite of aggression. A passive person willingly becomes a victim and lets people walk all over them.

Passive-aggressive people appear quiet but are seething inside with pent-up frustrations and anger, which are ready to boil over. They have outbursts because they were probably taught to suppress emotions at an early age, and this negatively affects their adult relationships and career.

Techniques for increasing assertiveness:

- Practice directly asking for what you want.
- Pay close attention to the words you choose and eliminate "ums" and "ahs."
- Address others by their first names instead of titles, unless absolutely necessary.
- Ask for compensation when there is something wrong with a bill for a purchase, meal, or service.
- Do not be afraid to ask a specialist for clarification out of fear of appearing stupid.
- Do not speak up for yourself when angry because the tone will be evident in your voice.

Self-Regard

Self-regard is each individual's personal assessment of their strengths and weaknesses. It is not the same as self-esteem. People with self-esteem feel good about themselves just for being themselves, with no accomplishments to back it up.

Self-regard is built upon legitimate accomplishments. People increase their self-worth and, therefore, their self-regard when they accomplish something difficult or even when they just try something and do not succeed. They are still gratified that they tried.

People need courage to try new things and leave their comfort zones. People build up a solid and healthy base of self-regard with small accomplishments that add up.

Techniques for increasing self-regard:

- Stay clear of those who are not supportive.
- Set and write down attainable goals for six months, one year, and five years.
- Once a week, write down accomplishments from that week in a journal.
- Ask those you trust to make a list of your strengths.
- Celebrate every accomplishment, big or small, and celebrate others' accomplishments as well.

Self-Actualization

Self-actualization is difficult to assess because it refers to what a person has achieved compared to what they want to achieve. It is really all about people realizing their full potential.

A person's inner feelings let them know if they are living the way they want. An inner motivation pushes people who have to leave behind their known environment to pursue their goals.

Techniques for increasing self-awareness:

- Write down three things that are most important to you and ask what you really want in life. Set specific goals for each of those three things for one month, six months, one year, and five years

- Schedule five minutes a day to only think about your goals.
- Arrange for a close friend to ask about your progress periodically and supply feedback
- Do not share goals with others who are not supportive.

Independence

People with a high degree of independence are free of emotional dependency. However, most relationships require mutual dependency, such as those in the workplace. Codependence is harmful in work relationships because individual growth is seen as a threat. What is needed in a work relationship is interdependence, which comes about when people individually grow in a relationship.

Deutschendorf again cites Southwest Airlines for their environment conducive to interdependence; employees are encouraged to grow in their individuality while increasing their value to the organization.

In the workplace, interdependence is important and a key to successful relationships with coworkers. It requires healthy self-regard, assertiveness, and perseverance. Successful people know they may need to create their own opportunities rather than wait for circumstances that will support their goals.

Techniques for increasing independence:

- Keep a notebook to record and describe a decision you make each day.
- Set up time limits for making quick decisions on small matters (like choosing menu items).
- Choose something every week that you have always wanted to do and go do it alone.
- Speak up and voice an opinion in a group setting.
- Explore new food and places to eat by yourself.
- Make a list of what you want to change in your life in one month, six months, one year, and five years.

PART III: THE OUTER WORLD

Empathy

Empathy is the ability to accurately read emotions of others and see the world through their eyes, but not emotionally react to it.

Sympathy brings out a person's own feelings and it causes an emotional reaction. Empathy is a powerful interpersonal tool because people can see the world from another's perspective and tune into that, regardless of how different the view is from their own. Many successful sales people have empathy. Selling is about relationship building and relationship building is based on understanding and relating to others. After all, people do not buy things from people they do not like. There are four basic rules about feelings:

1. Feelings are neither good nor bad, they just are.
2. All people are entitled to their feelings.
3. People have no right to judge other people's feelings.
4. All people have a strong need to have their feelings acknowledged.

