

Contents of...

# AT THE HEART OF LEADERSHIP

How to Get Results with  
Emotional Intelligence

Joshua Freedman

Forward by  
Peter Salovey

Includes a code to test  
your EQ strengths online



**THIS IS A FREE EXCERPT**

For review use.

For book details and a sample  
chapter, see

**[WWW.EQLEADERSHIP.COM](http://WWW.EQLEADERSHIP.COM)**

**Where other books tell you about emotional intelligence, this book provides the roadmap to put it in action.**

*At the Heart of Leadership* delivers a compelling case for leaders to attend to their own and their people's emotions as a critical asset for optimal performance. Then it shows you how.

You'll learn the Six Seconds EQ Model, a practical three-step process to become more effective with emotions - - plus use the code in the back of the book for a free assessment of your EQ strengths.

Six Seconds Emotional Intelligence Press (San Francisco), June, 2007

290 pages

Softcover ISBN 10: 0-9716772-7-1

Softcover ISBN 13: 978-0-9716772-7-2

“Assuming that all leaders today ‘get’ that relationships are the pathways to progress and ultimately success, the information assembled here by Joshua Freedman is an important read for any leader looking to take it higher. The information is clear and intriguing and the examples are relevant and interesting and applicable to all aspects of life. Thanks Joshua for your leadership and devotion to the subject of emotional intelligence.”

- Arlene Pfeiff, Vice President, Technologies,  
American Express

“I’ve worked with hundreds of leaders over the last 40 years. The few who exemplify a high emotional intelligence stand head and shoulders above others in their performance, quality of life, and the lasting value they create for all stakeholders. In *At the Heart of Leadership* Freedman shows why that’s true – and he offers us an opportunity to grow to become the leaders we’ve always meant to be. Highly recommended.”

- George McCown, President and CEO,  
McCown De Leeuw & Co

“This book is wonderfully practical, Josh’s ability to clearly articulate the complex connection between emotions, behavioral patterns and bottom line performance, makes it an inspiring and powerful business tool, easy to read and ready to use... thank you Josh for writing it”

- Fabio Grassi, Skills & Education Consultant,  
IBM Europe

“*The Heart of Leadership* is an outstanding and eminently practical guide for anyone who hopes to be a great mentor, to influence with integrity and to truly lead organizations. Joshua Freedman has a unique gift for engaging people from all walks of life in learning and professional transformation – this book is a must-read for leaders everywhere!”

– Annie McKee, CEO Teleos Leadership Institute;  
coauthor, *Primal Leadership*

“Josh manages to articulate a clear message in a very easy to read book that can be used by leaders in any profession. Moving away from purely task-oriented skills and recognizing that success, or failure, can be attributed to concepts of emotional intelligence is at once refreshing but also challenging. Once we as leaders begin to acknowledge that this component is not only important within the behavior, action, emotion triangle but that EQ can be enhanced, we can use these skills to improve the success of our teams and therefore our companies. Highly recommended.”

– Stephen Beaumont, Vice President – Lodging  
Kohler Company

“The concepts in this book give leaders the tactical edge they need to handle the complexities of change. This is a practical approach to leading with emotional intelligence that can help leaders stay on course to accomplish their mission.”

– Captain Tierian Cash, CHC, USN  
Commanding Officer, Naval Chaplains School

# At the Heart of Leadership

How to Get Results with  
Emotional Intelligence

Joshua Freedman

---

Introduction by Peter Salovey



Copyright ©2007, Joshua Freedman  
Published by Six Seconds  
316 Seville Way, San Mateo, CA 94402  
Web: [www.6seconds.org](http://www.6seconds.org)  
Email: [staff@6seconds.org](mailto:staff@6seconds.org)  
Phone: (650) 685-9885

All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

**Limit of Liability / Disclaimer of Warranty:** While the publisher and author have used their best efforts in preparing this book, they disclaim any implied warranties of merchantability or fitness for a particular purpose. The advice in this book may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other damages, including but not limited to special, incidental, consequential, or other damages. In any case the maximum liability shall be equal to the retail price of this book. By using this book you agree to these terms; if you do not agree return this book unread to the publisher for a full refund.

Library of Congress Cataloging-in-Publication Data  
Freedman, Joshua

*At the Heart of Leadership: How to Get Results with Emotional Intelligence* / by Joshua Freedman; Introduction by Peter Salovey.

