



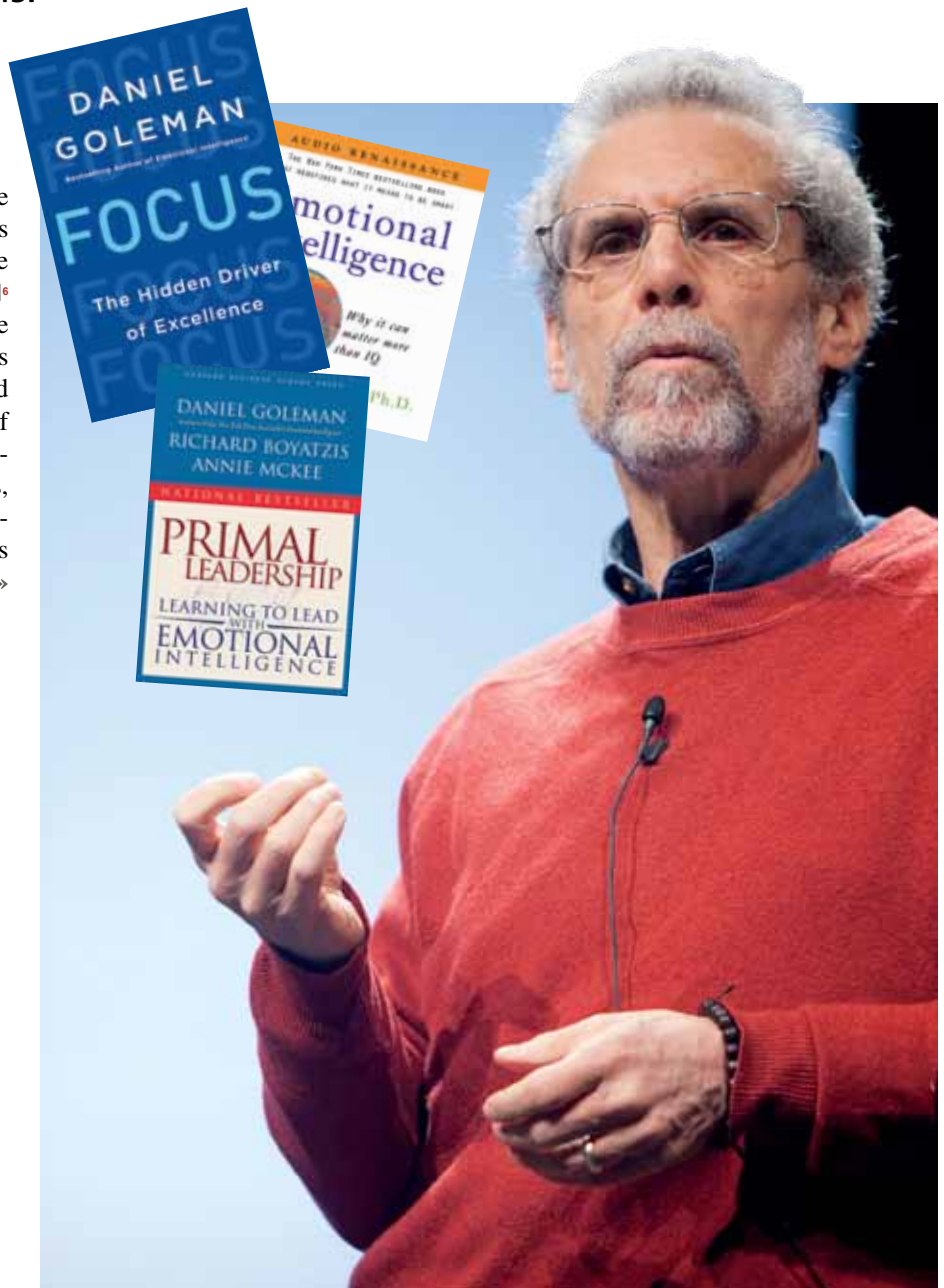
Guru Review

Daniel Goleman

Since the release of his book, 'Emotional Intelligence' in 1996, Daniel Goleman has been considered one of the leading lights¹ in management and personal development. **George Sandford** examines² his life and work to see if he's as smart as people think he is.

