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Summary:

Chapter 3 - What Emotional Intelligence Looks Like: Understanding The Four Skills

- Self-awareness is your ability to accurately perceive your own emotions in the moment and understand your tendencies across situations. Self-awareness includes staying on top of your typical reactions to specific events, challenges, and people. A keen understanding of your tendencies is important; it helps you quickly make sense of your emotions. A high degree of self-awareness requires a willingness to tolerate the discomfort of focusing on feelings that may be negative.
- The only way to genuinely understand your emotions is to spend enough time thinking through them to figure out where they come from and why they are there. Emotions always serve a purpose. Because they are your reactions to the world around you, emotions always come from somewhere. Many times emotions seem to arise out of thin air, and it's important to understand why something gets a reaction out of you. People who do this can cut to the core of a feeling quickly. Situations that create strong emotions will always require more thought, and these prolonged periods of self-reflection often keep you from doing something that you'll regret.
- Self-awareness is not about discovering deep, dark secrets or unconscious motivations, but, rather, it comes from developing a straightforward and honest understanding of what makes you tick. People high in self-awareness are remarkably clear in their understanding of what they do well, what motivates and satisfies them, and which people and situations push their buttons.
- Self-management is what happens when you act—or do not act. It is dependent on your self-awareness and is the second major part of personal competence. Self-management is your ability to use your awareness of your emotions to stay flexible and direct your behavior positively. This means managing your emotional reactions to situations and people. Some emotions create a paralyzing fear that makes your thinking so cloudy that the best course of action is nowhere to be found—assuming that there is something you should be doing. In these cases, self-management is revealed by your ability to tolerate the uncertainty as you explore your emotions and options. Once you understand and build comfort with what you are feeling, the best course of action will show itself.
- Self-management is more than resisting explosive or problematic behavior. The biggest challenge that people face is managing their tendencies over time and applying their skills in a variety of situations. Obvious and momentary opportunities for self-control (i.e., “I’m so mad at that darn dog!”) are the easiest to spot and manage. Real results come

from putting your momentary needs on hold to pursue larger, more important goals. The realization of such goals is often delayed, meaning that your commitment to self-management will be tested over and over again. Those who manage themselves the best are able to see things through without cracking. Success comes to those who can put their needs on hold and continually manage their tendencies.

- As the first component of social competence, social awareness is a foundational skill. Social awareness is your ability to accurately pick up on emotions in other people and understand what is really going on with them. This often means perceiving what other people are thinking and feeling even if you do not feel the same way. It's easy to get caught up in your own emotions and forget to consider the perspective of the other party. Social awareness ensures you stay focused and absorb critical information.
- Listening and observing are the most important elements of social awareness. To listen well and observe what's going on around us, we have to stop doing many things we like to do. We have to stop talking, stop the monologue that may be running through our minds, stop anticipating the point the other person is about to make, and stop thinking ahead to what we are going to say next. It takes practice to really *watch* people as you interact with them and get a good sense of what they are thinking and feeling. At times, you'll feel like an anthropologist. Anthropologists make their living watching others in their natural state without letting their own thoughts and feelings disturb the observation. This is social awareness in its purest form. The difference is you won't be 100 yards away watching events unfold through a pair of binoculars. To be socially aware, you have to spot and understand people's emotions while you're right there in the middle of it—a contributing, yet astutely aware, member of the interaction.
- Though relationship management is the second component of social competence, this skill often taps into your abilities in the first three emotional intelligence skills: self-awareness, self-management, and social awareness. Relationship management is your ability to use your awareness of your own emotions and those of others to manage interactions successfully. This ensures clear communication and effective handling of conflict. Relationship management is also the bond you build with others over time. People who manage relationships well are able to see the benefit of connecting with many different people, even those they are not fond of. Solid relationships are something that should be sought and cherished. They are the result of how you understand people, how you treat them, and the history you share.
- The weaker the connection you have with someone, the harder it is to get your point across. If you want people to listen, you have to practice relationship management and seek benefits from every relationship, especially the challenging ones. The difference between an interaction and a relationship is a matter of frequency. It's a product of the quality, depth, and time you spend interacting with another person.
- Relationship management poses the greatest challenge for most people during times of stress. When you consider that more than 70 percent of the people we've tested have difficulty handling stress, it's easy to see why building quality relationships poses a challenge. Some of the most challenging and stressful situations people face are at work. Conflicts at work tend to fester when people passively avoid problems, because

people lack the skills needed to initiate a direct, yet constructive conversation. Conflicts at work tend to explode when people don't manage their anger or frustration, and choose to take it out on other people. Relationship management gives you the skills you need to avoid both scenarios, and make the most out of every interaction you have with another person.

