

"After reading this book you will know how to manage your emotional intelligence for the better in work and every other aspect of your life."

– Dr. Dan Baker, Clinical Psychologist, Canyon Ranch, and author of
What Happy People Know



THEEQEDGE

EMOTIONAL INTELLIGENCE AND YOUR SUCCESS

STEVEN J. STEIN, PH.D. AND HOWARD E. BOOK, M.D.

THIRD EDITION / REVISED & UPDATED

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Praise

“At last! A breakthrough book that proves emotional intelligence drives success in the business-world and in family life. *The EQ Edge* delivers a practical, research based, real-world roadmap on how you can bolster the odds on achieving success at work, at play, and in your personal relationships.”

—Jack Canfield, co-creator of the *Chicken Soup for the Soul®* series and co-co-author of *The Success Principles™: How to Get from Where You Are to Where You Want to Be*

“Most professionals agree on the critical importance of EI, but often resolve into abstract discussions and debate as to what it is, how it is best measured, etc. *The EQ Edge* cuts through the abstractions, not only clarifying emotional intelligence, but it goes much further in providing the reader with a practical user's guide. After reading this book, not only will you be more EI knowledgeable, but you will know how to manage your emotional intelligence for the better, in work and virtually every other aspect of life.”

—Dr. Dan Baker, Clinical Psychologist, Canyon Ranch, and author of *What Happy People Know*

“*The EQ Edge* provides great insight into the theoretical and economic value of emotional intelligence, as well as the importance it plays in effective leadership. The book demonstrates the importance of performance predictors in succession planning by providing practical examples and comprehensive data. It is relevant and useful for current and future law-enforcement leaders who want to build trust by sharing their vision and expressing their passion.

The EQ Edge has been instrumental in my understanding of emotional intelligence and has had a great impact in the

United States and international law-enforcement communities.”

—Special Agent Tim Turner, FBI Academy

“*The EQ Edge* dives thoroughly into the concepts of Emotional Intelligence while providing a number of practical and useful strategies that can be incorporated into your daily experiences to improve and enhance your performance, as well as others around you.”

—Gena DeChant, M.A. (I/O Psychology), SPHR, Vice President and Human Resource Professional, Wachovia Corporation

“*The EQ Edge* is one of the few books that not only clearly defines what emotional intelligence is and how it differs from IQ, but also tells readers what practical steps they can take to enhance their emotional intelligence quotient. It applies the principles and practices of Rational Emotive Behavior Therapy and includes many useful techniques that can help readers lead happier and more effective lives.”

—Dr. Albert Ellis, President of the Albert Ellis Institute for Rational Emotive Behavior Therapy

“*The EQ Edge* ... explains and explores emotional intelligence, taking readers through 15 crucial elements—among them self-regard, flexibility, empathy, and impulse control—with suggestions of how to improve.”

—*The Globe and Mail*

“This book takes readers through a systematic journey of the 15 dimensions of the Bar-On EQ model. The book provokes self-reflection and yet is easy and fun to read because of the many anecdotes used to bring the different facets of EQ to life.”

—Chua Ping Tzeun, Psychologist, Singapore Armed Forces

“It's reassuring to hear that street smarts may take you further than school smarts and that, unlike the dreaded IQ,

they can be altered.”

—*The Toronto Star*

“Although a pilot's technical skills, education, training and experience are all-important in meeting the challenges of a complex and demanding environment, it is the individual's emotional intelligence that ultimately determines success or failure in this rapidly changing industry. Incorporating the EQ-i into Air Canada's pilot selection process has enabled our company to identify candidates who not only possess advanced technical skills, but also the necessary emotional and social competencies predictive of long-term success as an Air Canada pilot.”

—Captain David Legge, Vice President, Flight Operations, Air Canada

“I have found the book *The EQ Edge* to be an invaluable aid to more than 150 clients who have used EQ-i as a leadership development tool. These clients have been in Eversheds, The Office of the Deputy Prime Minister, E&Y, DWP, The Pension Service, Scottish Power, ICI, Hewlett Packard, BP, The Department of Health, Centrica, Astra Zeneca, Northern Foods, McDonald's, Pearl, PwC, and IBM.”