Techniques for increasing empathy:

- Everyday, choose a conversation and pay attention to the tone of the words being spoken and the feelings behind them.
- Listen to a group in conversation and try to figure out how each person is feeling by observing facial expressions, tone, and other nonverbal cues.
- Spend a few minutes each day with your closest friend and listen to them talk, then give them feedback about what you heard and think they meant.
- Watch a movie with friends and afterwards discuss how the characters felt and why.

Healthy Relationships

Healthy relationships are built on trust. Trust is forged by people listening to each other and supporting each other.

Healthy relationships at work begin with good interpersonal skills or “people skills.” There are lots of managers but not a lot of leaders because not every manager knows how to earn respect from their staff. When measuring employee satisfaction levels, companies find that the most common reason people quit is dissatisfaction with the leadership or their direct managers. These relationships can be improved through team-building exercises that teach interpersonal skills and techniques for getting along with others.

Techniques for building healthy relationships:

- Choose a person to get to know better and keep a list of this person’s important information to remember and bring up in a future conversation.
- Keep a list of important dates and events in the lives of people you care about and send cards or call them on those days.
- Engage in conversations where you ask people to talk about themselves.
- Pay attention to how much time you talk and listen in a conversation.
- Practice random acts of kindness.
- Call and offer to help when someone you care about is having a tough time.

Social Responsibility

Deutschendorf stresses that people need to acknowledge that they are part of something larger than themselves. Social responsibility is visible and public, which makes it one of the easiest markers to rate people in emotional intelligence. People who are very socially responsible tend to have a lot of empathy and want to help others.

Techniques for increasing social responsibility:

- Schedule a certain amount of time to volunteer to a worthwhile cause every month. Choose a cause with a personal connection.
- Offer to assist someone at work who needs extra help.

PART IV: ADAPTABILITY

Problem Solving

Most problems people face involve others, so they need to be able to effectively interact with others to get the help they need. Therefore, the more social interaction needed to solve a problem, the more crucial EI skills become.

Techniques for problem solving:

- Come up with multiple solutions to a small, everyday problem.
- Solicit ideas and solutions from others.
- Think of ways to anticipate and solve problems before they happen.
- Come up with solutions to hypothetical problems on a daily basis.
- Involve your children, partner, or coworkers in imaginary problem solving scenarios.
- Remember to think of every problem as having multiple solutions.
- Do not let your ego get in the way. Remain flexible and accept a better solution from someone else.
- Realize that being right is not as important as being successful in problem solving.
- Give yourself a reward when you figure out a good solution to a problem.

Reality Testing

It is important for people to view the world honestly. In order to get an accurate view of reality, people should consider as many sources of information as possible and explore alternative points of view.

Some people have the urge to escape reality. Most people fall into three groups – pessimists, optimists, and “Pollyannas.” Pessimists see everything in a negative light and avoidance is their coping mechanism. Optimists see everything in a positive light and choose to focus on the positive, even though they see the negative. Pollyannas can be a danger to themselves because they refuse to face the reality of the negatives.

Techniques for promoting reality testing:

- Consult multiple sources of information and gather different opinions before concluding your viewpoint on important matters.
- Ask others who think differently from you to be a sounding board for your ideas.
- Practice defending viewpoints that differ from your own.
- Make up your mind only after completing a thorough investigation into your viewpoint.
- Be prepared to reconsider your beliefs if you receive feedback that shows flaws in those beliefs.

Flexibility

Rather than resist change, people with flexibility embrace change; they look for the positive things that come with change and can react quickly to new situations. This is an important trait in employees because their success has a lot to do with how flexible they are on the job. Flexibility requires confidence and stress management skills. It also fosters independence and is a key component of emotional intelligence.

Techniques to increase flexibility:

- Practice small changes daily in simple ways, like taking a different route to work.
- Challenge the things you tell yourself about change that are based on fear.
- Celebrate when trying something new and out of your comfort zone.
- Ask those around you to support changes toward your goals.
- Set goals for big changes at regular intervals of six months.
- Keep setting higher goals once you reach smaller ones.
- Set aside one day of the year to evaluate your progress.
- Do not punish yourself if you are not reaching your goals, just set smaller ones.
- Ask others for feedback on ways to be more flexible.

