

Travis Bradberry & Jean Greaves'

Emotional Intelligence 2.0

An Executive Book Summary by Sarah Sotvedt

INSIDE THIS ISSUE:

Introduction	1
General Information	2
How it Works	3
What is EQ?	4
Self-Awareness Strategies	5
Self-Management Strategies	6
Social Awareness Strategies	7-8
Relationship Management Strategies	8-9
Reflection	10

"Surveys of 500,000 people on the role of emotions in daily life have enabled the authors to hone emotional intelligence assessment to 28-question online survey that can be completed in 7 minutes."
The Washington Post

"Women want to have it all, and Bradberry shows they're finding out how to do that, returning to well-established careers once they've climbed several rungs on the management ladder."
THE WALL STREET JOURNAL

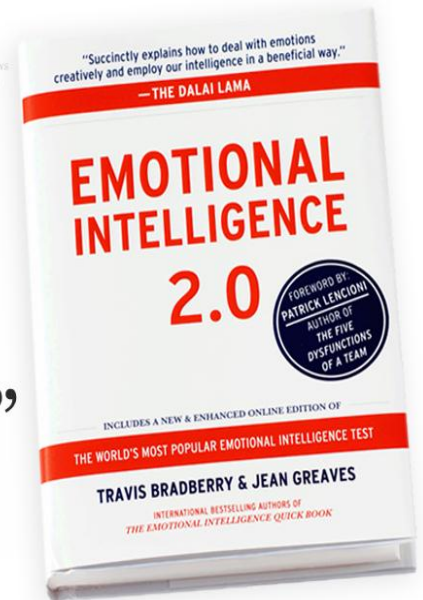
"Read-worthy strategies for improving emotional intelligence skills make this our how-to book of the week."
Newsday

"Many people still ignore emotions, but it's a mistake not to recognize that they are the primary driver of our behavior."
Newsweek

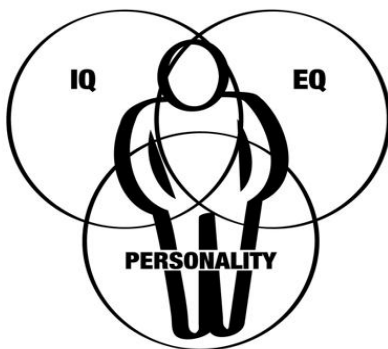


"A fast read with compelling anecdotes and good context in which to understand & improve your score."

Newsweek



SIZING UP THE WHOLE PERSON



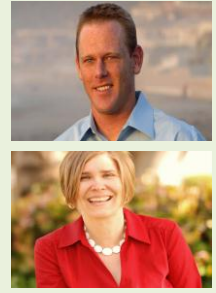
SUMMARY

Travis Bradberry and Jean Graves take readers through a journey of discovery and reflection as they navigate the process of exploring and improving emotional intelligence (EQ), a statistically significant factor in achieving personal and professional success. Aptly titled,

Emotional Intelligence 2.0, this book goes beyond the work of its predecessor, providing a brief history and outline, while focusing on encouraging the reader to apply strategies in the areas of self-awareness, self-management, social awareness and relationship management. Bradberry and Graves leave a path for readers to develop awareness and strategize improvement with the inclusion of an EQ test and a plan format.

Emotional Intelligence can be defined as the ability to identify, consider and control emotions in oneself and to recognize them in others, brought on by a combination of self-awareness, self-management, social awareness and relationship management.

Meet the Authors: Dr. Travis Bradberry and Dr. Jean Greaves are known for their leading the field of emotional intelligence. They have written many books, including the prequel to *Emotional Intelligence 2.0* and founded TalentSmart, a company that provides consultation for many renowned companies and conducts research, including that referred to in this book. Reaching people in over 150 countries, these two experts ask:



With 90% of top performers high in EQ, and EQ twice as important as IQ in getting where you want to go in life, who can afford to ignore it?

It's All About Control:



Emotional intelligence is the foundation for critical skills.

