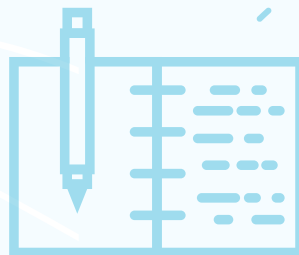


Book Review

Student's Name

Institution



Abstract

The paper represents a book review of *Emotional Intelligence 2.0*. by Bradberry (2009). It discusses the essential points of the book and elaborates on their analysis. The primary claims of the author show that the working place and emotions are very connected, representing a versatile mechanism due to the fact that they determine the workload and the way a person works . Hence, it is possible to state that the ability to manage the emotions is very important. Subsequently, it is evident that managers and leaders should create the proper atmosphere at the working place to achieve objectives and produce the results expected. In this light, it is appropriate to cite one rule: if a person is in proper conditions, their emotions are higher, and, as a consequence, the results of work are better and more fruitful. On the other hand, negative emotions due to the intense atmosphere at work affect the overall performance. Thus, the analysis of the book proved the fact that emotional compound exerts substantial influence.

Keywords: emotions, book, review, working place, leaders

Book Review

The practical study of emotions in business and management is often connected with stress that occurs because of not understanding the complex nature of this emotional reaction and ignoring all other kinds of emotions in control. Such psychological aspects as adapting painlessly to a changing environment, managing efficiently, and creating favorable emotional state for a professional group are literally impossible without understanding the nature of emotions. Therefore, the purpose of this paper is to review the book, *Emotional Intelligence 2.0*, by Bradberry (2009) and discuss the essential points and arguments the author incorporated in the book.

An emotion is the psychological process of regulating impulsive behavior, which is basically a reflection of the impact of positive or negative factors on the body. In this regard, Bradberry (2009) states that due to emotions the body adapts to the changing environment. Any emotional reaction is the body's first response to any stimulus. Therefore, the author of the book supports the claim that only via understanding themselves and controlling their emotions, people can adequately respond to everything that happens in their typical milieu. Hence, Bradberry summarizes that emotions are a special class of subjective psychological conditions, which are reflected in the form of immediate experiences, pleasant or unpleasant sensations, person's relation to the world and people as well as the

process and results of its practical activities (Bradberry, 2009). Additionally, the latter aims to meet the urgent needs.

According to Bradberry (2009), in terms of business relations and management, the emotional state may be dependent on the activity, well-being, health, and temperament. These aspects are considered typical and accidental to human behaviors. Typical emotional state is characterized by the individuality of a person even though they are not always aware of its causes (Bradberry, 2009). Moreover, a set of random emotional states do not represent the personality of the person and predetermine situations or circumstances which they fall into.

Bradberry (2009) mentions that emotions actively participate in the cognitive processes of intellectual activity in the form of emotional tone. It manifests itself through a range of sensations and impressions. Furthermore, emotional tones have several functions, including the orientation, providing kinds of promising in terms of achieving desired results or behavior (Bradberry, 2009). The second function is aesthetic pleasure, dissatisfaction, or disgust, which accompany human impressions of objects, phenomena and situations as well as intellectual activity.

The emotions that go along with cognitive activity give a subjective coloration to the process of individual cognition, meticulous research, the discovery or insight, and assessment of the achieved results, which are a kind of platform thinking. In this regard, the author

elaborates on another important idea; particularly, such emotions catalyze and coordinate the intellectual process, improve or worsen mental activity, and provide its flexibility, correction as well as departure from the stereotype (Bradberry, 2009). The emotions that accompany the creative processes and bright, positively stained events in the life help release the extra energy; they even seem to have the ability to provide its self-generation. If people apply this approach to the business processes and managing the personnel, the emotional intelligence at work will develop and contribute to the improvement of the emotional background.

Bradberry (2009) notes that each person possesses an inherent individual form of expression of emotions. The subjective aspect in the development of emotional sphere of particular identity and specificity of feelings and experiences stem from the value and meaning. What people attach the importance to is to be included in the process of addressing the individual and their subjective needs. Accordingly, it causes a particular set of individual emotions. During the working day, employees can experience joy, pleasure, satisfaction etc. Similarly, real or perceived loss of significant object or a part of the individual life invokes severe anxiety, fear, or stress and might lead to the affective reactions. Such emotional responses are closely related to sensory-perceptual, cognitive, and motor systems. They promote selective perception of and response to the situation that go hand in hand with interest, people's actions and deeds as well as movements, causing muscle joy or the joy of movement.