Chapter 4 - Digging In: My Emotional Intelligence Action Plan

MY EQ ACTION PLAN

Part One – My Journey Begins

Date Completed:

List your scores from the *Emotional Intelligence Appraisal*® test below.

	Score
Overall EQ:	_____
Self-awareness:	_____
Self-management:	_____
Social Awareness:	_____
Relationship Management:	_____

Pick One EQ Skill and Three Strategies

Which of the four core emotional intelligence skills will you work on first?

Circle your chosen skill in the image below.

SELF-AWARENESS	SELF-MANAGEMENT
SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT

Chapter 5 - Self-Awareness Strategies

- Simply put, to be self-aware is to know yourself as you really are. Initially, self-awareness can come across as a somewhat ambiguous concept. There is no finish line where someone is going to slap a medal on you and deem you “self-aware.” Awareness of yourself is not just knowing that you are a morning person instead of a night owl. It's deeper than that. Getting to know yourself inside and out is a continuous journey of peeling back the layers of the onion and becoming more and more comfortable with what is in the middle—the true essence of you.
- Your hard-wired emotional reactions to anything come before you even have a chance to respond. Since it isn't possible to leave your emotions out of the equation, managing yourself and your relationships means you first need to be aware of the full range of your feelings, both positive and negative.
- **SELF-AWARENESS STRATEGIES**
 - 1. Quit Treating Your Feelings as Good or Bad
 - 2. Observe the Ripple Effect from Your Emotions
 - 3. Lean into Your Discomfort
 - 4. Feel Your Emotions Physically
 - 5. Know Who and What Pushes Your Buttons
 - 6. Watch Yourself Like a Hawk . . .

- 7. Keep a Journal about Your Emotions
 - 8. Don't Be Fooled by a Bad Mood
 - 9. Don't Be Fooled by a Good Mood, Either
 - 10. Stop and Ask Yourself *Why* You Do the Things You Do
 - 11. Visit Your Values
 - 12. Check Yourself
 - 13. Spot Your Emotions in Books, Movies, and Music
 - 14. Seek Feedback
 - 15. Get to Know Yourself under Stress
- **2.** Let's say a manager loses his cool and berates an employee in front of the rest of the team. When the lashing happens, it may seem that the manager's target is the only one whose feelings get bruised, but the ripple effect from the manager's explosion affects all who witnessed it. As the rest of the team members wander back to their desks, the others, too, feel the manager's wrath. They go back to work with a pit in their stomachs, each one wondering when his or her turn will come up.
 - **2.** The manager thinks his tirade was good for productivity because the rant "scared people straight," but their fear soon settles into caution. To perform at their best, the team members need to take risks, stretch themselves beyond their comfort zone, and even make some mistakes along the way. No one on the team wants to be the manager's next target, so the team members play it safe and do only as they are told. When the manager gets docked a year later for leading a team that fails to take initiative, he wonders what's wrong with *the team*.
 - **2.** Your emotions are powerful weapons, and continuing to think that their effects are instant and minimal will only do you a disservice. The key to observing the ripple effects of your emotions is to watch closely how they impact other people immediately, and then use that information as a guide for how your emotions are bound to affect a wider circle long after you unleash the emotion. To fully understand the ripple effects of your emotions, you'll need to spend some time reflecting upon your behavior. You'll also need to ask other people how they are affected by your emotions. The more you understand how your emotions ripple outward, the better equipped you'll be to choose the type of ripples that you want to create.
 - **4.** When you experience an emotion, electric signals course through your brain and trigger physical sensations in your body. The physical sensations can be as varied as your stomach muscles tightening, your heart rate increasing, your breathing quickening, or your mouth going dry. Because your mind and body are so tightly connected, one of the most effective ways to understand your emotions as they are happening is to learn how to spot the physical changes that accompany your emotions.
 - **4.** To better understand the physical effects of your emotions, try closing your eyes the next time you have a few moments alone. Feel how fast or slow your heart is beating. Notice the pace of your breathing. Determine how tense or relaxed the muscles are in your arms, legs, neck, and back. Now, think of a couple of events from your life—one positive and one negative—that generate strong emotions. Think through one of these events in enough detail that you can feel your emotions stir. Take note of the physical