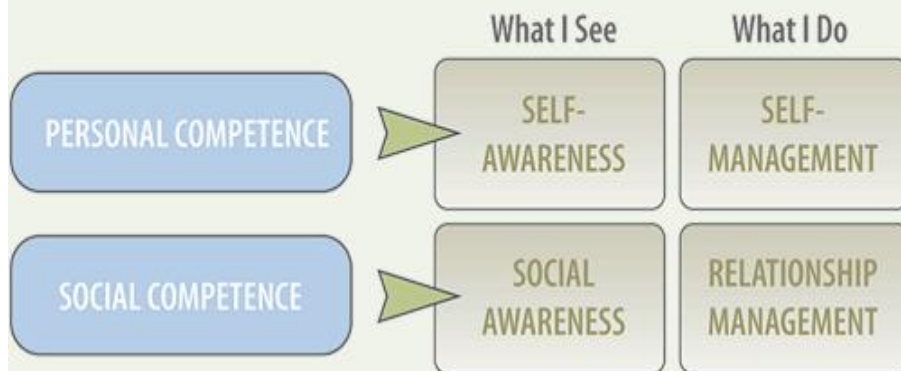
- **Two thirds of people are controlled by emotions.** This means that the majority of the workforce is not yet skilled in gauging the emotions of themselves or those around them. This skill gap leads to an inability to identify emotions or use them to the worker's advantage.
- **There are five core feelings** in which all other emotions are rooted: happiness, sadness, anger, fear and shame. Experiencing these is natural, acceptable and unavoidable – but exploration and understanding is paramount to using, controlling and moving past them.
- **Emotional hijacking takes place when feelings override reason**, leading to reactions – often illogical or irrational – stemming purely from emotion. While the emotion itself cannot be disposed of or trained, the thoughts and reaction immediately following can be, provided the person is aware and alert.
- **Triggers are events leading to emotional reactions**, often due to history and experience. These, like hijackings, can be controlled.

The Story Begins...

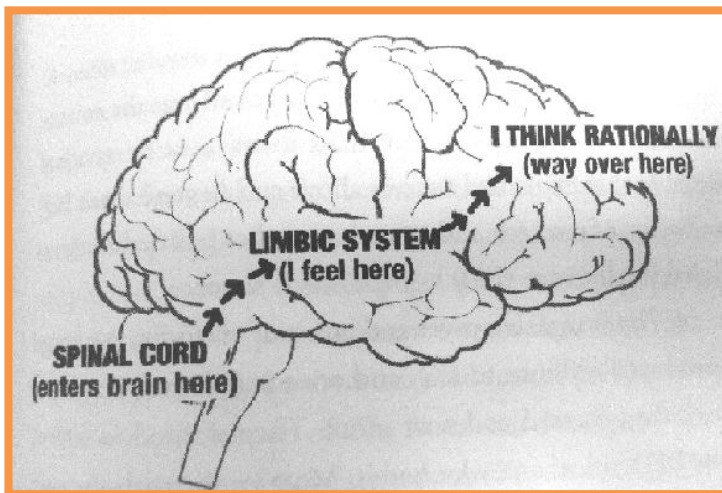
Using the example of a man fighting for his life against a shark, the authors of *Emotional Intelligence 2.0* demonstrate how **emotional responses arise from the reasonable part of the human brain failing to control the emotional part.** Faced with the prospect of being eaten alive, the man in the story became paralyzed with fear and could not fight back. However, when chance gave him time, he made a conscious decision to retain control of his mind, thereby retaining control of his body.

...His life was saved.

4 Core Emotional Intelligence Skills



The technicalities of emotional intelligence are best described through a biological approach.



The journey goes like this:

The five senses (see, hear, taste, touch, smell) send electric signals that must travel through the body to the brain. These signals pass through cells in the body until reaching the base of the spine, the entry point to the brain. They then move through the limbic system – where emotions occur – and ultimately reach the frontal lobe – the home of reason and rationality. **Emotional intelligence, then, is awareness of the journey and the ability to direct it**, ensuring that feelings do not control reactions before the brain has the chance to fully process the information.

