

Emotional Intelligence for Managing Results in a Diverse World

The Hard Truth About Soft Skills in the Workplace

By Lee Gardenswartz, Jorge Cherbosque, Anita Rowe

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What is Emotional Intelligence (EI) and why is it getting more and more attention? Given the challenging times we are currently experiencing economically and emotionally, in the U.S. and around the world, this is an even more important question today. The rich and insightful book *Emotional Intelligence for Managing Results in a Diverse World* explores this

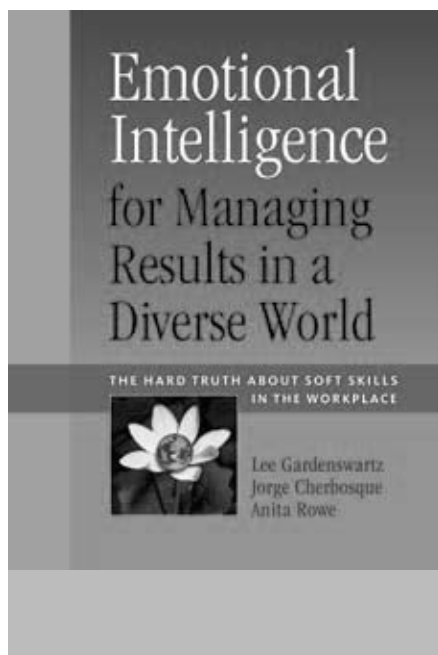
question and more, while highlighting the value of diversity and inclusion, and providing clear, practical tools and examples on how EI can help your career and your organization.

The power of self-awareness, the importance of resiliency and dealing with adversity; choosing how we think, feel, and act. All of these, and more, are elements of assessment tools being used by major corporations and institutions, as a result of the increased recognition of the value of Emotional Intelligence, the growth in workplace diversity and global business, and as a recognized way to invest in the organization's high potential talent.

Emotional Intelligence for Managing Results in a Diverse World is another volume in the series

of books on Managing Diversity written by Lee Gardenswartz, PhD, and Anita Rowe, PhD, long-time partners in the management consulting firm of Gardenswartz and Rowe. Over the past few years, they have co-authored a number of books; including the award-winning book *Managing Diversity*, considered by many HR professionals as the diversity bible or reference book. Previous books include *Diverse Teams at Work*, *The Diversity Tool Kit*, and the most recent, *Global Diversity Desk Reference*. For *Emotional Intelligence for Managing Results in a Diverse World*, they are joined by Jorge Cherbosque, PhD, who is co-director of the Staff and Faculty Counseling Center at the University of California, Los Angeles (UCLA), and teaches at UCLA's Anderson School of Management. All three authors are partners in the Emotional Intelligence and Diversity Institute.

The authors' stated purpose of this book is to give the reader the fundamentals of emotional intelligence, the understanding and tools to function effectively in the emotional landscape of



their diverse work world. Self-awareness is described as “the mirror.” The key starting point for the individual (e.g., the manager) is to have self-awareness in order to understand their own behavior, responses, etc., before they can attempt to work with and understand others.

By intentionally having “You Can’t Leave Your Feelings at Home” as the book’s first chapter, it calls attention to the need to honor our emotions, the legitimacy of our feelings, listening to them, because they are a big part of who we are. The opening chapter underscores the importance of needing to start the work with the individual before the individual attempts to work and operate with others. The reality is that what’s going on emotionally, for any of us as managers, leaders, coaches, trainers, etc., has an impact on our decision making and our relationships. The chapter includes sections on such topics as how EI affects profitability and performance, the power of emotions in dealing with diversity, and addressing underlying feelings to resolve difficult situations and conflicts. Another critical component of the first chapter is the introduction of the language or vocabulary of emotions and EI. The section concludes with a table which provides the steps toward emotional intelligence.