changes that accompany the feelings. Do they make your breathing or heart rate change? Do your muscles grow tense? Do you feel hotter or colder? Repeat this process with the other event, and take note of the physical differences in the emotions from the positive and negative experiences.

- **4.** Closing your eyes and thinking of emotionally arousing events is simply training for the real thing—spotting the physical signs of your emotions on the fly. In the beginning, try not to think too hard—simply open your mind to noticing the sensations. As you improve at this, you'll find that you're often physically aware of an emotion long before you're mentally aware of it.
- **5.** Even if you aren't the type to blurt out impulsive comments or otherwise go on the attack, your body language may give you away, or you may find yourself on the drive home obsessing over your lingering frustration.
- **5.** Knowing who pushes your buttons and how they do it is critical to developing the ability to take control of these situations, maintain your poise, and calm yourself down. To use this strategy, you can't think about things generally. You need to pinpoint the specific people and situations that trigger your emotions. Your buttons are bound to get pushed by a wide range of people and things. It could be certain people (like drama queens), particular situations (like feeling scared or caught off guard), or conditions in the environment (like noisy offices). Having a clear understanding of who and what pushes your buttons makes these people and situations a bit less difficult because they come as less of a surprise.
- **5.** You can take your self-awareness a big step further by discovering the source of your buttons. That is, why do these people and situations irk you so much when other, equally annoying people and situations don't bother you at all? Perhaps the stage hog reminds you of your sister who got all the attention when you were younger. You lived many years in her shadow, vowing to never let it happen again. Now you sit beside her clone in every meeting. No wonder she's a trigger for your emotions.
- **6.** Hawks have the distinct advantage of soaring hundreds of feet above the ground, looking down upon the Earth and seeing all that happens below them. The creatures on the ground go about their lives with narrow tunnel vision, not even realizing that the hawk is soaring above them predicting their every move. Wouldn't it be great to be the hawk, looking down upon yourself in those sticky situations that tend to get the better of you? Think of all the things you would be able to see and understand from above. Your objectivity would allow you to step out from under the control of your emotions and know exactly what needed to be done to create a positive outcome.
- **6.** Even though you are not a hawk, you can still develop a more objective understanding of your own behavior. You can practice by taking notice of your emotions, thoughts, and behaviors right as the situation unfolds. In essence, the goal is to slow yourself down and take in all that is in front of you, allowing your brain to process all available information before you act.
- **6.** Consider an example. Let's say you have a teenage son who is more than two hours late for his Friday night curfew. You're sitting in a living room chair in the dark, waiting for him to stroll through the door and offer another creative explanation for why he's late and

wasn't answering his phone. The more you sit there thinking about your son's disregard for your authority and the hours of sleep he's just robbed you of, the more your blood boils. Before long, you've forgotten the real reason you're so upset—you're worried about his safety. Sure, you want him to obey the rules, but it's the thought of him out there acting recklessly that's keeping you up.