Sneak Peek: Once testing is complete, *Emotional Intelligence 2.0* provides simple, helpful tips like this one:

Clean Up Your Sleep Hygiene:

Good sleep means enough and of quality – is important to one's ability to exercise the skills required to focus on strategies and EQ. The following are recommended:

Reset the clock by getting twenty minutes of natural light in the morning

Improve quality of sleep and speed of getting there by eliminating computer screens two hours before sleeping

Train the brain to associate bed and sleep by making the bed a home for sleep-exclusive activities

Cut caffeine because its effects are long-lasting and make it challenging for the brain to shut down and allow proper rest

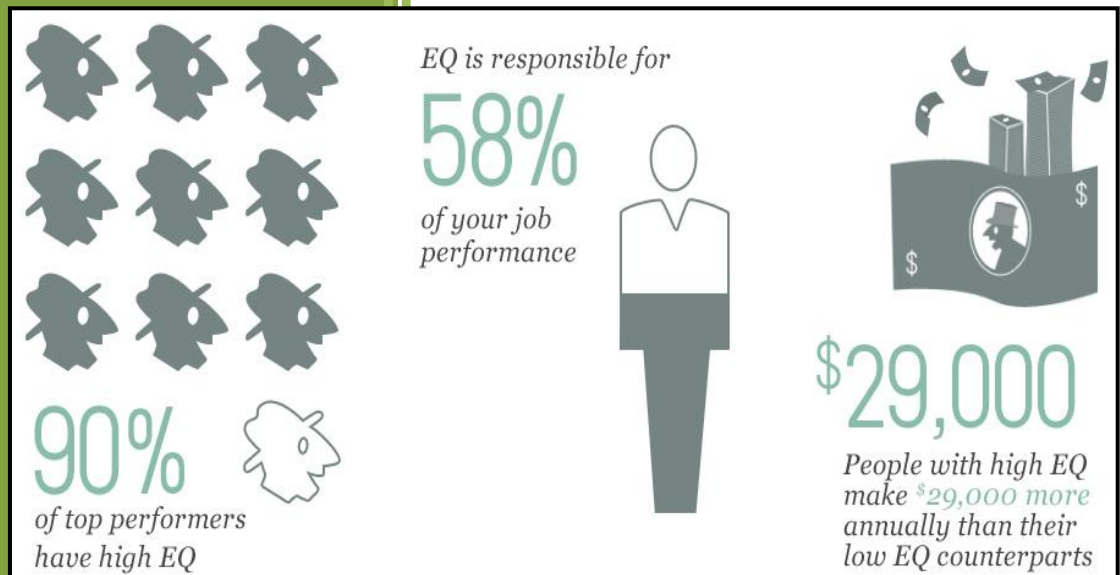


“What remains constant throughout our discoveries is the vitally important role EQ skills play in the quest to leads a happy, healthy, and productive personal and professional life.”

(Bradberry & Greaves, 2009, p. 226)

How Do I Improve my EQ?

- **Record your test scores**
This can be done on the “Emotional Intelligence Action Plan” chart (included, p. 56)
- **Select one skill to improve**
You will select from the four core skills and may choose the skill recommended by the test or opt to start with one of your own choice
- **Choose three strategies**
You will apply these to your chosen skill and may choose the skill recommended by the test or opt to start with one of your own choice
- **Find a mentor**
This should be a person skillful in the area you are working to improve and willing to provide observation, feedback and regular check-ins
- **Remember the three Ps**
Progress; Practice; Patience: Improvement involves time and commitment and these require patience, practice and knowing that the end goal is progress, not perfection
- **Monitor improvement**
When you feel you have achieved the desired results in your first skill, you are encouraged to retake the test and develop a new plan



Take the Test!

