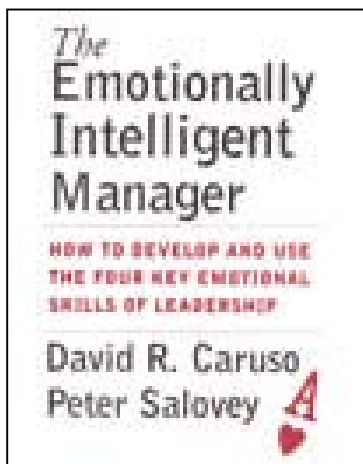


BEST SELLER



The Emotionally Intelligent Manager

How to Develop and Use the Four Key Emotional Skills of Leadership



Edited by David R. Caruso
and Peter Salovey

2004

Pages: 277 + Index
Binding: Hardcover

ISBN-10: 0-7879-7071-9

Overview

We have long been taught that emotions should be felt and expressed in carefully controlled ways, and then only in certain environments and at certain times. This is especially true when at work, particularly when managing others. It is considered terribly unprofessional to express emotions while on the job and many of us believe that our biggest mistakes and regrets are due to our reactions at those times when our emotions get the better of us.

David R. Caruso and Peter Salovey believe that this view of emotion is not correct. The emotion centres of the brain, they argue, are not relegated to a secondary place in our thinking and reasoning, but instead are an integral part of what it means to think, reason and to be intelligent. In *The Emotionally Intelligent Manager*, they show that emotion is not just important, but absolutely necessary for us to make good decisions, take action to solve problems, cope with change and succeed. The authors detail a practical four-part hierarchy of emotional skills: identifying emotions, using emotions to facilitate thinking, understanding emotions and managing emotions – and show how we can measure, learn and develop each skill and employ them in an integrated way to solve our more difficult work-related problems.

ORDER ONLINE NOW
www.psychassessments.com.au

Reviews

"Emotions are a human asset. Caruso and Salovey show you how to increase your return on that asset. This is a marvellous work helping to legitimise emotions in the workplace."

Richard E. Boyatzis, Professor and Chair, Department of Organisational Behaviour, Case Western Reserve University, and co-author, *Primal Leadership: Realising the Power of Emotional Intelligence*.

"The authors do a rare and important thing – they translate critical concepts from cutting-edge science into something that can be understood and used effectively at work every day. To succeed in today's workplace, managers and their employees need to have the emotional intelligence skills discussed in this book."

Sigal Barsade, Professor, the Wharton School, University of Pennsylvania

"A systematic, disciplined approach harnessing the value and unleashing the power of emotions in the workplace thought the creation of a new franchise player – the Emotional Athlete. The optimisation of this athlete will be the next real competitive differentiator on the corporate landscape."

Roseanna DeMaria, former first vice president, leadership and performance, Merrill Lynch and former senior vice president, enterprise risk, AT&T Wireless Services.

"This is an introspective guide to becoming a more effective manager. It demonstrates how tuning in to your emotions and those you work with and knowing how to manage them will help you succeed."

Lillian Vernon, founder, Lillian Vernon Corporation.

"Not just a description of emotional intelligence, this book maps out for managers across many kinds of organisations how to assess, learn and apply these important skills."

Jean M. Broom, senior vice president, human resources and general affairs ITOCHU International Inc.

"This book is for everyone, not only managers but for every individual in organisations – you will find out just how important emotions are at work."

Masao Ueminami, manager, human resource and general affairs division, NEC Electronics Corporation.

About the Editors

David R. Caruso is a research affiliate in the Department of Psychology at Yale University. He is also a management psychologist. His practice focuses on executive coaching, leadership development and career assessment. Caruso conducts highly acclaimed training and development seminars on emotional intelligence and he has published more than two dozen scientific articles and chapters. Prior to starting his own firm, he held a number of staff and line positions in consulting, small business and Fortune 500 organisations in the areas of strategic planning, market research and product management.

The Chris Argyris Professor of Psychology at Yale University, **Peter Salovey** published the first scientific articles on emotional intelligence (with John D. Mayer), introducing the concept to the field of psychology. Salovey also serves as dean of Yale's Graduate School of Arts and Sciences and has additional faculty appointments in the School of Management and the Department of Epidemiology and Public Health. He is currently president of the Society for General Psychology. A leading authority on the psychological consequences of mood and emotion as well as on health communication, he is widely quoted in print and broadcast media. Salovey was founding editor of the *Review of General Psychology* and served as an associate editor of the APA journals *Emotion* and *Psychological Bulletin*.

Audience

Psychologists, executive and life coaches, and business consultants.

Table of Contents

I. Learn About the World of Emotional Intelligence

1. Emotions and Reasoning at Work
2. An Emotional Blueprint

II. Understand Your Emotional Skills

3. Read People; Identify Emotions
4. Get in the Mood: Using Emotions
5. Predict the Emotional Future: Understanding Emotions
6. Do It with Feeling: Managing Emotions
7. Measuring Emotional Skills

III. Develop Your Emotional Skills

8. Read People Correctly: Improving Your Ability to Identify Emotions
9. Get in the Right Mood: Improving Your Ability to Use Emotions
10. Predict the Emotional Future Accurately: Improving Your Ability to Understand Emotions
11. Do It with Smart Feelings: Improving Your Ability to Manage Emotions

IV. Apply Your Emotional Skills

12. Managing You: Applying Your Emotional Intelligence Skills
13. Managing Others: Applying Emotional Intelligence Skills with Others
14. Building the Emotionally Intelligent Manager

- Appendix 1: Assessing Your Emotional Style
Appendix 2: The Emotional Blueprint
Appendix 3: Further Reading and Updates



PO Box 27, Jannali NSW 2226
Tel (02) 9589 0011 Fax (02) 9589 0063
Email: infopaa@psychassessments.com.au
www.psychassessments.com.au