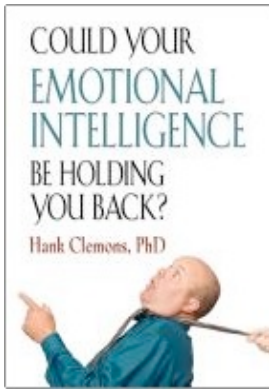


COULD YOUR
EMOTIONAL
INTELLIGENCE
BE HOLDING
YOU BACK?

Hank Clemons, PhD





Not getting the job you want, the raise, the promotion, or that special relationship with someone? It could all be due to your emotional intelligence. This book is about how our emotional intelligence could be holding us back in our in our personal and professional lives. By assessing our emotional intelligence, we can identify areas that might be causing us gridlock. Once discovered, we can then take steps to create a more satisfying and fulfilling life.

Could Your Emotional Intelligence Be Holding You Back?

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An EI Story

The Story

On a flight back from a client engagement in California, a man (we'll call him Tom) in his late 30's or early 40's sat next to me. We exchanged greetings and engaged in small talk while waiting for the plane to leave the gate.

After we were in the air for about 30 minutes, each of us pulled out our respective work folders and began reviewing what we would work on for the next few hours.

When you're sitting as close as we were, it's almost impossible not to take a quick glance to see what the other person is doing. I noticed that he had several documents and a portfolio with the name of a well-known paper company on them. I made a quick assumption that it was his employer – he later confirmed it.

When he stopped to give the flight attendant his drink order, I seized the opportunity to ask what he did there and how long he had worked for them. He said he was a Lead at one of their process plants and that he had been there for almost 8 years.

He said he was “frustrated” and “disappointed” with the company because in recent years, several supervisor positions had opened up and each time, he was passed

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over and that someone else got the job. The last time was a “about year ago”.

He went on to tell me that the one’s that had gotten the promotions were “a-- kissers” and tended to “suck up” to management. That they had been there less time than he and didn’t know as much about the job as he did. That as a matter of fact, he knew every job in his section. He continued by saying, “Hell, I trained the guys that got promoted”.

As we talked more, he told me that every time they ran into a problem with the machines, they would come to him. He cited several instances when technical issues had come up and he was the one they turned to. Also, they had given him an award for figuring out how to save time by changing the design of a work process.

He said he was tired of being passed over and wasn’t going to be their “go-to” guy anymore and had pretty much told them so. He was “sick” of their “favoritism”. He said that he had started to look around for a place that “appreciates” what he has to offer.

After hearing what Tom had to say, I was reminded of a quote by Winston Churchill who said:

“Success is the ability to go from failure to failure without losing your enthusiasm”.

Getting passed over for a promotion can be disheartening and even humiliating. Whether you thought you deserved the job or were promised it, no one likes hearing that they didn't meet the mark. However, failing to get a promotion can be a great opportunity to learn as long as you keep it in perspective.

Could Your Emotional Intelligence Be Holding You Back?

There's no denying that emotions exist and play a major role in the workplace. Managing them correctly can be the key to your success. When we don't, it can lead to a situation such as Tom's.

As we know, it's not the smartest people that are the most successful or the most fulfilled in life. You probably know people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual intelligence or IQ isn't enough on its own to be successful in the workplace or life in general.

Some people are smart, technically competent, even driven; yet, they just don't get anywhere. Or they get somewhere, reach a certain point, and then just like that, hit a wall. It happens with thousands of people and at all levels, from those at the top, or near the top, to students at prestige universities.

If you aren't achieving, the person you should always look at first is yourself. *Your emotional intelligence could be holding you back.*

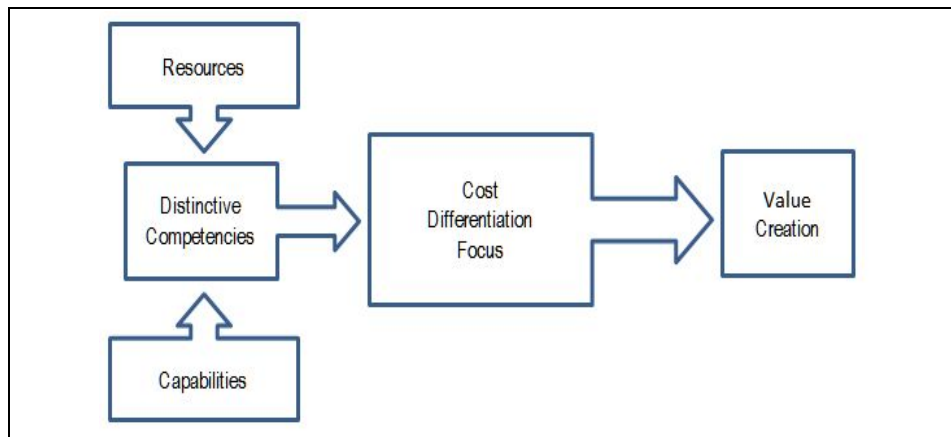
Before moving further, let's explore the concept of emotional intelligence.