Following in his Parents' Footsteps³

Born in California in 1946 to not one but two parent professors, it was perhaps inevitable⁴ that he would follow in the family tradition. Scholarships⁵ enabled⁶ him to attend⁷ first Amherst College and then Harvard, where he bagged⁸ his PhD⁹. His main topic of interest was, and still is to a large extent¹⁰, the science¹¹ of consciousness¹². He wrote for Psychology Today and The New York Times, before establishing¹³ an emotional intelligence unit¹⁴ within the Child Studies Centre of the famous Yale University. »



¹ **leading light** 'li:diŋ laɪt czołowa postać

² **to examine** tu ɪg'zæmɪn badać

³ **to follow in sb's footsteps** tə 'fɒləʊ ɪn 'sʌmbədɪz 'fʊtstɛps pójść czyjś śladem

⁴ **inevitable** ɪn'evɪtəbl nieunikniony

⁵ **scholarship** 'skɒləʃɪp stypendium

⁶ **to enable sb to do sth** tu ɪ'neɪbl 'sʌmbədi tə də 'sʌmθɪŋ umożliwić komuś zrobienie czegoś

⁷ **to attend** tu ə'tend uczęszczać

⁸ **to bag sth** tə bæɡ 'sʌmθɪŋ dorwać coś, zdobyć coś

⁹ **PhD (Doctor of Philosophy)** pi: ɛɪtʃ di: 'dɒktə(r) əv fə'ɪləsəfi doktor (tytuł naukowy)

¹⁰ **to a large extent** tə ə lɑ:dʒ ɪk'stɛnt w dużym/znacznym stopniu

¹¹ **science** 'saɪəns nauka

¹² **consciousness** 'kɒŋʃənsəs świadomość

¹³ **to establish** tu ɪ'stæblɪʃ założyć, stworzyć

¹⁴ **unit** 'ju:nɪt tu: wydział

His academic credentials¹⁵ were never in doubt¹⁶ but it is his books that have put him at the centre of public attention.

Food for Thought¹⁷

The majority¹⁸ of Goleman's work is based on the recurring¹⁹ or perennial²⁰ themes of being consciously²¹ aware of²² our thoughts and subsequently²³, being able to learn how to manage them. His first book, *'The Meditative Mind'*, published in 1977, explored this by introducing²⁴ a number of different meditative techniques. His second book, released in 1985, *'Vital²⁵ Lies, Simple Truths: The Psychology of Self-deception²⁶'*, as

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its title suggests, draws our attention to²⁷ how we are often dishonest²⁸ with ourselves and not true to our underlying²⁹ thoughts and feelings but it was

his third title, *'Emotional Intelligence: Why It Can Matter³⁰ More Than IQ³¹'*, published in 1996, with which he hit the jackpot³², reached a global audience³³ and was catapulted³⁴ into stellar³⁵ guru orbit.

Emotional Intelligence

The book has sold over five million copies, been published in 40 languages and was featured³⁶ in Time Magazine's Top 25 Influential³⁷ Books of All Time. So what is all the kerfuffle³⁸ about? Goleman is often thought to be the creator of the emotional intelligence concept³⁹, but in fact, he isn't. Early references to the notion⁴⁰ can be attributed to⁴¹ Charles Darwin, E. L. Thorndike and David Wescher, and more recently, the idea surfaced⁴² as one of the intelligences in the equally⁴³ influential book, *'Multiple⁴⁴ Intelligences'* by Howard Gardner, published a full 13 years before Goleman's book. Furthermore⁴⁵, by the time Goleman penned⁴⁶ his masterpiece⁴⁷, there was already an academic body of work⁴⁸ on the subject and debate⁴⁹ about how to describe⁵⁰ and measure⁵¹ emotional intelligence. Nonetheless, Goleman was the man who brought emotional intelligence out of the dusty academic cloisters⁵² and into the mainstream⁵³.