- Take the online test using the unique passcode provided by *Emotional Intelligence 2.0*
- Answer a series of questions to determine EQ
- Review EQ scores and recommended strategies, and create an EQ Action Plan



(see 'How Do I Improve my EQ')

“The emotional intelligence field is on the steep incline of a new wave of understanding – how people can improve their EQ and make lasting gains that have a profoundly positive impact upon their lives.”

(Bradberry & Greaves, 2009, p. 9)

What it Means to be Self-Aware

“[EQ is] the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence.”

(Bradberry & Greaves, 2009, p. 21)

Self-awareness is the ability to understand one's emotions as they happen. Self-awareness involves learning where one's emotions come from, the reasons behind them and how they are displayed. Improving self-awareness is essential to mastering the other three components of EQ.



Self-Awareness Strategies

Quit Treating Your Feelings as Good or Bad

Emotions arise for a reason. Placing judgment on them causes a chain reaction leading to more emotions and thus, complicating the situation. It is best to acknowledge and explore the feeling rather than place judgment.

Observe the Ripple Effect from Your Emotions

The power of emotional reactions should not be underestimated, particularly in regards to their effects on others. Paying close attention to how one's own reactions affect others and seeking feedback is an effective way of working towards being in control of the effects created.

Lean into your discomfort

“Rather than avoiding a feeling, your goal should be to move toward the emotion, into it, and eventually through it.” (p.68) It is important to commit to experiencing uncomfortable feelings in order to fully understand them and know how to alter them or use them to one's advantage.

Feel Your Emotions Physically

Understanding the physical effects that accompany specific emotions is key to early detection and awareness. Reflecting in detail on positive and negative experiences in one's past and observing physical reactions - such as heartbeat and level of perspiration - during reflection will help with understanding.

Know Who and What Pushes Your Buttons

Becoming aware of who and what – such as specific people or environments – cause emotions to surface will allow one to gain control of associated reactions. Exploration of the reasons behind these causes – such as related past experiences – will shed light on this subject as well.

Watch Yourself Like a Hawk

Paying close attention one's own behaviors, thoughts and, most importantly, emotions, is vital to a full understanding of self. Self-observation allows time for processing these elements.

Keep a Journal About Your Emotions

Recording emotional reactions and the events that led to them as well as reviewing these records will help to ensure self-monitoring is as impartial and accurate as possible.

Don't Be Fooled by a Bad Mood

Acknowledging that bad moods can have an impact on outlook and emotions helps to remind one that moods are only temporary and some situations may not be met with such negative feelings in the future.

Don't Be Fooled by a Good Mood, Either

Acknowledging that good moods can have an impact on outlook and emotions helps to remind one to take a step back and consider the rational side of decisions because even positive emotions can lead to poor decisions.

Stop and Ask Yourself Why You Do the Things You Do

All emotions are reactions, so asking 'why' and 'what' is key to learning more about them.

Visit Your Values

Listing personal values and beliefs helps to identify what one stands for while recording actions that contradicted these provides material for reflection.

Check Yourself.

Because mood, emotion and action are closely tied, making the effort to identify one's current emotional state is key to controlling actions and public persona.

Spot Your Emotions in Books, Movies, and Music.

Connections happen for a reason and provide helpful learning tools. Monitoring emotional connections with various art mediums allows them to become these tools.

Seek Feedback.

A staple for improvement, gaining the perspective of others is important in gauging one's self-awareness. When seeking feedback, it is advisable to request clear, direct explanations and specific examples, when possible.

Get to Know Yourself Under Stress.

Every person has different emotional and physical responses to stress. Learning personal warning signs is vital to being aware of stress, which in turn affects emotional control.

Strategies

Self-Management Looks Like:

Self-management is the act of managing one's emotions, which, in turn, manages reactions and behaviors. After applying self-awareness to ensure emotions are understood, self-management tools allow for self-control which can lead to stronger relations, better communication and providing oneself the opportunity to act rationally and reasonably.

