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- THE DALAI LAMA

EMOTIONAL INTELLIGENCE 2.0



HARNESS THE POWER OF THE
#1 PREDICTOR OF SUCCESS

DR. TRAVIS BRADBERRY & DR. JEAN GREAVES

Co-founders of **TalentSmartEQ**

PRAISE FOR *Emotional Intelligence 2.0*

“All sentient beings possess awareness, but among them human beings possess great intelligence. Subject to a constant stream of positive and negative thoughts and emotions, what distinguishes us as human beings is that we are capable of positive change. *Emotional Intelligence 2.0* succinctly explains how to deal with emotions creatively and employ our intelligence in a beneficial way.”

—the Dalai Lama

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

—*Newsweek*

“Surveys of 500,000 people on the role of emotions in daily life have enabled the authors to hone EQ assessment to a 28-question online survey that can be completed in seven minutes.”

—*The Washington Post*

“Read worthy strategies for improving emotional intelligence skills make this our how-to book of the week. It’s nice to know that average IQ doesn’t limit a person to average performance. And who can resist an online quiz with instant feedback?”

—*Newsday*

“This book gives abundant, practical findings and insights with emphasis on how to develop EQ. Research shows convincingly that EQ is more important than IQ in almost every role and many times more important in leadership roles.”

—Stephen R. Covey, author of the perennial bestseller,
The 7 Habits of Highly Effective People

“Emotional intelligence is an extremely important skill to have for personal and professional success. This book is excellent and the learning included in the free online test is cutting-edge. I strongly recommend it.”

—Ken Blanchard, bestselling business book author of
all time; coauthor *The One Minute Manager*®

“My clients tend to be very successful and incredibly busy. This book delivers valuable insights without wasting time! My coaches and I have done powerful work aided by this book and the emotional intelligence test that comes with it. A fantastic combination for learning the skills that are critical to high job performance.”

—Marshall Goldsmith, bestselling author of
What Got You Here Won't Get You There, and
premier executive educator as ranked by
The Wall Street Journal, *Forbes*, *The Harvard Business Review*,
and *Fast Company*

“At last a book that gives how to’s rather than just what to’s. We need no more convincing that emotional intelligence is at the core of life success. What we need are practical ways of improving it. Bradberry and Greaves’ brilliant new book is a godsend. It will change your life.”

—Joseph Grenny, New York Times bestselling coauthor of,
Crucial Conversations

“This book is filled with wisdom, inspiration, and practical advice, rooted in groundbreaking research. The authors’ positive strategies are immensely powerful and will change the way you look at your life, your work, and the world.”

—Captain D. Michael Abrashoff,
author of the bestseller *It’s Your Ship*

“If you’re wondering why your career is stalled or plateaued—or if you simply want to get on the fast track to the next level—this book is a must-read. Emotional intelligence is the sine qua non of success at work and this book gives you a quick-start to developing critical skills and behaviors to complement your technical expertise.”

—Lois P. Frankel, Ph.D., *New York Times* bestselling author,
Nice Girls Don’t Get the Corner Office

“This book is a wake-up call for anyone who wants to dramatically improve their work life and strengthen their relationships. Drs. Bradberry and Greaves offer powerful research, practical strategies, and fascinating stories that will transform the way we think about ourselves and how we interact with those we care about the most.”

—Jim Loehr, *New York Times* bestselling author,
The Power of Full Engagement

“I distributed the book to my entire team. We found it very helpful in our dealings with each other and our internal customers. With all the new buzzwords over the past few years, the heart and soul of a company’s culture is how they support and promote emotional intelligence. Those with foresight see that emotional intelligence will separate the good companies from the great ones. This book is a wonderful tool for a grass-roots approach. If your desire is to be a truly resonant leader that people will trust and follow, this is an opportunity that cannot only change your professional career, but also your personal relationships.”

—Regina Sacha, vice president, human resources,
FedEx Custom Critical

“In the fast lane of business life today, people spend more time on computer keyboards, BlackBerries and conference calls than they do in face-to-face communication. We’re expected to piece together broken conversations, cryptic voicemails, and abbreviated text messages to figure out how to proceed. In this increasingly complex web, emotional intelligence is more important than ever before. This book is filled with invaluable insights and information that no one can afford to ignore.”

—Rajeev Peshawaria, executive director,
Goldman Sachs International

“Drs. Bradberry and Greaves have created a gem that is powerful and easy to read. This book provides a captivating look at the things that matter most in life. Succeeding in Hollywood is as tough as any business, and emotional intelligence skills are essential. I highly recommend this book.”

—Matt Olmstead, executive producer, *Prison Break* and *NYPD Blue*

“This is a wonderful, practical, helpful book full of tools and techniques you can use to get along better with all the people in your life.”

—Brian Tracy, bestselling author, *Eat That Frog*

“Drs. Bradberry and Greaves have succeeded in creating a practical summary of emotional intelligence. Without being simplistic, this book is accessible to managers and employees who need a quick yet sophisticated understanding of the topic. This book and TalentSmart® e-learning are important components of Nokia’s management and employee development programs.”