PART V: STRESS MANAGEMENT

Stress Tolerance

People experience stress in many ways, and how they handle it depends on their level of emotional intelligence. Some signs of stress include forgetfulness, procrastination, agitation, restlessness, sleeplessness, and lack of concentration, but not all stress is bad. Positive stress can give some people a boost of energy to meet their goals and overcome their challenges. It is important to recognize the signs of stress and take measures to counteract them.

Techniques to reduce stress:

- Take a nature walk or listen to sounds of nature on a CD.
- Try meditation or deep breathing exercises.
- Consider getting a pet.

Impulse control

Another key aspect of EI is dealing with impulse control. People with low impulse control can experience great difficulties in life. Unchecked spending will lead to debt, and unchecked anger can lead people to say hurtful things, which is very dangerous in the workplace.

Techniques to reduce destructive impulses:

- Practice counting to ten before reacting to situations that trigger anger, and wait until you are in control to speak.
- Recall a situation you misread in the past in case you may be misreading the current situation.
- Join a therapy group to relate anger safely.
- When you feel like you are losing control, think of a positive goal to leave the situation with.
- Post a reminder note in plain sight of a time you reacted improperly.
- Ask family members to confront you if they witness you about to act impulsively.

PART VI: GENERAL MOOD

Happiness

While some may think that money can buy happiness, research proves that an increase in a person's financial situation does not necessarily lead to an increase in happiness.

It takes emotional intelligence to laugh during the tough times. It is easy to be happy when all is well, but harder to be so when times are tough.

Techniques for increasing happiness:

- Keep a gratitude journal.
- Volunteer in the community and extend a helping hand.
- Call and reconnect with someone from the past.
- Practice random acts of kindness.
- Compliment others readily.

Optimism

Optimism is the ability to see hope and stay positive no matter how difficult the circumstances. Optimistic people can get down, but they do not stay down. Setting goals is optimistic by nature. If people did not think they were capable of reaching those goals they would not set them.

Techniques for increasing optimism:

- Take immediate action to gain control of a situation by stopping a bad one from getting worse.
- Think of past situations that are worse than the present one.
- Think of how important the current situation will appear in one month, one year, and ten years.
- Use calming techniques to get out of negative thinking.
- Focusing on positive thoughts and celebrate every accomplishment, large and small.

PART VII: EI IN YOUR LIFE

Assessing EI

Persistence and determination are the keys to success, not intelligence, education, or talent. People need a daily habit to remind them to be persistent in pursuing a goal. That reminder can be in the form of an inspirational photo, inspirational quote, or inspirational music.

Increasing EI

How can a person become better in certain areas of emotional intelligence? Good self-awareness and a healthy self-regard form a strong emotional foundation.

It is important for people to know they can increase their EI as long as they have the true desire to do so. Deutschendorf offers a list of seven personal changes people can make to increase their EI:

1. Prioritize the areas that need work.
2. Make a consistent effort over time.
3. Work on strengths and avoid focusing on weaknesses
4. Be aware of strengths to become better at decision making at home and work.
5. Realize that thinking is crucial to success. If a person thinks they cannot do something they will not be able to do it.
6. Imagine drastically improving areas that need strengthening.
7. Motivation is needed to change and to imagine what the end result could be.

Gratitude

People should not underestimate the power of gratitude. Gratitude is the base for building all areas of EI because gratitude practiced daily leads to happy, positive, and optimistic thoughts. Thinking of all the things to be grateful for is the quickest way to break free of negative thoughts.

Purpose

Emotional intelligence addresses the “how” of life. It addresses the ways that people can become more successful at home and work so they can live rewarding lives.

People need a purpose to live a better life. The tools and techniques in this book will help people reach their full potential and fulfill their purpose, but this book will not tell people what their purpose may be. It is up to individuals to figure that out.

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