Breathe Right

Because the human brain requires 20% of the body's Oxygen supply, carefully structured breathing – deep, slow consistent – will allow the rational side of the to function properly and control emotions.

Create an Emotion vs. Reason List

It can be challenging to determine which side of the brain is suggesting which route. Creating a physical list helps to clarify this differentiation.

Self-Management



Make Your Goals Public

Strategically selecting people to share goals with and requesting assistance in monitoring personal progress can lead to better results due to an increased level of accountability.

Count to Ten

When the limbic system that controls emotions takes over, rationality is overtaken. Taking the time to step back from an emotionally charged reaction by counting will automatically help your body and brain to re-adjust and allow your rational brain to re-enter the equation.

Sleep On It

Taking time away from and to process a situation helps one to gain clarity and perspective.

Talk To a Skilled Self-Manager

Leading by example can be an effective self-management tool. Identifying people who are skilled in the area and modeling their strategies can help to improve one's own self-management practices.

Smile and Laugh More

While negative emotions are not to be ignored, sometimes it is necessary to override them. The human brain will respond positively to the physical elements of smiling and laughing, providing a unique way to guide emotions.

Set Aside Some Time in Your Day for Problem Solving

Decisions made abruptly tend to be less successful than those made in the moment. Setting aside time to consider problems is an important tool to assuring they are not addressed simply through initial emotional reactions.

Visualize Yourself Succeeding

The brain responds equally to what it sees in the mind and in real life. Therefore, visualizing success in handling situations and in adopting EQ strategies is more likely to lead to it, especially when done at night.

Speak to Someone Who is Not Emotionally Invested in Your Problem

Perspective is valuable and best gained from an outside party, particularly if that party also cares for the seeker.

Learn a Valuable Lesson from Everyone You Encounter

Flexibility of mind and emotion comes from a willingness to learn. Assuming that each person and situation comes with a lesson will assist in making the most out of interactions.

Put a Mental Recharge into Your Schedule

The brain responds when the body is cared for. Exercise helps the flow of natural systems and recharges mind and body, leading to better self-management.

Accept That Change is Just around the Corner

Accepting and expecting change is key to self-management. Taking time to list potential changes may help with becoming comfortable in this area.

Social Awareness Strategies

Greet People by Name

Because name is crucial to identity, using people's names helps to show they are valued.

Make Timing Everything

Adopting the well-known "right place, right time" concept is helpful when practicing social awareness, as careful placement of questions and responses help to control a situation and emotional reactions.

Watch Body Language

Because body language is revealing, paying attention to it and can be a useful tool in crafting appropriate responses.

Develop a Back- Pocket Question

Having a generic question – especially one that allows for self-expression – leads to the ability to use it in any situation to allow for more control of time or to show the other party their feelings are important.

Don't Take Notes at Meetings

Taking notes leaves little room for observation of others and may lead one to miss individual reactions, emotional cues and the tone of the room.

Plan Ahead for Social Gatherings

Having an action plan and following through will help to eliminate stress associated with social commitments and, in turn, leave room for openness and observation which will improve quality of socialization.

Clear Away the Clutter

Focusing on others is the goal in social awareness. Stopping oneself from focusing on and interjecting with personal ideas and responses will create space for the other person to share.

Live in the Moment

The present requires action, so while reflection and planning are necessary to improving EQ, remembering to focus on the task at hand is also vital.

Go on a 15-minute Tour

Because observation leads to social awareness, taking fifteen minutes to explore elements of environments – such as movement, atmosphere and mood – will help to better understand the environment and its people.

Go People Watching

Watching others is an exceptional way to learn about how people feel and react.



Always remember to self-manage; try to...

