

# Readers' Corner

by Fred Longley and Edward Popoff  
Library



## Emotional Intelligence

Caruso, David R. and Peter Salovey

***The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership***, 1st ed.

San Francisco: Jossey-Bass, 2004

HD 57.7 C37

Based on their premise that emotion is an essential element in decision making, the authors propose that integration in appropriate measure of rational and emotional styles is the key to successful leadership. They present practical techniques in applying four emotional skills to achieve this integration: 1) identifying the feelings of key participants concerning a situation; 2) using those feelings to guide the thinking and reasoning of the people involved; 3) understanding how feelings might develop as events unfold; 4) integrating the data of changing feelings into decisions and actions.

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Coffman, Curt and Gabriel Gonzalez-Molina

***Follow this Path: How the World's Greatest Organizations Drive Growth by Unleashing Human Potential***

New York: Warner Books, 2002

HF5549.5 M63 C63

A Gallup Organization survey from 1995 through 2001 of customers, managers and employees from all major industry groups in the United States confirmed the significant influence of employee feelings on client attitudes, which in turn affect the success of the organization. Basing their work on the survey results, the authors present a series of steps to fully engage employee talent. Emotionally committed employees are the most productive employees, who will drive productive client relationships. The model used in this book contrasts with the "rational" model, based on improving operational procedures, which shapes interactions with employees and customers in most organizations.

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***The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations***

Edited by Cary Cherniss and Daniel Goleman

San Francisco: Jossey-Bass, 2001

BF576 E46

The primary objective of this book is to advance understanding of emotional intelligence and how it can promote superior work performance. In the first of three parts, the book explores emotional intelligence as a concept and examines issues related to *Emotional Intelligence* definition and measurement. Part two describes ways that organizations can increase *Emotional Intelligence* in human resource functions such as hiring, training and development, and performance management. Part three examines issues relating to improvement of *Emotional Intelligence* competencies at the individual, group, and organizational level.

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Goleman, Daniel, Richard Boyatzis, and Annie McKee

***Primal Leadership: Realizing the Power of Emotional Intelligence***

Boston, Mass.: Harvard Business School Press, 2002

HD57.7 G64

Research indicates that a leader's actions account for up to 70 per cent of employee perception of organizational climate. The authors show that the best leaders rely not solely on skills and intellect but on emotional intelligence competencies which inspire positive feelings in the organization. They consider a focus on these emotions as leadership's first and most important task. Great leaders are able to move easily among a variety of strategies as the situation demands—visionary, coaching, affiliative, and democratic, with rare use of pace-setting and commanding styles. Drawing upon extensive research on the influence of leadership strategies on workplace climate, the book discusses how the four areas of *Emotional Intelligence*—self-awareness, self-management, social awareness, and relationship management—can contribute to effective leadership styles. The final section of the book applies the process of developing *Emotional Intelligence* at the individual level to the group and organizational level.

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