

Chapter One

- Chapter 1: The Emotional Intelligence Movement.
 - Chapter 2: The Successes and Failures of the EQ Movement
 - Chapter 3: Egopathy: what is it and how does it work?
 - Chapter 4: Big Bad Bullies (BBBs) and PCDs (Power, Control, and Direction.)
 - Chapter 5: Narcissistic Personality, Sadistic Personality Disorder, Psychopathy, Anti-Social Personality Disorder, Bipolar Disorder and their Relation to Egopathy
 - Chapter 6: Egopathic Defenses/ Ego Expressiveness, Schemas and Hidden Agendas
 - Chapter 7: The Roots of Disempathy and Cruelty: The Developmental Personology of Egopathy
 - Chapter 8: Families Behaving Badly
 - Chapter 9: Doctors and Professors Behaving Badly
 - Chapter 10: Workplace Incivility, Egopathic Bosses, and Healthy Workplaces
 - Chapter 11: Personality and EQ Assessment: Which one reveals Egopathy Best?
 - Chapter 12: Egopathic Characters in books, on TV, and in the movies.
 - Chapter 13: Egopaths in Academic Literature, the Popular Press, and Other Media
 - Chapter 14: Public and Private Figures Behaving Badly in the News
 - Chapter 15: Happiness, Health, and Positive Psychology
 - Chapter 16: So what can I do about it? Remonstrating and High Character Communication; A class in Parenting/Relationships in High School; a class in Developmental Personology in graduate schools.
 - Chapter 17: The Vocabulary of Egopathy and High Character Communication
 - Chapter 18: The Structure of Emotional Intelligence and Egopathy: The Diagrams, Figures, and Lists
- References

Chapter 1: The Emotional Intelligence Movement

Introduction

Emotional Intelligence has been a hot topic since the 1990's and shows no sign of cooling down in the new century. Finally, theorists and researchers have a common term that is accepted by many professionals as a way of describing the level of functioning of a human being. In the past there were a plethora of terms to describe the levels of maturity and interpersonal skills a person possessed: character, morality, resiliency, social skills, social intelligence, differentiation, level of functioning, and self-actualization. These were all used at one time or another to describe how managers wanted their employees to behave and how supervisors behaved themselves.

Although it was Peter Salovey and John Mayer who originally wrote the seminal article on emotional intelligence in 1990, it was Daniel Goleman who brought the concept to the people with his book, Emotional Intelligence. His treatment and explanation helped millions see more clearly how their emotions were important in managing their lives and their relationships. Within a short time emotional intelligence became a business buzz word for excellence. Daniel Goleman gave us several examples of how emotional intelligence is displayed but more importantly his examples showed how it is not displayed. His examples showed how parents and supervisors who did not evince altruistic behavior and how this behavior invariably led to a poor outcome. His thesis presented the notion that if the individual had possessed emotional intelligence there would have been different behavior and, when faced with a crisis, a more benevolent mindset would have prevented the accident or moment of cruelty.

But my impression is that most of the clients or customers in these groups are not sick in the ordinary psychiatric sense but are sick only in the normal, average sense, that is, they are ordinary, average citizens. Therefore what they need is not so much personal therapy ... but rather personal development or psychology or self-actualization training or something of the sort (p. 182).

A. Maslow, Eupsychian Management.

Chapter One

The Emotional Intelligence Movement

What does “Emotional intelligence” mean?

Emotional intelligence is a term that was not used in psychology until Peter Salovey and John Mayer (1990) adopted it to mean the ability to feel one's feelings and to know them well enough to understand them and to use them to make rational decisions. This was a revolutionary way of dealing with one's emotions. In all of history emotions have been the nemesis of clear thinking and controlled behavior. It was the person who felt their emotions too fully and did not control them that ended up in conflict and difficult situations. The Greeks said, “Control your emotions, control your life.”