—Jonathan Perks, MBE, MD Leadership Services, Penna plc

“*The EQ Edge* is a must-read for anyone constructing an intervention or training program to enhance personal understanding and skills associated with emotional intelligence. Each chapter tunnels its way into the most critical aspects of what emotional intelligence actually means, and the book adroitly synthesizes the research and the theory in such a way as to make the application of emotional intelligence available to clinicians and trainers alike. Developing an applied base program in emotional intelligence without utilizing this book is comparable to baking the cake and leaving off the icing.”

—Patrick Kilcarr, Ph.D., Director, Center for Personal Development, School of Nursing and Health Studies, Georgetown University, Washington DC

“I have found *The EQ Edge* to be very helpful in providing feedback to students who take EQ-i assessment here at the University of Kansas Public Management Center. Having the book organized around the 15 EQ-i subscales allows busy students to focus on areas of improvement.”

—Marvin Stottlemire, Ph.D., JD, Assistant Director, University of Kansas Management Center

The EQ Edge

EMOTIONAL INTELLIGENCE AND YOUR SUCCESS

THIRD EDITION

**Steven J. Stein, Ph.D.
Howard E. Book, M.D.**

 **JOSSEY-BASS**
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To our families for their support during the long gestation of this book: Rodeen, Alana, and Lauren Linda, Josh, and Adam

About EQ-i 2.0

As our knowledge of emotional intelligence continues to evolve, so does this book on emotional and social intelligence. Just over ten years have passed since we wrote the original *EQ Edge*. The previous revised editions were driven by the huge increase in knowledge, both scientific and experiential, that arose on this new topic. The present revision, while also influenced by new data, is primarily driven by the first major revision of the most widely used test of emotional intelligence in the world, the Emotional Quotient Inventory (EQ-i™), now referred to as the Emotional Quotient Inventory 2.0 or EQ-i 2.0™.

Most of the scientific knowledge about emotional and social intelligence that exists today is a result of research studies that rely on tests or measurement. If it were not for tests that measure these attributes, we would only have conjecture and hypotheses about what emotional intelligence is, its significance in our world, and how it can be improved.

Most of the research in the field has been based on either the EQ-i, a self-report measure, or the MSCEIT (Mayer, Salovey, and Caruso Emotional Intelligence Test), an abilities-based measure. These measures are developed through widely accepted standards in psychology that include theory development; refinement of constructs; development of items to measure those constructs; testing out those items with samples of people; refinement of items, then testing thousands of people representative of the population at large; normalization of the data; and continued research on its reliability and validity.

The current revision of the EQ-i 2.0 is a process that took several years to complete and was entirely carried out by

the talented staff at MHS (Multi-Health Systems), one of the world's leading assessment companies. Hundreds of thousands of hours were invested in this process by the highly skilled professionals. Why was this necessary? Tests can become dated over time. People change as cultures are changed. Things we reacted to one way many years ago may no longer get the same reaction today. Thus, of necessity, items had to be changed and norms adjusted to respectively determine and verify people's reactions in the contemporary world.

Among this team at MHS we'd like to thank Dr. Derek Mann, Katie Ziemer, Wendy Gordon, Scott Millar, Rick Walrond, Sara Rzepa, Dr. Gill Sitarenios, Deena Logan, Dr. Kevin Williams, Dr. Craig Nathanson, Diana Durek, Daniela Kwiatkowski, Charlene Colella, Jaroslaw Kunicyn, Heather Coe, Ronald Tumbas, Kelley Marko, Dr. Dana Ackley, Marcia Hughes, Brett Richards, Hile Rutledge, John Elliot, Hazel Wheldon, Thomas Gale, and James Buchanan.