Goleman's take on⁵⁴ the subject is essentially⁵⁵ a competence model involving five main skills:

- Self-awareness⁵⁶
- Self-regulation
- Social skill
- Empathy
- Motivation

He maintains⁵⁷ that possession⁵⁸ of and skill in these areas can be more important in the workplace for leaders than IQ, and he also proposes that capacity⁵⁹ in these skills in childhood can be a good predictor⁶⁰ of success in adult⁶¹ life.

The five main themes are broken down into⁶² a set of competences for each and there are a number of tools⁶³ that he has developed to measure them. Although the subject is potentially rather dry, the

¹⁵ **academic credentials** ˌækəˈdemɪk krəˈdenʃlz tu: kwalifikacje naukowe

¹⁶ **in doubt** ɪn daʊt wątpliwy, niepewny

¹⁷ **food for thought** fu:d fə(r) θɔ:t coś co daje do myślenia

¹⁸ **majority** məˈdʒɔrəti większość

¹⁹ **recurring** ˌri:əˈkɜ:ɪŋ nawracający, powtarzający się

²⁰ **perennial** pəˈrenɪəl wieczny

²¹ **consciously** ˈkɒŋʃəsli świadomie

²² **aware of sth** əˈweə(r) əv ˈsʌmθɪŋ świadomy czegoś

²³ **subsequently** ˈsʌbsɪkwəntli w rezultacie, w następstwie

²⁴ **to introduce** tu ˌɪntrəˈdju:s tu: pokazać

²⁵ **vital** ˈvaɪtl niezbędny, istotny

²⁶ **self-deception** self dɪˈsepʃn oszukiwanie się

²⁷ **to draw sb's attention to sth** tə drɔ: ˈsʌmbədɪz əˈtenʃn tə ˈsʌmθɪŋ zwracać czyjąś uwagę na coś

²⁸ **dishonest** dɪsˈɒnɪst nieszczerzy

²⁹ **underlying** ˌʌndəˈlaɪɪŋ podstawowy

³⁰ **to matter** tə ˈmætə(r) mieć znaczenie

³¹ **IQ (intelligence quotient)** aɪ kju: ɪnˈtelɪdʒəns ˈkwəʊʃnt iloraz inteligencji

³² **to hit the jackpot** tə hɪt ðə ˈdʒækpɒt zgarnąć pulę

³³ **audience** ˈɔ:diəns tu: czytelnicy, odbiorcy

³⁴ **to catapult sb** tə ˈkætəpʌlt ˈsʌmbədi wywindować kogoś, wynieść kogoś (na szczyt)

³⁵ **stellar** ˈstelə(r) świetny, tu: gwiazdny

³⁶ **to feature** tə ˈfi:tʃə(r) pojawiać się, znajdować się

³⁷ **influential** ˌɪnfluˈenʃl wpływowy

³⁸ **kerfuffle** kəˈflʌfl zamęt, zamieszanie (pot.)

³⁹ **concept** ˈkɒnsept idea, pojęcie

⁴⁰ **notion** ˈnəʊʃn pojęcie, myśl

⁴¹ **to attribute sth to sb** tu əˈtrɪbjʊ:t ˈsʌmθɪŋ tə ˈsʌmbədi przypisywać coś komuś

⁴² **to surface** tu ˈsɜ:fɪs objawić się, pojawić

⁴³ **equally** ˈi:kwəli jednakowo

⁴⁴ **multiple** ˈmʌltɪpl wieloraki

⁴⁵ **furthermore** ˌfɜ:ðəˈmɔ:(r) co więcej

⁴⁶ **to pen** tə pen napisać (książkę, utwór)

⁴⁷ **masterpiece** ˈmɑ:stəpi:s arcydzieło

⁴⁸ **body of work** ˈbɒdi əv wɜ:k materiał źródłowy (w nauce), publikacje na dany temat (w nauce)

⁴⁹ **debate** dɪˈbeɪt debata, spór

⁵⁰ **to describe** tə dɪˈskraɪb opisać

⁵¹ **to measure** tə ˈmeʒə(r) zmierzyć

⁵² **cloister** ˈklɔɪstə(r) klasztor, tu: zamknięcie, pólswiatek

⁵³ **mainstream** ˈmeɪnstri:m główny nurt (np. popularnej muzyki)