Take Control of Your Self-Talk

There is a close connection between how people think and feel, which means negative self-talk can lead to negative self-image and make it challenging to focus on improving self-management. Taking steps to eliminate demeaning messages to oneself is, therefore, essential. Suggestions include:

Replace negative certainties - Changing certain statements ("I always") to non-certainties ("I sometimes") leaves room for change, growth and minimizes the statement

Think in facts - Leaving judgment out of thought in lieu of fact provides the opportunity for reflection and improvement ("I neglected to send that" vs. "I am a failure")

Accept responsibility for your actions - Blame is almost always shared - it is important to be accountable, but equally important not to take on accountability for what others have done

So, What *is* Social Awareness?

Social awareness is about removing focus from oneself to pay attention to the external in order to determine their emotions. This includes observing environments and people and requires the ability to actively pay attention to and even accept the tones and emotions of others.

Strategies

Only Get Mad on Purpose

Anger is acceptable when using to make a point rather than as a sudden outlet. Anger should be fully controlled and in a time and place strategically chosen.

Don't Avoid the Inevitable

Choosing to accept and prepare for undesirable, unavoidable situations will allow for more control of reactions to them.

Tackle a Tough Conversation: Strategic navigation of tough conversations is essential to relationship maintenance. Steps include:

- **Start with agreement** – disagreement is inevitable, but it is best to start off on more positive ground
- **Ask for understanding** – clarifying understanding of the other person's views help to avoid confusion
- Refrain from rebuttal – the brain listens more actively if not already engaged in creating a response
- **Offer understanding** – ensuring that the other party understands one's points through clear, direct, respectful communication will help avoid confusion on their end
- **Move forward** – in some cases, it may be necessary to respectfully agree to disagree and initiate finding a mutually acceptable outcome
- **Monitor progress** – maintaining contact and revisiting the issue or outcome will encourage positive progress, pay tribute to the other party and ultimately strengthen the relationship

Relationship Management

Acknowledge the Other Person's Feelings

Though it may be uncomfortable, it is important to take the time to show an awareness of the other person's feelings.

Compliment the Person's Emotions or Situation

Complimenting the other person indicates understanding and acceptance of their position.

When You Care, Show It

Small gestures of appreciation remind people they are cared for.

Explain Your Decisions, Don't Just Make Them

Outline the process, considered alternatives and reasoning behind the outcome when decisions are made.

Make Your Feedback Direct and Constructive

Feedback is important to anyone's improvement, but ensuring it is helpful, clearly communicated and from a place of reason rather than emotion will increase the possibility of acceptance from the party it is provided to.

Align Your *Intention* With Your *Impact*

The concept of good intentions gone awry can be eliminated with careful consideration and planning of implementation.

Offer a "Fix-it" Statement During a Broken Conversation

Sometimes it is better to commit to moving forward and looking for solutions rather than focussing on laying blame.



Managing Relationships

Relationship management is the culmination of applying all other EQ components to allow for positive relationship-building and maintenance. Particularly applicable to working through conflict, this component allows one to combine awareness of self and others and emotion management to carefully craft and mold interactions.

(A Few More) Social Awareness Strategies

Watch EQ at the Movies

Paying attention to the emotional responses of others helps to develop social awareness, making movies – packed with character reactions – an excellent learning tool.

Practice the Art of Listening

Focusing on truly hearing the words of the other person will help to pull focus off of one’s own thoughts and strengthen the interaction.

Understand the Rules of the Culture Game

It is important to honor cultural demands, which can be done by learning what people of different cultures need and expect and to meet these when possible.

Test for Accuracy

Obtaining clarification or confirmation of observances is a good step in monitoring social awareness. Asking direct questions is the best way to accomplish this.

Step into Their Shoes

Asking oneself to view a situation through the eyes of other people may lead to a better understanding of where they stand and how they react, and could prevent problems or assist with amicable solutions.

Seek the Whole Picture

Because feedback aids progress, seeking the views of others – friends and foe – in regards to one’s social awareness helps to paint a bigger picture of what is working and what should change.

Catch the Mood of the Room

Human emotions tend to spread and congeal, so being sensitive to the collective tone leads to a high level of social awareness and can lead to predicting events and reactions.