- **6.** Watching yourself like a hawk in this situation requires taking advantage of this calm before the storm. You know your anger is going to rumble to the surface the moment his weak excuses tumble from his mouth, and you also know he's more likely to follow your rules if you can get him to see and feel your concern. This is the moment when you need to consider what this situation looks like from above. You realize your brooding is just fanning the flames of your anger. You remember that he's a good kid who's been acting too much like a typical teenager lately. You know your anger isn't going to make him change; it hasn't worked thus far. The bigger picture now in clear view, you decide to explain the rationale for his punishment and why you are so upset, rather than just fly off the handle. When he finally comes slithering into the house, knocking the lamp off the end table in the darkness, you're grateful you can see the whole picture and not just what's in front of you.
- **10.** Emotions come when they will, not when you will them to. Your self-awareness will grow abundantly when you begin seeking out the source of your feelings. Get in the habit of stopping to ask yourself why surprising emotions rumbled to the surface and what motivated you to do something out of character. Emotions serve an important purpose—they clue you into things that you'll never understand if you don't take the time to ask yourself why.
- **10.** Most of the time, it really is that easy, but when you are left to your own devices, the days can just whiz by with little time to contemplate why you do what you do. With a little practice, you can trace your emotional reactions back to their origins and understand the purpose of your emotions. The surprising thing about this strategy is that just paying attention to your emotions and asking yourself good questions like these are enough to help you improve. Can you remember the first time you reacted like this and with whom? Are there similarities between then and now? Can anyone evoke this reaction in you or only specific people? The better you understand why you do the things you do, the better equipped you'll be to keep your emotions from running the show.
- **14.** Self-awareness is the process of getting to know yourself from the inside out and the outside in. The only way to get the second, more elusive perspective is to open yourself up to feedback from others, which can include friends, coworkers, mentors, supervisors, and family. When you ask for their feedback, be sure to get specific examples and situations, and as you gather the answers, look for similarities in the information. Others' views can be a real eye-opener by showing you how other people experience *you*. Putting the perspectives together helps you see the entire picture, including how your emotions and reactions affect other people. By mustering the courage to peer at what others see, you can reach a level of self-awareness that few people attain.

Chapter 6 - Self-Management Strategies

- SELF-MANAGEMENT STRATEGIES

- 1. Breathe Right
 - 2. Create an Emotion vs. Reason List
 - 3. Make Your Goals Public
 - 4. Count to Ten
 - 5. Sleep On It
 - 6. Talk To a Skilled Self-Manager
 - 7. Smile and Laugh More
 - 8. Set Aside Some Time in Your Day for Problem Solving
 - 9. Take Control of Your Self-Talk
 - 10. Visualize Yourself Succeeding
 - 11. Clean Up Your Sleep Hygiene
 - 12. Focus Your Attention on Your Freedoms Rather than Your Limitations
 - 13. Stay Synchronized
 - 14. Speak to Someone Who is *Not* Emotionally Invested in Your Problem
 - 15. Learn a Valuable Lesson from Everyone You Encounter
 - 16. Put a Mental Recharge into Your Schedule
 - 17. Accept That Change is Just around the Corner
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- 1. If you're like most people, you breathe in short, shallow breaths throughout the day that don't fully contract your diaphragm to fill your lungs—and you don't even know it. What's to stop you? It's not like you are suffering from the lack of oxygen . . . or so you think. Your lungs are built to provide *precisely* the amount of air your body needs for *all* of your organs to function effectively. When you take shallow breaths—which is any breath that fails to make your stomach protrude outward from the influx of air—you aren't giving your body the full amount of oxygen it needs.
 - 1. Your brain demands a full 20 percent of your body's oxygen supply, which it needs to control basic functions like breathing and sight and complex functions like thinking and managing your mood. Your brain dedicates oxygen first to the basic functions, because they keep you alive. Whatever oxygen remains is used for the complex functions, which keep you alert, focused, and calm. Shallow breaths deprive your brain of oxygen, which can lead to poor concentration, forgetfulness, mood swings, restlessness, depressed and anxious thoughts, and a lack of energy. Shallow breathing handicaps your ability to self-manage.
 - The next time you are in a stressful or emotional situation, focus on taking slow deep breaths, inhaling through your nose until you can feel your stomach swell outward and grow tight, and then exhaling gently and completely through your mouth. As you exhale, go ahead and push that breath out until you have completely emptied your lungs. If you want to make sure that you are breathing correctly, place one hand upon your sternum (the long, flat bone located in the center of your chest) and the other hand upon your stomach as you take in breaths. If the hand on your stomach is moving more than the hand on your sternum as you exhale, then you know that you're getting enough oxygen

and fully inflating your lungs. If you practice this proper breathing technique, it will grow comfortable enough that you can do it in the presence of other people without them noticing, which is handy for when you find yourself in the middle of a difficult conversation.

