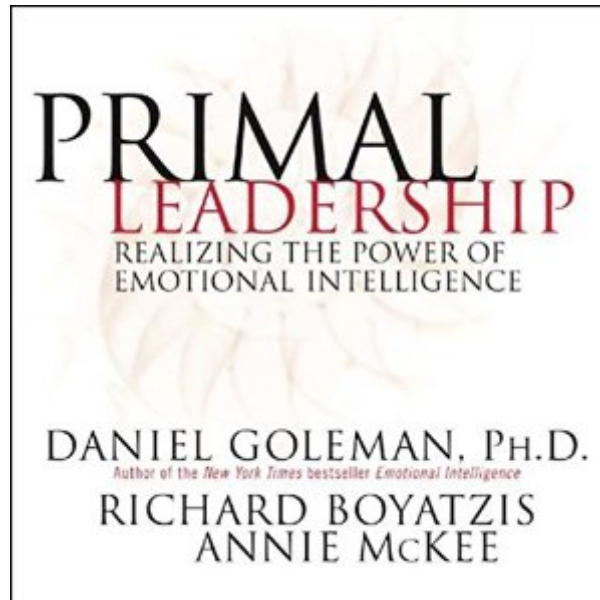


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# Primal Leadership: Realizing The Power Of Emotional Intelligence



## Synopsis

Daniel Goleman's international bestseller Emotional Intelligence changed our concept of "being smart," proving that emotional intelligence—how we handle ourselves and our relationships—matters more than IQ or technical skill in educational success. His next bestseller, Working with Emotional Intelligence, proved that career success also depends primarily on emotional intelligence. Now, Goleman teams with Richard Boyatzis and Annie McKee, experts on emotional intelligence research, to explore the consequences of emotional intelligence for leaders and organizations. The authors argue that a leader's emotions are contagious, and must resonate energy and enthusiasm if an organization is to thrive. Through analyses and examples, the authors show that resonant leaders excel not just through industry savvy but by leveraging emotional intelligence competencies like empathy and self-awareness. They also adopt varying leadership styles—from visionary to coaching to commanding—as the situation demands. Identifying the ways in which resonant leadership can be learned, the authors show how leaders can groom personal and organizational emotional intelligence to ignite outstanding performance. This audiobook transforms the art of leadership into the science of results.

## Book Information

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## Customer Reviews

"Primal Leadership" is the latest best-seller in the "emotional intelligence" business book series that has become a franchise for psychologist and former New York Times writer Daniel Goleman. It might be accurately subtitled: "Three Ph.D.s Cite Tons of Research to Convince Business Executives (Yet Again) that Feelings Matter to People at Work." The research underlying the authors' assertions

about the importance of improving one's emotional control and quality of interpersonal relationships is chronicled in end notes that run 34 pages in relatively small point type. If you aren't an end note reader, you may not notice that the otherwise credible trio of Goleman, Boyatzis and McKee often give no credit whatsoever in the book's very readable main narrative to the scientists whose work they unabashedly appropriate or reference only in passing. This is especially surprising and disappointing given Dr. Boyatzis's own substantial and distinguished history of contributions to the academic and practical literature. The "Primal Leadership" authors' well-documented case boils down to this: 1) People respond to their leaders either positively or negatively. And therefore, 2) Leaders need to work on developing an effective leadership style by A. Knowing themselves, B. Controlling their emotional impulses, C. Relating better to others, D. Influencing others to further the organization's work. Hard to argue with that, even without a truckload of citations. Now the critical question: Will reading this book give you the tools to improve your own "emotional intelligence"? In a word, an emphatic and disappointing, no. You may find yourself jumping up and down screaming, "Yes! Yes! Yes!"

TITLE: Forest or The Trees? REVIEW: I agreed with a lot of what Goleman has to say in Primal Leadership and I'm fairly sympathetic to his general theme that much existing management theory and teachings lie too much on the analytical/reasoning side and do not put enough emphasis on the "softer"/psychological issues. However, while many of Goleman's statements and cited research make sense (the "trees") they often don't seem to fit well within his model/theory (the "forest"), which is overly one-dimensional in stating basically that "emotional intelligence" (EI) competencies are the be all and end all of leadership. Goleman's theory, which seems to be based on his statement that "the emotional task is the original and most important", swings the pendulum too far in the anti-analytical direction. He makes the same mistake as many of his analytical colleagues do/did in assuming that there is one ideal leadership mold to which everyone should be shaped into. The purpose of the book is to get the reader to understand Goleman's emotional intelligence (EI) mold for the ideal leader and how to fit this mold. Goleman lists 19 EI competencies that the ideal leader should have. First, note that many of the competencies are not simply emotional, but require reasoning skills/abilities. Second, while it is true that these competencies are good to have, it is folly to expect one individual to try to obtain all of these. This is a throwback to the myth of the well-rounded organizational man of the 1950s IBM which has been discredited. One should focus on their strengths and manage their weaknesses, not become a well rounded person in all these competencies. The other major disappointment I have with Primal Leadership is the same that I have

with most books on "leadership".

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