—Jennifer Tsoulos, M.S., human resources, Nokia Mobile Phones

“Whip out your pen and get ready to take copious notes. This wonderful gem of a book is chock-a-block full of invaluable insights and incredibly useful suggestions—backed by strong scientific evidence. Word for word this is the most precious book I’ve read in a long time. I will give it to all my friends and clients as the one ‘must read’ for the season.”

—Jim Belasco, *New York Times* bestselling coauthor,
Flight of the Buffalo

“This book is a great resource for those of us charged with providing emergency services to the public. Through the simple and effective steps outlined in the book, I was able to learn and subsequently put into practice the emotional intelligence skills necessary to better relate to my customers during crisis situations. This book is a tool most supervisors should find useful in facilitating teamwork and promoting esprit de corps.”

—Dominick Arena, fire captain, City of Escondido,
California, Fire Department

“Emotional intelligence is a critical determinant of a physician’s ultimate success or failure. Drs. Bradberry and Greaves have hit the bull’s-eye with this timely research-based resource. I teach emotional intelligence in our faculty development leadership program, and I also mentor medical students. I can envision how this book can be woven into the medical school curriculum.”

—Dixie Fisher, Ph.D., assistant professor of clinical,
Keck School of Medicine, USC

“Success in my business is quantifiable and backing highly effective CEOs in our portfolio companies has been the key. There is no doubt in my mind that this book hits the nail on the head. Emotional intelligence in an individual determines the outcome more than any other factor, and is the one least understood. This book is a ‘must read’ for managers to gain insight and create a plan to improve their effectiveness as well as the success of the organization.”

—Rick Hoskins, managing director, Genstar Capital, LLC

EMOTIONAL INTELLIGENCE

2.0



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ISBN: 978-0-9743206-2-5

First Printing: 2009

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Printed and assembled in the United States of America. Illustrations by
CruxCreative.com

*To the loyal TalentSmart® certified trainers and
all who've attended their sessions.
Your passion is the breath of life for this book.*

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FOREWORD

Not education. Not experience. Not knowledge or intellectual horsepower. None of these serve as an adequate predictor as to why one person succeeds and another doesn't. There is something else going on that society doesn't seem to account for.

We see examples of this every day in our workplaces, our homes, our churches, our schools and our neighborhoods. We observe supposedly brilliant and well-educated people struggle, while others with fewer obvious skills or attributes flourish. And we ask ourselves why?

The answer almost always has to do with this concept called emotional intelligence. And while it is harder to identify and measure than IQ or experience, and certainly difficult to capture on a resume, its power cannot be denied.

And by now, it's not exactly a secret. People have been

talking about emotional intelligence for a while, but somehow they haven't been able to harness its power. After all, as a society we continue to focus most of our self-improvement energy in the pursuit of knowledge, experience, intelligence and education. This would be fine if we could honestly say we had a full understanding of our emotions, not to mention the emotions of others, and an understanding of how our emotions influence our lives so fundamentally every day.

I think the reason for this gap between the popularity of emotional intelligence as a concept and its application in society is twofold. First, people just don't understand it. They often mistake emotional intelligence for a form of charisma or gregariousness. Second, they don't see it as something that can be improved. Either you have it or you don't.

And that's why this is such a helpful book. By understanding what emotional intelligence really is and how we can manage it in our lives, we can begin to leverage all of that intelligence, education and experience we've been storing up for all these years.

So, whether you've been wondering about emotional intelligence for years or know nothing about it, this book

can drastically change the way you think about success. You might want to read it twice.

Patrick Lencioni
author of *The Five Dysfunctions of a Team*;
president of the Table Group

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THE JOURNEY

The warm California sun greeted Butch Connor as he stepped out of his truck and onto the sands of Salmon Creek Beach. It was the first day of a long holiday weekend, and a perfect morning to grab his board and head out for a surf. Most of the other local surfers had the same idea that morning, and after 30 minutes or so, Butch decided to leave the crowd behind. He penetrated the water's surface with long, deep strokes that propelled him away from the pack and over to a stretch of beach where he could catch a few waves away from the crowd.

Once Butch had paddled a good 40 yards away from the other surfers, he sat up on his board and bobbed up and down in the rolling swells while he waited for a wave that caught his fancy. A beautiful teal wave began to crest as it approached the shoreline, and as Butch lay down on his board to catch the wave, a loud splash behind him stole his

attention. Butch glanced over his right shoulder and froze in horror at the sight of a 14-inch, gray dorsal fin cutting through the water toward him. Butch's muscles locked up, and he lay there in a panic, gasping for air. He became hyper-focused on his surroundings; he could hear his heart pounding as he watched the sun glistening on the fin's moist surface.

The approaching wave stood tall to reveal Butch's worst nightmare in the shimmering, translucent surface—a massive great white shark that stretched 14 feet from nose to tail. Paralyzed by the fear coursing through his veins, Butch

The approaching wave stood tall to reveal Butch's worst nightmare in the shimmering, translucent surface—a massive great white shark that stretched 14 feet from nose to tail.

let the wave roll past, and with it a speedy ride to the safety of the shoreline. It was just the shark and him now; it swam in a semi-circle and approached him head-on. The shark drifted in slowly along his left side, and he was too transfixed by the proximity of the massive fish to notice his left leg dangling perilously off his surfboard in the frigid saltwater. *It's as big around as my Volkswagen,* Butch thought as the dorsal fin approached. He felt the