

CONTENTS

NINE STRATEGIES OF EMOTIONALLY INTELLIGENT LEADERS IX

INTRODUCTION XI

1. Focus on Feeling	1
2. Let People Know How You Feel	12
3. What Is Your Impact on Others?	30
4. What Is It Like for Others?	42
5. What Are Those Feelings Telling Us?	52
6. Change Perspective	66
7. Manage Those Boundaries	87
8. Enlist the Help of Others	99
9. Become an Emotional Coach	110
10. Emotional Virtuosity: Using Several Strategies Together	124
11. Creating a Social Context That Supports Emotional Intelligence	138
12. Taking Charge	151
APPENDIX A. LEADERS WHO PARTICIPATED IN THE RESEARCH	159
APPENDIX B. RESEARCH METHOD	161
APPENDIX C. LINKS BETWEEN EMOTIONAL INTELLIGENCE STRATEGIES, ABILITIES, AND COMPETENCIES	165
ACKNOWLEDGMENTS	167
REFERENCES	171
INDEX	181