

# Tranzinfo Hot Topic

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## Emotional Intelligence

A selection of recent publications and resources on emotional intelligence

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### 1. **Applied EI : the importance of attitudes in developing emotional intelligence**

Jossey-Bass : San Francisco, California, USA, 2006

Anyone interested in performance improvement today needs to be interested in emotional intelligence. The text explains how our attitudes underpin our emotional intelligence (EI), explores how to develop emotionally intelligent attitudes, and lays out tactics for applying them in practice. It discusses what is needed at individual, team and leadership development levels and considers practical approaches in applying theory.

### 2. **The emotionally intelligent manager : how to develop and use the four key emotional skills of leadership**

David Caruso & Peter Salovey

Jossey-Bass : San Francisco, California, USA, 2004

The authors of the text show that emotion is not just important, but essential for us to make good decisions, take actions to solve problems, cope with change and succeed. They detail a practical four part hierarchy of emotional skills; identifying emotions, using emotions to facilitate thinking, understanding emotions, and managing emotions - and show how we can measure learn, and develop each skill and employ them in an integrated way to solve our most difficult work problems.

### 3. **Working with emotional intelligence**

Daniel Goleman

Bantam : New York, 2000.

This seminal text states that business leaders and outstanding performers are defined by their emotional intelligence, a set of competencies that distinguishes how people manage feelings, interact, and communicate. Surveys undertaken the world over indicate that emotional intelligence is the barometer of excellence on virtually any job. The book explains what emotional intelligence is and why it counts more than IQ or expertise for excelling on the job

### 4. **Primal leadership : realising the power of emotional intelligence**

Daniel Goleman; Annie McKee & Richard Boyatzis

Harvard Business School Press, Mass., 2002

Goleman and his team focus on four domains of emotional intelligence (EI), - self awareness, self management, social awareness and relationship awareness. The development of these four EI competencies spawns different leadership styles. The best leaders maintain a style repertoire, switching easily between 'visionary', 'coaching', 'affiliative', and 'democratic' and making less use of the 'pace setting' and 'commanding' styles. The authors argue that those managers with higher EI competencies are more successful than those with high IQ's and low EI styles.

For in-depth Book Review [Click Here](#)

**5. Affect, emotional intelligence and librarian – user interaction**

John Mills & Damian Lodge  
Library Review, 2006  
Volume 55, Number. 2, pages 587-597

The concept of emotional intelligence (EI) is introduced so information professionals can obtain a more clear understanding of the information environment. EI can help in the day to day personal interaction with clients which can shed light on the users understanding on the role of the library. By using the key tenets of EI, the librarian could become more aware of the fact that not all users value catalogues and databases as the librarian does, and appreciate that users see many roles for a library based on past experiences and current needs.

**6. The relationship between emotional intelligence and work attitudes, behaviour and outcomes : an examination among senior managers**

Abraham Carmeli  
Journal of Managerial Psychology, 2003  
Volume 18, Number. 8, pages. 788-813

This study attempts to empirically investigate the extent to which senior managers with a high emotional intelligence employed in public sector organisations develop positive work attitudes. The results indicate that emotional intelligence augments positive work attitudes, altruistic behaviour and work outcomes, and moderates the effect of work- family conflict on career commitment but has little or no effect on job satisfaction.

**7. Emotional intelligence, the smart road to management**

Lauren Thomsen - Moore  
Management Today, 2004  
September, pages 11-14

This article highlights the fact that Australian managers are being encouraged to get in touch with their feelings as emotional intelligence (EI) becomes an increasingly important management tool. The author cites the positive developments at VicRoads. What was learnt by managers at the leadership program levels are now finding its way into the rest of the organisation. Changes in behaviour for the better are quite evident. A discussion on what EI is and its relationship to leadership is also discussed.

**8. Emotional intelligence and leadership effectiveness**

Robert Kerr and others  
Leadership & Organisation Development Journal, 2004  
Volume 27, Number 4, pages 265-279

The outcome of this research shows that there is a close correlation between managerial emotional intelligence levels and leadership effectiveness. Data from over a thousand survey responses was collated and analysed to confirm the linkage. The usefulness in gauging emotional intelligence during the recruitment and selection phase and the training and development process is emphasised.

**9. Emotional intelligence : a key ability to succeed in the matrix organisation**

Thomas Sy & Stephane Cote  
Journal of Management Development, 2004  
Volume 23, Number 5, pages 437-455

This paper offers an explanation of how emotional intelligence (EI) could be used in a matrix organisation. Interpersonal skills are called into play when goals are misaligned, responsibility lines are unclear, decisions are untimely or lack quality, and a silo mentality prevails. The authors aimed to provide evidence that emotionally intelligent employees are better able to cope with these situations prevalent in many matrix organisations, by managing, understanding and perceiving emotion with each challenge.

## **10. Emotional intelligence: the key to effective performance ... and to staying ahead of the pack at times of organisational change**

Cliona Diggins

Human Resource Management, 2004

Volume 12, Number. 1, pages 33-35

This paper gives a succinct explanation of what emotional intelligence (EI) is and how it adds value to decision making. It states that managers who have a high degree of self awareness and relationship skills are more finely attuned on how decisions affect others. Emotionally intelligent managers have a heightened ability to judge the social dynamics in the workplace and are able change their stance as the situation demands.

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