⁵⁴ **sb's take on sth** ˈsʌmbədɪz teɪk ɒn ˈsʌmθɪŋ czyjaś opinia na jakiś temat, czyjs sąd o czymś

⁵⁵ **essentially** ɪˈsenʃəli w gruncie rzeczy

⁵⁶ **self-awareness** self əˈweənəs samoświadomość

⁵⁷ **to maintain** tə meɪnˈteɪn utrzymywać

⁵⁸ **possession** pəˈzɛʃn posiadanie

⁵⁹ **capacity** kəˈpæsəti zdolność, uzdolnienie

⁶⁰ **predictor** prɪˈdɪktə(r) czynnik prognostyczny (na podstawie którego można wnioskować o przyszłości)

⁶¹ **adult** ˈædʌlt dorosły

⁶² **to break sth down into sth** tə breɪk ˈsʌmθɪŋ daʊn ɪntə ˈsʌmθɪŋ rozbić coś na coś (mniejsze elementy)

⁶³ **tool** tu:l narzędzie

success of the book is largely down to⁶⁴ its accessibility⁶⁵ to the non-academic reader. At the same time, this has drawn some criticism from academics for writing in a populist way that dumbs down⁶⁶ the subject. Despite this, or perhaps because of it, the book has been a roaring success⁶⁷ and its teachings⁶⁸ incorporated⁶⁹ into many a management training session. For those wanting to hear the message straight from the horse's mouth⁷⁰, there are seminars, Youtube videos and Ted Talks, as well as video interviews that can be found on his website. As you might expect⁷¹ from somebody who writes about emotional intelligence, Goleman is socially skilled, affable⁷² and approachable⁷³ and what he says makes a lot of sense⁷⁴.

Refocussing

In the years that followed, Goleman expanded on⁷⁵ the theme with a number of related⁷⁶ works such as, 'Working with Emotional Intelligence' (1998), 'The Emotionally Intelligent Workplace' (2001) and 'Leadership: The Power of

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Emotional Intelligence' (2011). He also did a bit of brand stretching⁷⁷ with the intelligence tag⁷⁸ to produce 'Ecological Intelligence: How Knowing the Hidden Impacts⁷⁹ of What We Buy Can Change Everything' (2009). Perhaps that shows that he is socially attuned⁸⁰, or maybe it suggests that he's an opportunist, jumping on the ecological bandwagon⁸¹.

Perhaps also moving with the times, his latest book, 'Focus: The Hidden Driver⁸² of Excellence⁸³', focuses on the current world of distraction⁸⁴ by technology, the bombardment⁸⁵ of stimuli⁸⁶ and our difficulties in blocking out this interference⁸⁷.

He describes attention as "a mental ability under siege⁸⁸". He goes on to describe three types of focus which he terms⁸⁹ as inner⁹⁰ focus, becoming more self-attuned, other focus which refers to⁹¹ direct interaction with others, and outer focus which is concerned with⁹² navigating⁹³ the wider world. In a video interview, he says that this book does for focus, what EI did for emotions. Whether or not it will be able to reflect⁹⁴ that in book sales as well remains⁹⁵ to be seen, but it is an interesting and useful read⁹⁶ all the same.

Goleman has borrowed a lot from Buddhist philosophy and mediation techniques, which is openly explored with a real-life⁹⁷ guru in his book 'Destructive⁹⁸ Emotions: A Scientific Dialogue with the Dalai Lama'. Like a lot of successful management speakers and writers, he's taken a potentially difficult subject and found a way to present it simply and powerfully⁹⁹, leading to greater self-awareness, reflection¹⁰⁰ and a desire¹⁰¹ to try out¹⁰² the self-improvement¹⁰³ tools on offer. Without a doubt, that's a winning combination¹⁰⁴, and Goleman gets the guru thumbs up¹⁰⁵. ■

⁶⁴ **to be down to sth** tə bi: daʊn tə 'sʌmθɪŋ być spowodowanym czymś, być wynikiem czegoś

⁶⁵ **accessibility** ək,sɛsə'bɪlətɪ dostępność

⁶⁶ **to dumb sth down** tə dʌm 'sʌmθɪŋ daʊn uprościć coś, opisać coś lapidarnie/ogólnikowo (pot.)