The EQ Edge has been read and put into practice by hundreds of thousands of people in all walks of life. It has also become an integral part of the training of professionals in how to use the EQ-i. In this edition of *The EQ Edge*, our goal is to provide you with helpful information on emotional and social intelligence based on the most up-to-date developments in the field. This edition has been reorganized to fit the new format of the EQ-i 2.0. Based on the input of hundreds of professionals experienced with the original EQ-i, along with our accumulated knowledge of the published research in the field, and unpublished studies that we have been privy to, we will provide you with the most useful information that you can implement in your work, at home, and in your social relations.

Preface

It's hard to believe that 10 years have passed since we first released *The EQ Edge*. The world has changed in dramatic ways since then. We've experienced 9/11, the wars in Afghanistan and Iraq, the 2004 tsunami, earthquakes, 7/7, severe hurricanes in Louisiana and Florida, massacres in Sudan, and a number of other crises.

We were very excited when asked to update our book by the people at Wiley. *The EQ Edge* has continued to sell very well over the years and we receive comments from readers all over the world. We are very pleased that so many people have contacted us with stories of how parts of our book have touched their lives. In some cases people have made dramatic life changes for the better as a result of the examples and exercises provided.

In this update, our goal was to make a few changes based on some comments we've received about what people really liked best about the book. We also wanted to update you on some of the new developments in emotional intelligence since the book was originally written. We've added information on how emotional intelligence has helped play a role in the lives of families of survivors of the 9/11 tragedy; its use in training top police officers from around the world at the FBI Academy; how emotional intelligence played a small part in the reality TV shows *Survivor*, *The Apprentice*, *The Amazing Race*, *Big Brother*, and *From the Ground Up*; and how the top-rated lawyers in Canada measure up, among other stories.

We want to thank Don Loney for his excitement about *The EQ Edge* and for championing the book at Wiley.

Acknowledgments

We wish to thank the hundreds of thousands of people who have taken the Emotional Quotient Inventory (EQ-i and EQ-i 2.0) to date. In the process of validating and conducting research with this instrument we have learned a great deal about emotional intelligence and the role it plays in the lives of so many people, including those who are fulfilled, rich (in life and/or material wealth), famous, successful, less fortunate, unfulfilled, and downtrodden. We hope that you have learned more about yourselves and the areas on which you can focus to greatly enhance your lives.

Many people played key roles in allowing us access to data that would ordinarily have been very difficult to obtain. We want to thank Cmdr. Dean Bailey, former SMO (Senior Medical Officer) of one of the world's most technologically sophisticated aircraft carriers, the USS *George Washington*, for all his assistance in our testing of navy personnel while the ship was on duty in the and EQ-i 2.0 Mediterranean Sea and the Atlantic Ocean. We also thank (former) Lt.-Cmdr. Bill Glasser and (former) Maj. Charley Magruder for making these trips possible. Both provided great camaraderie, along with a good deal of education about the U.S. military.

Many thanks to Larry Tanenbaum, co-owner of the Toronto Maple Leafs hockey team, as well as to (former) Maple Leafs president Ken Dryden, (former) assistant general manager Anders Hedberg, and (former) associate general manager Mike Smith. We have learned a great deal about professional sports, and hockey in particular, through our testing. We were pleasantly surprised at how open these hockey professionals were to the importance of emotional intelligence in the development of their young hockey players.

We also want to thank the “star performers” who gave us permission to use their test scores and their stories. They have added an important dimension to the understanding of emotional intelligence by showing how well-developed emotional skills can lead to success in real life. Only those people whose first and last names are both given in the text are real. Other examples are composites drawn from our experience with clients, relatives, friends, acquaintances, and public figures.

Others we would like to thank include Dr. Gill Sitarenios (director of research, MHS); Jennifer Schipper (Environics) for her lessons on public relations; Lt.-Col. Rich Handley (formerly of the U.S. Air Force); Irene Taylor (Irene Taylor and Associates); the late Dr. Ruth Borchiver (Jewish Vocational Services of Greater Toronto); Hy M. Eiley; Allan Gould; Nomi Morris; Brian Twohey (formerly at Canadian Imperial Bank of Commerce, Global Private Banking and Trust); Shawna Sheldon (former senior editor at MHS); Jennifer Braunton (former graphic designer at MHS); and all the people at MHS who helped out with the research.