According to Bradberry (2009), during the working period, the performance of activities is interrelated with the emotional state. For instance, positive emotions at work increase the efficiency of all mental processes of people. Attention, perception, memory, thinking, and motivation will become active under the influence of these emotions. Herein, Bradberry connects the emotions at work, working process, and the use of mass media while executing job duties. The author has a conviction that in the contemporary environment many collective emotions are actively used by mass media, and, unfortunately, this is not always a positive process since it is often based on the emotions of the scandal). Hence, in society, there is a greater degree of values and emotional disorientation. The weak economic growth is one of the consequences of this process.

To deal with the consequences of the negative emotions at work, it is necessary to organize team building process. Bradberry (2009) suggests that organizational culture is in need of values education, which is able to optimize the entire management system, transforming it to a meaningful environment, and define the relationship that frequently arouses higher emotions. Additionally, Bradberry (2009) successfully illustrates this statement by citing the events that trigger strong emotional reactions leading to collective actions and changes, which is painful, multifaceted, and long experienced before achieving a temporary stabilization. At the next stage, a new round of changes occurs and thus causes the same strong and multidirectional emotional manifestations. It is also possible to draw an analogy with the total vector, which ultimately

determines the direction of movement. Due to a significant breakthrough in the technologies and means of communication, which enable billions of people to quickly update and share the information on the events in other parts of the world, it became possible to speak about a certain summation in the context of emotions generated by people's actions.

The essential idea which stands behind the emotions at the workplace lies in the fact that employees serve as a support for a manager. Hence, their emotional state, health, and efforts determine the final result. The emotional background – being in conjunction with other management factors – creates a productive and efficient organizational environment or hinders all processes and acts as a powerful tool of demotivation. In the given conditions, the manager should understand the emotional state of their employees as well as be able to supervise and incentivize, creating the necessary emotional background and applying direct and indirect methods of influence. The task of management of the organization is to adopt such decisions that minimize the negative effects of job conflicts and normalize general emotional background of employees, allowing to achieve high productivity without harm to health.

Another important point is that Bradberry (2009) regards emotions in connection to the leadership qualities. For instance, the emotional state and self-perception of a leader are of importance. The latter is the leaders' ability to accurately identify their emotions and be able to trace the relation between events and certain situations. With

reference to the definition, it is possible to conclude that the main task of the leader is to detect the causes of their behavior. Consequently, this skill will help understand the nature of emotions. It is worth mentioning that it is well-developed in people who possess a sense of self-perception, know exactly their strong points, and define situations when people are able to influence their decision.

Bradberry (2009) also claims that emotional management is the ability that requires using knowledge of one's emotions to control one's behavior and reactions in relation to different situations and people. To illustrate, everyone at least once in their lives has experienced the feeling of paralyzing fear, and the same thing can happen to a leader. For this reason, they may have blind spots and thus are not immediately able to find a way out of difficult situation. As a consequence, it is necessary to develop the social sensitivity. The most important and the most difficult to implement is the skill of emotional. In general, social sensitivity is the ability to perceive other people's feelings in spite of their emotions. This quality helps the leader to solely focus on the necessary information on the interests of facilities, updates, and actions of other people.

The author concludes the book with several important aspects. First, it is necessary to manage the emotions and pay more attention to this process. People often forget that a person as a social being needs a set of higher collective (group, team) emotions. Second, emotions are a complex phenomenon, which is not fully understood and apparently serves as the consciousness that determines a

person with the higher emotional intelligence. Moreover, values, attitudes, and personal meaning, are a basic occurrence, and the flow of emotions cannot be ignored. Third, one can view the ability to organize human emotions as an important quality of any competent manager or leader. Finally, emotions are connected with the employees' motivation, perception, and moods. Hence, they produce an impact on the stress level at work and the quality of results.



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