⁶⁷ **roaring success** 'rɔ:ɪŋ sək'ses oszałamiający sukces

⁶⁸ **teachings** 'ti:tʃɪŋz nauki

⁶⁹ **to incorporate** tu ɪn'kɔ:pəreɪt włączyć

⁷⁰ **straight from the horse's mouth** streɪt frəm ðə hɔ:sɪz maʊθ bezpośrednio u źródła/z ust autora (o wypowiedzi na jakis temat)

⁷¹ **to expect** tu ɪk'spekt oczekiwać

⁷² **affable** 'æfəbl miły, przyjazny

⁷³ **approachable** ə'prætʃəbl przystępny, otwarty

⁷⁴ **to make sense** tə meɪk sens mieć sens

⁷⁵ **to expand on sth** tu ɪk'spænd ɒn 'sʌmθɪŋ zgłębić/poszerzyć coś

⁷⁶ **related** rɪ'leɪtɪd powiązany

⁷⁷ **brand stretching** brænd streɪtʃɪŋ rozszerzenie marki (promowanie nowego produktu pod znaną lub rozpoznawaną marką)

⁷⁸ **tag** tæg etykieta, słowo-klucz

⁷⁹ **impact** 'ɪmpækt wpływ

⁸⁰ **attuned** ə'tju:nd dopasowany, dostrojony

⁸¹ **to jump on the bandwagon** tə dʒʌmp ɒn ðə 'bændwægən dołączyć do popularnego trendu

⁸² **driver** 'draɪvə(r) czynnik motywujący, coś, co kogoś/coś napędza

⁸³ **excellence** 'eksələns perfekcja, doskonałość

⁸⁴ **distraction** dɪ'strækʃn rozproszenie, odwrócenie uwagi

⁸⁵ **bombardment** bɒm'bɑ:dmənt bombardowanie

⁸⁶ **stimuli** 'stɪmjəlaɪ bodźce

⁸⁷ **interference** ɪntə'fɪərəns zakłócenia

⁸⁸ **(to be) under siege** tə bi: 'ʌndə(r) sɪ:dʒ (być) w oblężeniu

⁸⁹ **to term sth** tə tɜ:m 'sʌmθɪŋ określić coś mianem

⁹⁰ **inner** 'ɪnə(r) wewnętrzny

⁹¹ **to refer to** tə rɪ'fɜ:(r) tə odwoływać się do, odnosić się do

⁹² **to be concerned with sth** tə bi: kən'sɜ:nd wɪð 'sʌmθɪŋ odnosić się do czegoś, dotyczyć czegoś

⁹³ **to navigate sth** tə 'nævɪgeɪt 'sʌmθɪŋ nawigować gdzieś, poruszać się po czymś

⁹⁴ **to reflect** tə rɪ'flekt odzwierciedlać, tu: powtórzyć

⁹⁵ **to remain** tə rɪ'meɪn pozostać

⁹⁶ **read** ri:d lektura, czytadło

⁹⁷ **real-life** rɪəl laɪf rzeczywisty, z krwi i kości (tylko przed rzeczownikiem)

⁹⁸ **destructive** dɪ'strʌktɪv niszczyielski

⁹⁹ **powerfully** 'paʊəflɪ potężnie, mocno

¹⁰⁰ **reflection** rɪ'fleɪʃn refleksja, zastanowienie się (nad czymś)

¹⁰¹ **desire** dɪ'zaɪə(r) potrzeba, chęć

¹⁰² **to try sth out** tə traɪ 'sʌmθɪŋ aʊt wypróbować coś

¹⁰³ **self-improvement** self ɪm'pru:vmənt samodoskonalenie (się)

¹⁰⁴ **winning combination** 'wɪnɪŋ ,kɒmbɪ'neɪʃn zwycięskie połączenie/kombinacja

¹⁰⁵ **to get the thumbs up** tə get ðə θʌmz ʌp znaleźć uznanie