Special thanks to our exceptional assistants, Lynn Walker, Francesca Dipasquale, and Donna Penticost, for service above and beyond the call of duty, and to our first editors at Stoddart Publishing, Donald Bastian and Sue Sumeraj.

We also thank Multi-Health Systems for permission to use the material from the *EQ-i Technical Manual*, the *EQ-i 2.0 Technical Manual*, and the *MSCEIT Technical Manual*, and other graphs and research findings. Additionally we thank Dr. Reuven Bar-On for creating the EQ-i, and Drs. Peter Salovey, Jack Mayer, and David Caruso for creating the MSCEIT.

We are pleased to be donating a portion of the income earned on this book to Doctors Without Borders.

Introduction

The appearance in 1995 of Daniel Goleman's *Emotional Intelligence: Why It Can Matter More than IQ*¹ generated a flood of interest in the role that emotional intelligence plays in our lives. Goleman elegantly surveyed years of research into psychological functioning and interpersonal skills, presenting his case to general readers in a coherent and accessible way. The response was seismic. At long last, the so-called soft skills which do so much to determine our success were rescued from the fringe and seriously considered by mainstream educators, business people, and the media.

Meanwhile, to satisfy this burgeoning demand, numerous other books have entered the marketplace. Many, however, lack solid research to substantiate their claims or methods and are dedicated primarily to putting forward their authors' self-serving points of view. These books have threatened to erode confidence in the core concept of emotional intelligence with their expansive promises and one-sided arguments.

But emotional intelligence is not a fad or a trend. Nor is it quite as new as many people believe. It seems novel only because it was shuffled aside, sent into hibernation by the 20th century's fixation on scientific data and rationalism at any cost. Only now are the social sciences catching up and coming to grips with those aspects of personality, emotion, cognition, and behavior which were previously judged incapable of being identified, measured, and fully understood. Now, they're increasingly recognized as crucial to effective functioning, both in the workplace and in our personal lives. Good relationships and coping strategies are key to our success in every area of human activity, from the

initial bonding between parent and child to the ability of a manager to bring out the best in his or her employees.

In fact, one of a number of emotional intelligence breakthroughs took place in the 1980s, when the American-born Israeli psychologist Dr. Reuven Bar-On began his work in the field. He was perplexed by a number of basic questions. Why, he wondered, do some people possess greater emotional well-being? Why are some better able to achieve success in life? And—most important—why do some people who are blessed with superior intellectual abilities seem to fail in life, while others with more modest gifts succeed? By 1985, he thought he'd found a partial answer in what he called a person's Emotional Quotient (EQ), an obvious parallel to the long-standing measures of cognitive or rational abilities that we know as IQ, or Intelligence Quotient.

This was an interesting hypothesis, but it remained untested—until Bar-On developed an instrument which became known as the EQ-i, which stands for Emotional Quotient Inventory. He believed emotional intelligence was made up of a series of overlapping but distinctly different skills and attitudes which could be grouped under five general theme areas or “realms,” then further subdivided into 15 components or “scales.” This was essentially what came to be referred to as the Bar-On model of emotional intelligence, upon which the EQ-i was developed. Even when the EQ-i was in its infancy, Bar-On had a hunch that the skills it was designed to measure would eventually prove to be even more important than traditional cognitive skills when it came to successfully coping with life's demands.

While Bar-On was working toward the formulation of the EQ-i, we had been busy in our respective fields. Oddly enough, since we hadn't at that point met, both of us were gradually coming around to the same way of thinking. Steven had founded Multi-Health Systems (MHS), which

publishes a wide selection of psychological tests and other materials. These tests performed (and continue to perform) an extremely valuable role. But, almost by definition, the majority of them dealt, one way or another, with the negative—the downside of human experience—in that they identified and assessed all sorts of difficulties, deficiencies, and problems.