Looking for a change of
career, or stagnating in a
job that you've been in too
long? - *Your emotional
intelligence could be
holding you back.*

A Competitive Advantage

What is a Competitive Advantage?

A competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors – thereby giving it an “edge”. The goal of most business strategy is to achieve a sustainable competitive advantage.



Competitive Advantage Model

In 1985, Michael Porter, the Harvard Business School professor wrote the definitive business school textbook on the topic, called *Competitive Advantage*. In it, he outlined the three major ways companies achieve sustainable

advantage: cost leadership, differentiation and focus. A competitive advantage is created by using resources and capabilities to achieve a lower cost structure or a differentiated product. Although these main strategies were developed by researching companies, they can be useful for anyone that is looking to stand out. A competitive advantage is often a single key element that gives an edge to a business beyond what the competition has or does.

Below is a list several companies that have been able to stand out in their respective industries and their competitive advantage.

- Wal-Mart – Low pricing
- FedEx and Domino Pizza – Speed
- Apple, Coca Cola – Brand popularity
- McDonalds – Consistency, Marketing
- Google, Facebook – Database management

And then there's the Dallas Cowboys. They have not won a Super Bowl since the 1995 season. Yet, they are the most popular football team in America according to an ESPN Sports Polls, 8.8 percent of fans root for "Big D" on Sunday. Reason – marketing and brand.

These are but a few companies that most of us are familiar with. There are many more that only the people in that specific industry would know. Shuffle Master would be one of those. Shuffle Master, Inc. is the gaming industry's premier supplier of automatic card shufflers and proprietary table games.

Could Your Emotional Intelligence Be Holding You Back?

Does having a competitive advantage only apply to businesses? - Absolute not. The concept can be applied to individuals as well. Whether you are a college student with a 3.5 or 4.0 GPA ready to walk across the stage; an employee looking to move up in the organization; a seasoned veteran eyeing the CEO spot; or an individual looking to capture the heart of another, you too, need to have a competitive advantage. Emotional Intelligence can be your competitive advantage.

In 2011, it was estimated that 1.7 million students graduated with a bachelor's degree. Obviously some went on to seek an advanced degree; others readied themselves for the job market only to discover that the market was not as robust as in the past and that the competition was stiffer. After submitting their resume and transcripts to potential employers, then came the "waiting" game - waiting to see if they'd get an interview. Craig was one of those.

I met Craig for the first time about a week after he had interviewed with a major financial institution and was not selected. We were both having coffee at a local coffee shop. While waiting in line I noticed he had on a polo shirt with the school's name and logo on it. I asked if he went there and he said he had recently graduated and was looking for a job. He jokingly said: "know anyone that's hiring?" I said "no, but, tell me what you're looking for". About that time the orders were ready so we picked them up and shared a table.

Craig related that he had done well in college and had graduated with a 3.67 GPA in Finance. He had applied to several financial institutions and was looking forward to getting an interview so that he could "wow" them with

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what he had accomplished academically. He said that he did get the call for an interview - was “excited” and felt “very confident” in his understanding of financial matters.

He went on to say that what happened at the interview was totally unexpected. They didn’t want to know anything about what he knew financially. Instead they wanted to know how he performed in group projects. “How did you handle those that were slackers”. “When someone objected to your ideas what was your response”. He said they were mostly asking “how would you handle people issues”. He said he “wasn’t ready for that”.

I asked if he had heard of emotional intelligence. He said that he vaguely remember hearing about it in a management class he had taken. But that he really didn’t remember too much about it. “Something about understanding emotions” he said.

I gave him my “90 second” overview on EI after which he remarked –“That’s the kind of stuff they were asking”. “It sure would have been nice if they had emphasized it more in class or at the Career Center”. “I’ll go back a read up on it so that I’m better prepared the next time”.

He thanked me for spending time and giving him my insights. We shook hands and promised to “touch base” from time to time. I invited him to get involved with the local chapter of SoEI as it would give him an opportunity to network and talk with others on the topic of EI. Plus he might make a few employment contacts.

If you are an employee seeking to move up in the

Could Your Emotional Intelligence Be Holding You Back?

organization, treat yourself as if you were in business for yourself - because you are. Make sure your competitive advantage is reflected in in how you communicate and treat others. Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career.

In fact, when it comes to making employee decisions, many companies now view emotional intelligence as being as important as technical ability and require an EI assessment before hiring or promoting.

As we know, it's not the smartest people that are the most successful or the most fulfilled in life. You probably know people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual intelligence or IQ isn't enough on its own to be successful in life. Your emotional intelligence could be holding you back



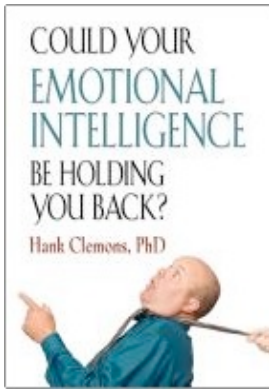
List or record two instances where your emotional intelligence may have held you back.

1. _____

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2.

Find it difficult to work on
a team? - *Your emotional
intelligence could be
holding you back.*



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