- **1.** Anytime you choose to breathe right and flood your brain with oxygen, you'll notice the effects immediately. Many people describe the sensation as one of entering a calmer, more relaxed state where they have a clear head. This makes breathing right one of the simplest yet most powerful techniques that you have at your disposal to manage your emotions. In addition to engaging your rational brain on the spot, breathing right is a great tool for shifting your focus away from intruding, uncomfortable thoughts that are hard to shake. Whether you are overcome by anxiety and stress because of a looming deadline, or fixated on negative thoughts and feelings about something that happened in the past, making yourself breathe right calms you down and makes you feel better by powering up your rational brain.
- **11. Turn off the computer at least two hours before bedtime.** The light of a computer screen right in front of your face late at night is similar enough to sunlight that it tricks your brain, making it difficult to fall asleep and disruptive to the quality of your sleep.
- **11. Keep your bed for sleeping.** The best way to check out the moment you hit the mattress is to avoid working or watching television in bed. Save your bed for sleep and your body will respond.
- **14.** When a difficult situation surfaces, seek out someone whom you trust and feel comfortable with who is not personally affected by your situation. Use this person as a sounding board for what you've experienced and what you are thinking and feeling about the troubling situation. Their unique perspective will help you to see things differently, and expand your options.
- **14.** Choose your third party wisely. The people you invite to help you shouldn't have a vested interest in the situation. The more your "counselors" are personally affected by the situation, the more their perspectives are going to be tainted by their own needs and feelings. The opinions of people directly affected by your situation will only muddy the waters for you and should be avoided at all costs. You should also avoid someone you know will simply agree with you. While their support feels good, it keeps you from seeing the entire picture. Sitting down with a potential devil's advocate may irk you in the moment, but you'll fare far better having seen things from a unique perspective.

Chapter 7 - Social Awareness Strategies

- **SOCIAL AWARENESS STRATEGIES**
 - 1. Greet People by Name
 - 2. Watch Body Language
 - 3. Make Timing Everything
 - 4. Develop a Back-pocket Question
 - 5. Don't Take Notes at Meetings
 - 6. Plan Ahead for Social Gatherings

- 7. Clear Away the Clutter
 - 8. Live in the Moment
 - 9. Go on a 15-minute Tour
 - 10. Watch EQ at the Movies
 - 11. Practice the Art of Listening
 - 12. Go People Watching
 - 13. Understand the Rules of the Culture Game
 - 14. Test for Accuracy
 - 15. Step into Their Shoes
 - 16. Seek the Whole Picture
 - 17. Catch the Mood of the Room
- **11.** Here's the strategy to practice: when someone is talking to you, stop everything else and listen fully until the other person is finished speaking. When you are on a phone call, don't type an email. When your son asks you a question, put your laptop down and look at him while you respond. When you're eating dinner with your family, turn off the TV and listen to the conversation around the table. When you're meeting with someone, close the door and sit near the person so you can focus and listen. Simple things like these will help you stay in the present moment, pick up on the cues the other person sends, and really hear what he or she is saying.

Chapter 8 - Relationship Management Strategies

- **RELATIONSHIP MANAGEMENT STRATEGIES**
- 1. Be Open and Be Curious
- 2. Enhance Your Natural Communication Style
- 3. Avoid Giving Mixed Signals
- 4. Remember the Little Things That Pack a Punch
- 5. Take Feedback Well
- 6. Build Trust
- 7. Have an "Open-door" Policy
- 8. Only Get Mad on Purpose
- 9. Don't Avoid the Inevitable
- 10. Acknowledge the Other Person's Feelings
- 11. Complement the Person's Emotions or Situation
- 12. When You Care, Show It
- 13. Explain Your Decisions, Don't Just Make Them
- 14. Make Your Feedback Direct and Constructive
- 15. Align Your *Intention* with Your *Impact*
- 16. Offer a "Fix-it" Statement during a Broken Conversation
- 17. Tackle a Tough Conversation
- **6.** An unknown author said, "Trust is a peculiar resource; it is built rather than depleted by use." Trust is something that takes time to build, can be lost in seconds, and may be our most important and most difficult objective in managing our relationships.

