



“How would I describe myself? Three words: hardworking, alpha male, jackhammer...merciless...insatiable.”

— DWIGHT SCHRUTE

TalentSmart®

whitepaper

EMOTIONAL INTELLIGENCE IN *THE OFFICE*?

By Alexandria Herrera, M.S. and Dr. Travis Bradberry

Have you ever worked for someone who made you scratch your head and wonder, “How did he get to be the boss?” Does the guy in the next cubicle proclaim his greatness on a daily basis? When five o’clock strikes, are you just thankful you have made it through the day without telling that rigid, unyielding controller how you really feel about her? If so, you aren’t alone, and might even be one of the 10 million Americans who tune in each week to NBC’s *The Office*.

If you have yet to see an episode of *The Office*, it’s a mockumentary of the daily events at a fictional paper company, Dunder-Mifflin. The boss, Michael Scott, is a delusional manager who leads a team of average Joes that most any professional can relate to. The show depicts a working environment that, like many offices, holds people who are offbeat, often politically incorrect, and at times incredibly insensitive. While some might dismiss *The Office* as sarcastic and crude, it mirrors the real workplace enough that we can learn something important from it, so long as we can stop laughing long enough to pay attention. Like most offices, there is a single element of the human psyche that goes missing long enough to create chaos. The culprit? Emotional intelligence. Let’s take a look at the emotional intelligence profiles of some of *The Office*’s key players to learn how they contribute.

“There is always a distance between a boss and the employees. It is just nature’s rule. It’s intimidation, mostly; it’s the awareness that they are not me.”

— MICHAEL SCOTT



Watch any episode of *The Office* and Michael’s deficiencies in emotional intelligence are in plain view. As the manager of the Scranton branch, Michael’s boss is hundreds of miles away, and he takes full advantage of the freedom by doing, well, whatever he wants. His biggest problem? Michael suffers from a tremendous lack of self-awareness, so even when he’s trying to do right by his employees his actions are muddled by his own self-interest. Couple this with his inability to self-manage, and you have a Scranton manager that doesn’t recognize when his own behavior is problematic and isn’t able to stop himself in the rare instance that he knows better. Want to see Michael in action? Click on his name badge to see how he handles the task of protecting his employees from news of upcoming layoffs.



* All scores are based on a 1 to 100 point scale, with average scores in the 70s and above average scores in the 80s and 90s.



EMOTIONAL INTELLIGENCE IN *THE OFFICE*?

“I am ready to face any challenges that might be foolish enough to face me.”

— DWIGHT SCHRUTE



Where do we begin with Dwight? The first thing people notice in this Assistant to the Branch Manager is he’s a kiss-up. He fawns over Michael, seemingly indifferent to his coworkers’ (and even Michael’s) irritation. Dwight is actually quite good at sticking to his guns, but his lack of social awareness means he doesn’t comprehend the significance of his coworkers’ ire. The result? Dwight is a top-notch employee when working alone and an utter failure in any task that requires cooperation. As the office nerd, his coworkers could reject him over his love of *Lazer Tag* and *Battle Star Galactica*, but they don’t have to. He earns no respect from his colleagues because he doesn’t expend any effort in understanding them. Dwight is so lacking in social awareness that the rare attempt to connect with his coworkers is doomed to failure. Click on Dwight’s badge to watch him in full display at the office Christmas party.

Dwight’s Overall EQ = 58



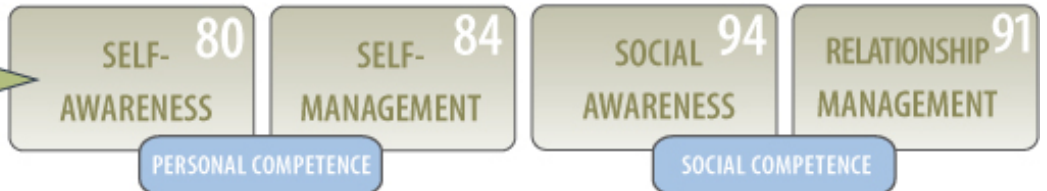
“Right now this is just a job. If I advance any higher in this company, then this would be my career. And well, if this were my career I’d have to throw myself in front of a train.”

— JIM HALPERT



Jim is the guy that everyone in the office naturally gravitates to; he’s easy-going, affable, and good at reading people. While Jim’s overall EQ is well above average, he is far from perfect. Self-awareness poses the biggest challenge. Jim often does things he later regrets because he’s swept up by a wave of emotion (think of the “booze cruise” when he let Michael in on his feelings for Pam). Jim even struggles with guilt over his favorite office pastime—pulling pranks on Dwight. Why would Jim feel remorse about fooling Dwight? Perhaps Jim doesn’t fully realize how messing with Dwight is his sole source of sanity beyond Pam, and he can’t come to terms with the fact that he’s in a thankless job he should have quit long ago. Click on Jim’s badge to see just how elaborate his pranks on Dwight have become.

