

# 情感智商

本书中的各种技巧与工具将增强你对情智的常识并且提高你管理自己和他人情绪的能力

Margaret Chapman 著  
李小蕾 译

上海交通大学出版社

英汉对照管理袖珍手册

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## 致谢

这本书是我三年来潜心研究管理方式、领导能力和个人发展这一新兴领域的结晶。关于这个课题，我得到了不少人直接或间接的启示。在这里，我想感谢那些和我在互惠基础上合作的众多管理者，是他们在我的帮助下建立了情智意识；我还想感谢那些调查测试的参与者，是他们激发了我不懈的热情；我还想感谢我的教师们，是他们的课程促进了我发展自身的技巧和情智。我特别要感谢的是 Hank Weisinger 博士，是他富于启发性的工作促成了五步模型的形成，我还要特别感谢我的合作伙伴 Robin Clarke，是他在对警察的情智进行研究的基础上发展创造出了波上顿情智问卷。

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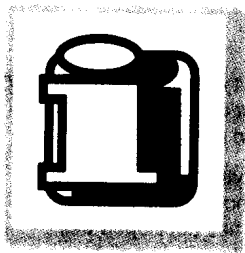
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### **ACKNOWLEDGEMENTS**

This book is the outcome of three years' work in which I have been submerged in an emerging field of interest in management, leadership and personal development. There are many who have directly and indirectly informed my thinking and feelings about the subject. I want to thank the many managers with whom I have worked on a 1:1 basis, helping them to build their Ei; to research participants, whose insights have served to fuel my continued enthusiasm; and to facilitators whose courses have contributed to my own skills and Ei development. Specifically I would like to thank Dr Hank Weisinger, whose seminal work inspired the 5-step model, and my partner, Robin Clarke, who developed the Boston EiQ from his own research into the emotional intelligence of police officers.



INTRODUCTION

导 言



## INTRODUCTION

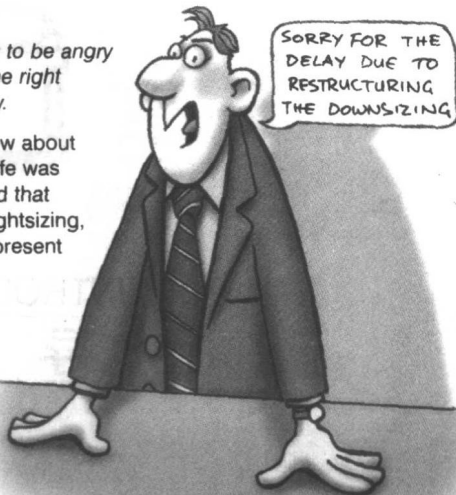
# IMPACT OF ORGANISATIONAL CHANGE



*It was Aristotle who spoke about a rare ability to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way.*

How prophetic his words. Everything we know about organisations has changed. Once, working life was stable but a whole new lexicon has developed that includes such euphemisms as downsizing, rightsizing, delayering and restructuring to describe the present state of chaos and complexity.

These new organisational realities mean that managers are being judged by a new yardstick. To be successful you don't just need to be intelligent, you need to be emotionally intelligent.



引言

## 机构改革的影响



亚里士多德说起过一种罕见的能力，即向适当的人、以适当的程度、在适当的时机、为适当的目的、用适当的方式发怒的能力。

他的话是多么具有远见。我们所熟知的组织体制机构已经发生了翻天覆地的变化。职业在过去曾经是稳定的，但现在全新版的词典里已经收录了这样一些词语，如裁员、合理精简、延迟、重组，为的正是描述当今混乱复杂的局面。

这些全新的组织体制现状意味着我们正用一种全新的标准来评价管理者。要想做一个成功的管理者，你不仅需要具有高智商，还要有高情商。

很抱歉，由于重组和裁员，所以延迟了。



## INTRODUCTION

### HOW OTHERS SEE IT



***Without a doubt I know managers who are not emotionally intelligent and they are not very effective ... they are not good people managers ... they are not particularly good at their jobs ... and they are certainly not the excelling managers that I would be looking at as my role models. The people who are emotionally aware, in my experience, are the people who get the most from you ... will help you to develop ... and ultimately put you in a position to help other people.***

