



SMARTER THAN THE AVERAGE GUIDE

HBR Guide to

Emotional Intelligence

Build trust and influence
Strengthen relationships
Lead with resilience



**Harvard
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Press**

HBR Guide to **Emotional Intelligence**



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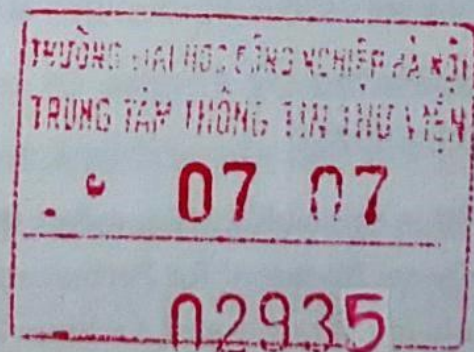
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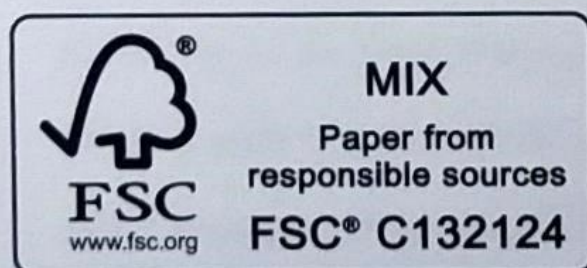
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What You'll Learn

It's been two decades since Daniel Goleman's research showed that emotional intelligence is twice as important as other skills in determining outstanding leadership. By managing your emotions and relating well to others, he explained, you can achieve higher levels of influence as well as personal well-being.

This kind of emotional intelligence is not just an innate trait: It can be learned. Becoming more finely attuned to your own emotions allows you to determine how to use those feelings more productively to make stronger decisions, overcome negative thoughts, control yourself in volatile situations, or understand others when they act in a way that surprises or angers you. Getting feedback from trusted colleagues and friends can keep you honest and aware of your areas of weakness, especially in the social sphere. And whether you're writing a difficult email, looking to keep your cool in a bitter negotiation, or managing an upset direct report, an array of frameworks and tactics can help you approach the situation in a way that takes the human element into account.

What You'll Learn

This guide will help you navigate these approaches.
You'll get better at:

- Identifying and managing your own emotions
- Persuading and influencing others
- Dealing with difficult colleagues
- Responding to stress productively
- Defusing tense conversations
- Using your feelings as data to help you make smarter decisions
- Avoiding emotional pitfalls in a negotiation
- Reacting to tough situations with resilience
- Helping others on your team develop their emotional intelligence
- Developing a strong emotional culture

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