Jim’s Overall EQ = 87



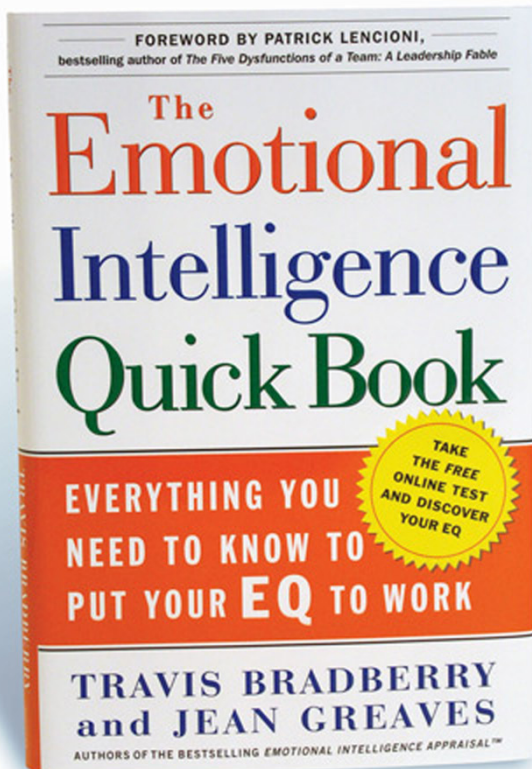


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“You know what they say about a car wreck where it’s so awful you can’t look away? The DundeEs are like a car wreck that you have to stare at because your boss is making you.”
 — PAM BEESLY



Pam holds the other high EQ in the office. She is kind, considerate, and socially adept. Her only weakness is that she lacks assertiveness. While this passivity helps to smooth things over between her typically abrasive office mates, it holds her back personally and professionally. Pam has languished in a dead-end office romance with Roy—a guy who has made it clear during their three-year engagement that he doesn’t respect her. Their relationship continues so long as Pam is uncomfortable speaking her mind to make sure her needs get met. In recent episodes, Pam has started taking more assertive steps with Roy and the others in the office. If she continues pursuing what’s right for her—and can tolerate the inevitable backlash from coworkers accustomed to bowling her over—she’ll fully harness the power of emotional intelligence to realize her dreams. Click on Pam’s badge to watch her smoothly handle a difficult conversation with a coworker.



WHAT'S YOUR EQ?

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CLICK HERE TO GET IT FOR JUST \$23.95!

*** *All orders placed by 4 pm Pacific ship same day.**



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ABOUT THE AUTHORS OF “EMOTIONAL INTELLIGENCE IN *THE OFFICE?*”

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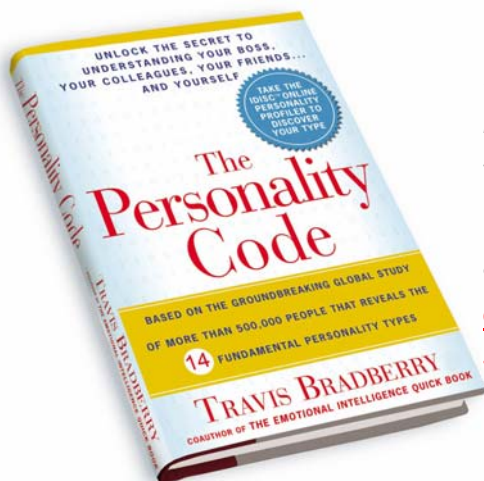
Ms. Herrera is a seasoned Project Manager at TalentSmart®, responsible for client management, product development, and applied research and development for new product lines. She is currently spearheading the launch of TalentSmart® emotional intelligence public workshops, which will be offered across the country beginning in June of 2007. She also assists in leading the *IMPACT EQ Learning Program*—an emotional intelligence certification program that teaches trainers worldwide to deliver EQ curriculum.

Alexandria’s research background includes team effectiveness, emotional intelligence, inclusive behaviors, and work-life balance. She received her MS in industrial/organizational psychology at the Marshall Goldsmith School of Management and is on her way to receiving her Ph.D. in the same field.

Dr. Travis Bradberry

Dr. Bradberry is the president of TalentSmart® and a recognized expert in emotional intelligence, who speaks regularly on the topic. He is an avid researcher and has conducted several large-scale studies examining leadership and emotional intelligence across industry lines. He holds a dual Ph.D. in clinical and industrial/organizational psychology and received his bachelor of science in clinical psychology from the University of California, San Diego.

Dr. Bradberry is the coauthor of the best selling *Emotional Intelligence Quick Book*, which has been translated into 19 different languages and is sold in more than 40 countries. He is also the coauthor of the *Preferred Leader™ Assessment* with Ken Blanchard, and Dr. Bradberry’s work has been featured by *Newsweek*, *Fortune*, *Forbes*, MSNBC, Inc., *The Washington Post*, *Glamour*, *Health*, *Reader’s Digest*, and major television and radio outlets, including ABC, CBS, NBC, NPR, and FOX.



Dr. Bradberry’s second book, *The Personality Code*, will be released April 19, 2007 by Penguin Putnam. In an effort to understand the *whole* person, *The Personality Code* integrates the link between personality and emotional intelligence. Each reader will receive a unique password to take the IDISC Personality Profiler test online and increase self-awareness through the discovery of his or her personality code.

[CLICK HERE](#) to pre-order *The Personality Code* for 34% off the cover price!