- **11.** What he did exactly is a strategy in relationship management that requires social awareness skills—listening, being present, putting yourself in the shoes of the other person, identifying where someone is emotionally, and choosing an appropriate and complementary response. This last piece, choosing a complementary response, doesn't require you to match or mirror emotions; it wouldn't make sense for the customer service rep to use the same impatient approach you did—that would infuriate you as the customer. Mirroring emotions would also make coworkers and friends recoil. The complementary response always says you recognize what the other person feels and you think it's important.
- **11.** To practice complementing emotions in your relationships, think about one or two emotional situations you've experienced where there wasn't a lot of gray area and there was at least one other person present. How did the other person respond to you? Did his or her response help or hurt your mood? Was the person able to complement your emotional state? Once you can answer these questions, it's your turn to focus on complementing other people's emotions in the situations they face. Give yourself a week or two to be at the ready for the people in your closest relationships—the people at work or home. Tell yourself your role is to notice their moods and to be there for your coworkers and family members in a helpful way. Whether you are excited or concerned for them, you will show that you are sensitive and care about what they are going through.
- **12.** Here's a true story for aspiring high-EQ managers across the globe. One morning, I groggily went up in the elevator of my office building to start yet another day. It had been a long night the day before; I had stayed late so I could finish some projects for my boss. When I got to my cubicle, I saw that there was a fresh black-and-white cookie and a card that said, "Thanks for filling in the black and whites." It was from my boss. She was always such a busy person, juggling home and work. I was floored to see that she had found a few minutes to slip into a bakery on behalf of my sweet tooth, and get into the office early to put a cookie on my chair. I just about cried at her thoughtfulness.
- **12.** Talk about the simple things that go a long way. That cookie motivated me to work even harder, and I did so happily and with fierce loyalty.
- **12.** We hear this story in many forms, but the strategy is always the same. There are people who do great work around you every day. When you care, show it. Don't hesitate or put it off until next week. Do something this week or even today. Things as simple as a greeting card or something else inexpensive, yet meaningful, that sums up how you feel are all you need to make an impact and strengthen a relationship.
- **14.** Jenni, on the other hand, is sensitive. Since this is a relationship-building experience, keep Jenni in mind when planning her feedback. Using softeners such as "I think," or "I believe," or "This time" to begin a statement may soften the blow. Instead of "Your report is terrible," use "I believe there are parts of your report that could use revisions. May I walk you through some suggestions?" Here, offering suggestions for improvement is helpful—not prescriptive. At the end, ask the person for his or her thoughts, and thank the person for his or her willingness to consider your suggestions.

- **15.** To align your words and actions with your intent, you need to use your social awareness and self-management skills to observe the situation and the people in it, think before you speak or act, and make an appropriate and sensitive response. Do a quick analysis. Think of a situation where the impact of what you said or did was not what you intended. On a piece of paper, describe the incident, your intentions, your actions, and the impact—the end result or reaction of others. Next, write what you didn't realize in the situation—and fill in what you understand now in hindsight, including missed cues, what you learned about yourself, and others. Finally, answer what you could have done differently to keep your intent and impact aligned. If you're not sure, ask someone who was involved in the situation.

Epilogue

- Scores climb with titles, from the bottom of the corporate ladder upward toward middle management. Middle managers stand out, with the highest EQ scores in the workforce. But up beyond middle management, there is a steep downward trend in EQ scores. For the titles of director and above, scores descend faster than a snowboarder on a black diamond. CEOs, on average, have the lowest EQ scores in the workplace.
- **CEOs, on average, have the lowest EQ scores in the workplace.**
- A leader's primary function is to get work done through people. You might think, then, that the higher the position, the better the people skills. It appears the opposite is true. Too many leaders are promoted because of what they know or how long they have worked, rather than for their skill in managing others. Once they reach the top, they actually spend less time interacting with staff. Yet among executives, those with the highest EQ scores are the best performers. We've found that EQ skills are more important to job performance than any other leadership skill. The same holds true for every job title: those with the highest EQ scores within any position outperform their peers.