**Young high-flier, major private sector organisation**

***For leadership positions emotional intelligence competencies account for up to 85% of what sets outstanding managers apart from the average.***

**Daniel Goleman, *Working with Emotional Intelligence*, 1998**



“毫无疑问，我知道那种情商低下、缺乏感染力的管理者……他们不善于管理员工……他们的工作不是很出色……他们当然不是那种我会视为榜样的优秀管理者，就我的经验而言，那些具有情感意识的人，是那些能充分发挥你潜力的人……他们会帮助你发展……最终把你放在一个能帮助别人的位置上。”

青年才俊，某私营机构的高层

就领导职位而言，那些杰出的管理者之所以区别于平庸的管理者，85%的原因是由于他们的情商高人一等。

Daniel Goleman, 《情智的研究》，1998

## INTRODUCTION

# AIMS OF THIS POCKETBOOK



This book is designed to:

- Introduce emotional intelligence (Ei) by defining what it is and explaining why it is important
- Provide a framework for understanding Ei
- Illustrate ways in which to begin to develop your Ei capabilities
- Offer you an opportunity to assess your Ei
- Stimulate reflection on the changing nature of organisations and your role as a manager
- Outline guidelines on how to use Ei as an organisational change management strategy

This book is designed for:

- Managers who recognise that being an effective leader is about *inside-out* development
- Human resource practitioners who want a short guide to this increasingly popular concept and some practical tools which they can use to begin to develop their own Ei



本书是为了：

- 通过解释其含义及重要性介绍情智
- 提供理解情智的框架
- 举例说明如何着手发展情智
- 给你一个测试情智的机会
- 激发你对于机构改革本质的思索和对管理者自身角色的思索
- 概括总结如何把情智用作机构改革的管理策略

本书是写给：

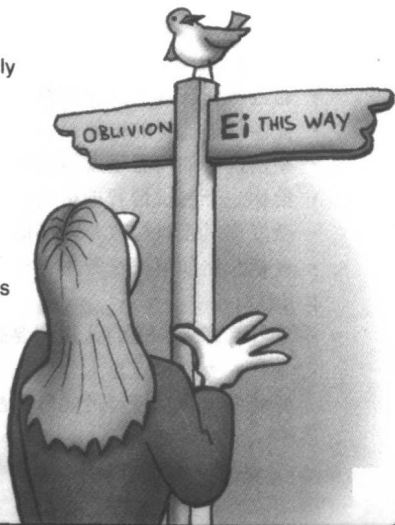
- 某些管理者。他们认识到要想使自己的领导富有成效，就必须全面发展。
- 某些人力资源业界人士。他们想得到有关这个日益流行概念的简要指导和能够开始发展自身情智的实际办法。

## INTRODUCTION

### WHAT THE BOOK IS NOT

This book is not a definitive guide to what is a rapidly growing field. It is designed as a route map, with signposts for those who want to pursue their Ei journey further. Much has been written about emotional intelligence but little that is readily accessible to the informed practitioner or manager with limited time available to trawl through heavyweight literature.

I have done that for you and my hopes in writing this book are that it will inspire, inform and encourage you to continue on your Ei travels and enjoy the benefits of an emotionally intelligent life.



导言

## 本书的局限



本书不是情智这一迅速发展领域的权威指导。本书被设计成一个线路图,指引那些想在情智之路上继续前行的人。关于情智问题的出版物已充斥坊间,但对于那些博闻强识而又无暇深究的业内人士和管理者来说合适的出版物几乎没有。

我为你做了这件事,我写此书是希望它能激发你、指导你、鼓励你继续对情智的探索之旅,享受高情商生活的好处。





## INTRODUCTION

# WHAT IS EMOTIONAL INTELLIGENCE?



Originally coined by two US psychologists, Peter Salovey and John Mayer, emotional intelligence refers to a learned ability to perceive, understand and express our feelings accurately and to control our emotions so that they work for us, not against us.

In other words Ei is about:

- Knowing how you and others feel and what to do about it
- Knowing what feels good and what feels bad and how to get from bad to good
- Possessing emotional awareness, sensitivity and the management skills that will help us to maximise our long-term happiness and survival