1. Leadership. 2. Business

Printed in the United States of America  
First Edition

ISBN 10: 0-9716772-7-1

ISBN 13: 978-0-9716772-7-2

# CONTENTS

Introduction, Peter Salovey, Ph.D. . . . . .	xi
Acknowledgements . . . . .	xix
About the Author . . . . .	xxi

## PART ONE: EMOTIONS ARE ASSETS

<b>1. Bad Feelings? . . . . .</b>	<b>1</b>
Feelings at Work? . . . . .	4
I'll Never Say That to My Children . . . . .	6
Choosing to Lead . . . . .	9
What Kind of Leader Are You? . . . . .	11
Another Book on Emotional Intelligence? . . . . .	14
<b>2. Breakthrough Thinking: Emotions are Assets. . .</b>	<b>19</b>
Does it Matter? . . . . .	25
Fear and Anger . . . . .	25
<b>3. Business Case for EQ: Emotions on the Bottom Line. 39</b>	
In the Churn. . . . .	40
The Customer Perspective . . . . .	47
Employee Perspective . . . . .	53
Leadership and Financial Perspective . . . . .	62
Just a Fad? . . . . .	68
Companies Deploying EQ . . . . .	69
A Blue Chip Investment . . . . .	71

## PART TWO: EQ IN ACTION

<b>4. 123 KCG: A Simple Model for Practicing Emotional Intelligence . . . . .</b>	<b>81</b>
---	-----------

Look Beneath the Surface . . . . .	81
The Origins of Emotional Intelligence . . . . .	85
The Six Seconds Model . . . . .	89
Putting it in Practice. . . . .	93
What About Others? . . . . .	99
<b>5. Know Yourself: The Wisdom of Feelings . . . . .</b>	<b>105</b>
The Neurobiology of Feeling . . . . .	107
Decoding the Messages . . . . .	113
The Angry Manager and The River. . . . .	122
Recognize Patterns . . . . .	127
Cause and Effect . . . . .	129
<b>6. Choose Yourself: Fight or Flow . . . . .</b>	<b>135</b>
Up the Escalator: The Reaction Cycle . . . . .	139
“Hit Back First” . . . . .	142
“Water Is Stronger”. . . . .	151
Caution: Resistance Ahead . . . . .	161
Tuning the Intelligence . . . . .	163
Down the Escalator: Optimism and Renewal . . . . .	167
<b>7. Give Yourself: From Success to Significance . . .</b>	<b>175</b>
Resonant Leadership. . . . .	181
Elusive Empathy . . . . .	185
Five Steps to Empathy . . . . .	190
Deep Acting . . . . .	192
Constructing a Noble Goal . . . . .	197
Values in Action. . . . .	199
Leading with Your Noble Goal . . . . .	204
<b>8. Organizational Excellence: The Climate for Performance. . . . .</b>	<b>207</b>
“Why I didn’t I know??” . . . . .	213
Now I Know! . . . . .	216



One Size Fits All? .....	219
Implementation Strategies .....	220
Putting it Together: EQ in Action.....	225

### **PART THREE: APPENDICES**

<b>Measuring EQ:</b> .....	<b>235</b>
<b>Putting it to the Test</b> .....	<b>235</b>
EQ and Success .....	238
<b>Father to Father: Special Advice for Dads</b> .....	<b>243</b>
EQ in the Family .....	245
Work Versus Family? .....	247
Your Best Leadership Training .....	249
Being Present .....	252
<b>Bibliography</b> .....	<b>259</b>

## TABLE OF FIGURES

Figure 2.1: Emotional Intelligence Predicts Success . . . .	22
Figure 3.1: Sheraton Case Study . . . . .	50
Figure 3.2 Retaining Talent . . . . .	54
Figure 3.3: Saving Talent . . . . .	58
Figure 3.4: US Airforce Savings from EQ-Based Hiring . . .	60
Figure 3.5: Performance Chain . . . . .	66
Figure 4.1: The Iceberg . . . . .	82
Figure 4.2: Six Seconds EQ Model . . . . .	90
Figure 4.3: Six Seconds EQ Model in Detail . . . . .	92
Figure 4.4: Naming Emotions . . . . .	96
Figure 5.1: The Limbic Brain . . . . .	108
Figure 5.2: A Synapse . . . . .	110
Figure 5.3: Feeling Log . . . . .	116
Figure 5.4: The Plutchik Model . . . . .	120
Figure 5.5a: Wisdom of Feelings . . . . .	126
Figure 5.5b: Wisdom of Feelings . . . . .	128
Figure 5.5c: Wisdom of Feelings . . . . .	130
Figure 6.1: The Escalator . . . . .	138
Figure 6.2: Reaction Cycle . . . . .	140
Figure 6.3: A Floating Stone . . . . .	152
Figure 6.4: The Optimism Difference . . . . .	170
Figure 8.1: Three Levels . . . . .	208
Figure 8.2: A Snapshot of Climate . . . . .	212
Figure 8.3: Predicting Performance . . . . .	218
Figure A1.1: SEI Measures . . . . .	236
Figure A1.2: EQ Success Factors . . . . .	240