As with any new organizational development tool, there exists a need to be able to convey its value and applicability in the workplace setting, and to be able to share with others what helps to move or change. This book helps to provide the choice of words to help the individual understand what is being felt, to understand their own responses, and

to manage their response. Then having the “language” available allows the individual to be able to communicate those feelings and needs, and finally

Two of the larger chapters in the book are on Diversity. In Chapter 2, the authors’ provide examples on how differences can trigger emotions and introduce the

“To be successful, a leader must make the most of the moments before, during and after the decision.”

convert that heightened awareness, of their feelings and those of others, into effective and productive work relationships and results.

Throughout this easy to read book, which I believe managers, team leaders, etc., can reference over and over again, are a multitude of activities, checklists, figures and tables to support their efforts in the areas of EI and Diversity. For example, even as early as Chapter 1 of the book, there is an extensive checklist on the benefits of increasing EI in a diverse world – one column detailing how it would benefit you, and another column providing the benefits for your organization.

This leads me to point out that there are two key phrases or tools that appear throughout this book. These phrases provide the reader (manager, team leader, HR professional, trainer, etc.) with the concept of mirrors and maps. Examples are provided in the following sections.

readers to their Emotional Intelligence and Diversity Model. I believe the EID model is an excellent evolutionary next step to standard EI models. As with other models, it is balanced on the introspection and external perspectives; in other words, the need for balance. An example of balance provided in the book indicates that dealing with diversity includes “both insight and action, both knowing and doing. The EID Model has the following four (4) major parts:

1. Affirmative Introspection – Taking a Look Inside (Mirror)
2. Self-Governance – Getting a Handle on Your Feelings (A Map)
3. Intercultural Literacy – Reading Others Accurately (Mirror)
4. Social Architecting – Enrolling and Engaging Others (Map)

As you can see from the above summary, there is a balance between the Mirror and the Map. These metaphors help the reader recognize the importance of self-awareness through “reflection”, as a prelude to helping us plan and navigate

the next steps or path. Chapter 2 also includes several activities including an EID quiz.

Staying with the theme of diversity, Chapter 5 in the book, titled “Intercultural Literacy – Reading Others Accurately” includes two other checklists that a manager and organization may find helpful – “Cultural Software” and the “Cultural Norms and Preference”.

The remaining chapters of the book, which have not been described earlier, provide in-depth information on the four (4) elements of the EID Model, as well as information and insights on coaching individuals and teams for EI in a diverse workplace.

So, what does this mean for Hispanics in the workplace and the Hispanic Business community? This book and the tools provided will not only help non-Hispanics to manage and work more effectively and authentically with their minority subordinates and colleagues, but it may also in fact be a great tool for Hispanic managers and employees as they deliver on their responsibilities as managers and key performers.

In addition, there is an understanding among Hispanics, and also growing within non-Hispanics, that “we are not all the same”. The term Hispanics is used to refer to individuals who come from diverse regions and cultures. The use of checklists and activities can only help to further our understanding of one another and help to not only bridge the differences, but to capitalize on them. As a structural engineer would know, a metal alloy is stronger and more resilient, than a pure metal with singular attributes and properties.

Reading the book reminded me of an expression that the distinguished retired Vice President of Diversity at Verizon, Oscar C. Gomez, once shared with me – “we should not be checking our identity at the door; we should bring in who we are wherever we go – our culture, our experiences, our skills, our ideas.”

Emotional Intelligence for Managing Results in a Diverse World is the right book at the right time. It simultaneously provides an in-depth understanding of EI and the issues and opportunities around diversity, while providing easy to follow

and easy to use checklists and activities to engage the reader. In other words, it gives the reader the tools to convert this new or enhanced knowledge and awareness into action. When managers have a greater clarity of what is going on – within themselves and with others – then they can see the variables involved, and have a better chance of meeting their goals, as well as the organization’s. It provides the reader with a greater sense of control and responsibility for their feelings, and for being empathetic to the feelings of others. EI and Diversity, when viewed together, helps to move us to the next step in the evolutionary process. Feelings were created to serve us, to benefit us – to recognize feelings and to recognize differences as assets. To help view feelings not as an impediment, but rather as something to be converted to a benefit.

I highly recommend this book and believe it will become required reading for organizations in all sectors – private, public and nonprofit. Enjoy it and share it with a colleague! ■