Meanwhile, a movement known as positive psychology was gaining broad acceptance. Many practitioners began to suggest that in order to treat (for example) depression, a good first step would be to look for a skill or competency and build from there. An area in which someone was functioning well could serve as the basis for meaningful change, and point the way to an eventual cure.

At about this time, Steven was introduced to Reuven Bar-On, who was then attempting to interest North American publishers in his as-yet-unfinalized EQ-i. Steven was drawn to the concept at once, because Bar-On was looking at a number of clearly delineated skills that could with practice be improved—the flip side of what Steven was working on. The EQ-i offered promise and hope. If Bar-On was correct, almost everyone could benefit. MHS therefore began to collect data which would both fine-tune Bar-On's initial findings and make them more relevant to North American circumstances.

While these activities were under way, Howard had also been influenced by the positive psychology movement's emphasis on strengths that can be made stronger. (The Menninger Clinic—a renowned psychiatric facility located in Topeka, Kansas, which also operates a separate division that provides coaching to business executives—put this well: “You don't have to be sick to get better.”) In his work as an organizational consultant, he'd been struck by the fact that many of the issues confronting the firms that sought his advice had nothing to do with accounting, strategic

planning, or budget sheets. Rather, they were the results of faulty communication, of people's inability to understand how they and others functioned, and of a failure to see matters from someone else's perspective or grasp the impact of their own actions. He hadn't yet heard the term emotional intelligence; he was simply aware of his own observations—until the publication of Daniel Goleman's book helped to crystallize his thinking. Now there was a phrase to capture what he'd been dealing with.

Then, one day at his son's summer camp, Howard found himself listening to a stranger (who fortuitously turned out to be Steven) describe the preliminary research on emotional intelligence, and the existence of a valid scientific instrument that at long last both defined and measured emotional intelligence. All of which explains how the two of us got together, and why we've worked together ever since.

Since the early 1990s MHS, together with a worldwide network of researchers and practitioners, has administered the EQ-i and more recently the EQ-i 2.0 (translated into 45 languages) to well over one million people in 66 countries, building up a voluminous data bank and uncovering incontrovertible links between emotional intelligence and proven success in people's personal and working lives. Some of these remarkable stories, those of our “star performers,” are detailed in Chapter 19. There you'll find instances of how the EQ-i has predicted and assisted in the success of real people in a wide variety of fields, from the military to professional hockey, from bankers to doctors to journalists to collection agents to teachers. Based on our findings, we know beyond doubt that EQ can be accurately determined and effectively improved upon on an individual basis. The purpose of this book is to show you how.

When Reuven Bar-On presented the model of the EQ-i at a meeting of the American Psychological Association in Toronto, Canada, in 1996, we were deluged with media

attention. More than 100 North American newspapers reported on his findings, and, during that single week, we did dozens of radio and television interviews. Since then, the pace has quickened.

In 1997—the year MHS formally began to publish, distribute, and process the finalized EQ-i—Reuven Bar-On and Steven Stein were keynote speakers at the 50th anniversary celebration of Toronto's Jewish Vocational Services, a non-profit agency which offers community-based career counseling and psychological programs to the city's Jewish day schools. A smattering of free pamphlets, along with the usual cross-your-fingers-and-pray public service announcements, formed the bulk of the advance promotion, and organizers optimistically set up 350 chairs in a hotel ballroom. Who knew how many people might wander by out of idle curiosity, to hear about something as obscure as emotional intelligence?

The answer is: Quite a few. As it happened, the presentation was delayed for half an hour while hotel staff scrambled to open up a room divider and find more seating. The final tally showed that nearly 1,000 people—a cross-section ranging from mental health professionals to housewives to retirees—flocked to a basically unadvertised event. There are several reasons for this overwhelming response which, by the way, continued for a number of years in different countries around the world.

First, people are excited and relieved to receive confirmation of what they've instinctively known all along—that IQ needn't be taken quite so seriously as before, that other factors are at least as important when it comes to success in life. In fact, one can make the argument that in order for us to take advantage of our cognitive intelligence and flex it to the maximum, we first need good emotional intelligence. Why?