(A Few More) Relationship Management Strategies

Be Open and Be Curious

It is important to seek out information about others while sharing this about yourself in order to increase the possibility of strong relationships and to decrease the likelihood of misinterpretation.

Avoid giving mixed signals

Body language, words and tone must match to properly convey commitment to one message.

Take Feedback Well

Constructive criticism can lead to emotional reactions, but practicing awareness and management of self may curb these, which in turn protects the relationship at stake.

Build Trust
The ability to rely on and believe in others is integral to strong relationships with them.

Enhance Your Natural Communication Style

Good communication is key to healthy relationships, making communication improvement a worthwhile step. Listing communication strengths and room for growth and sharing associated goals with others is beneficial.

Remember the Little Things That Pack a Punch

Small gestures can have great effects, as can the lack of them. Adopting the practice or incorporating such phrases as “thank-you” and “sorry” is a simple way to show others they are valued.

Have an “Open Door” Policy

Encouraging open communication helps to build relationships, especially is hierarchical restraints are left out of the equation.



Discussion Questions

- Did anything surprise you about this book or Emotional Intelligence (EQ) as a concept?
- Have you experienced your emotions “getting the better” of you? Will be more equipped to resist or understand this after reading about EQ? What would you do differently?
- Where have you observed strong EQ or a lack of EQ?
- Do you know someone who could act as an EQ mentor or role model for you?
- What steps will you take to start working towards EQ improvement?
- How could an understanding of EQ help to improve team dynamics?

Enjoy the EQ EBS? Then you might like...

...the rest of the book! *Emotional Intelligence 2.0* has several chapters that, while not vital to a lesson in emotional intelligence, will be of interest to any keen student. These are:

- **Foreword:** A brief introduction written by Patrick Lencioni, author of *The Five Dysfunctions of a Team* and other books on leadership, conflict and team dynamics
- **Epilogue:** A compilation of interesting facts and information that come as a result of society’s growing interest in Emotional Intelligence and the work of Travis Bradberry and Jean Greaves’ company. This includes interesting comparisons in EQ statistics, including cultural and gender differences.
- **Notes:** Elaborations on various pieces of information and insight, organized by chapter.

Review

Emotional Intelligence 2.0 provides readers with the opportunity for successful emotional intelligence (EQ) improvement. By offering a brief explanation of the original concept and following this with thorough explanations of each of the components within EQ, an excellent basis in the subject matter is provided. While readers new to the work of Travis Bradberry and Jean Greaves may find themselves wishing for a fuller introduction to the concept, this critique is rendered invalid given that their previous book exists to provide just that to any avid EQ fans.

The test (included) is easy and provides extensive results to allow readers insight into how they are managing their emotions. Instructions and worksheets allow the improvement planning process to be virtually foolproof. Arguably, the best part of the process is the option to use strategies recommended by the test or choose different ones from the database that is this book. The strategies are well explained in origin and reasoning and provide clear steps to take. With helpful anecdotes along the way to paint a picture of what strong emotional intelligence is – and what is not – this book can only be described only as a clear, simple, entertaining and productive



Application

One of the best features of this book is that its subject matter, EQ, can be applied to anything, anyone and anywhere. The statistics make it clear that emotional intelligence is key to workplace success for many, given that it allows one to build strong relationships, maintain positive team dynamics, manage reactions appropriately and to be aware of when these are not taking place. However, reading through the strategies, one discovers that emotional intelligence is present in every facet of a person’s life. Therefore, EQ improvement can improve a person’s overall performance. Additionally, leaders should look into EQ due to their roles as examples for others. A strong leader should be aware of what is going on around them and equally prepared to cite and work with those strong and weak in the area of EQ.

Bradberry, J. & Greaves, J. (2009). *Emotional intelligence 2.0*. San Diego, CA: TalentSmart.

References

Schmidt, M. (2014). *Talentsmart*. Retrieved from <http://www.talentsmart.com>