Why was a concept like "emotional intelligence" necessary if the world has gotten along fine without it all these years? Emotional intelligence was necessary because emotions are so often given short-shrift and denigrated as something to hide and repress. Salovey and Mayer (1990) showed us that emotions can be used to make wiser choices and to inform our daily decision making.

Emotional Intelligence: In the beginning

The story began with the landing gear failing to deployment for landing. The pilot was so concerned with the plane that he was ignoring the decreasing fuel. The crew members noticed the fuel depletion but were so fearful of the pilot's anger that they were unable to confront him. Eventually, the plane ran out of fuel and was forced to crash land. This story was an illustration of low emotional intelligence in Daniel Goleman's best seller Emotional Intelligence: Why it can matter more than IQ.

Emotional Intelligence created a firestorm of activity, books, articles, and seminars on emotional intelligence. And yet, still, in 2009, millions of Americans do not know what it is and are not caring to learn.

This movement toward understanding the character of man, though, began long before the term "emotional intelligence" was invented. As far back as the Greek philosophers, thinking men and women attempted to discover what creates and makes up a person of character. The word they used most often was translated as “virtue.”

Freud spent a considerable amount of time studying the character of man. He even addressed the idea of moral character. In 1985 Wayne Payne first used the words “emotional intelligence” in his Ph.D. dissertation. Three years later Reuven Bar-On (1988) used the term “emotional quotient” in his dissertation. He has continued in the field to become one of the “big three” researchers and writers on this concept of emotional intelligence. In 1990 two articles that were published which focused on the concept of “emotional intelligence” (Mayer, DiPaolo, Salovey, 1990; Salovey & Mayer, 1990). Unfortunately, the first article focused on recognizing or reading others' emotions instead of focusing on how people *care* about others' emotions. In the second article by Salovey and Mayer (1990), the authors defined emotional intelligence as “the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions” (p. 189). It was left up to Daniel Goleman to add the fourth concept of “empathy,” which is *caring* about others' feelings and emotions.

Emotional intelligence is the ability to know your emotions but it's not enough to just to be able to identify your emotions. You have to understand them, as well, and it's there that most people get lost. Being able to understand why you are feeling sad or lonely is the royal road to being healthy and knowing what to do to heal those emotions. Many people suffer experiences in childhood which cause them to be cut off from their emotions. In some cases the neglect or rejection was so severe the children, who became adults, really don't have emotions to be cut off from. The neurons in their brains simply did not connect in an “emotional” way. If you encourage these people to get in touch with their emotions they really don't understand what you are talking about. These people are not doomed to emotional

incompetence but they are predisposed to ego defenses which can be very troublesome in their relationships either at work or at home. This emotional deficit is called “alexithymia.” (a=without; lexi=words; thymia=feelings). They are not necessarily bad people. They are good in many ways* but a high percentage of them who can be hurtful and uncaring at times of stress.

The brain is divided into 3 sections. The lower level is the “reptilian brain” which functions automatically. The middle brain is called the limbic system and it includes the amygdala and the hippocampus. This is where the “fight or flight” tendency is located. This is where our feelings are housed. Lastly, the “new brain” is the most recently developed section of our brain. It is called the “pre cortex” and it is the “executive” part of the brain which allows us to think through things more carefully. Emotionally intelligent folks can understand their emotions and use them to make wise and mature decisions (according to Salovey and Mayer, 1990). Daniel Goleman seemed to give the impression that to react from the primitive brain, i.e. quickly and automatically, you are exhibiting low emotional intelligence. These quick emotions are easy to understand. What is more difficult to understand is how someone very coolly will plan out a mean-spirited act of retribution. What part of the brain is that?

This need for revenge can be expressed in so many ways. The act of revenge uses the entire brain. The prefrontal cortex will make a plan using the retributive anger that may be housed in the limbic system and in the amygdala, in particular. I have quizzed Joseph LeDoux (*The Emotional Brain*) about which part of the brain is involved in creating the need to retribute a target person in order to accomplish a sense of revenge. He told me he was not aware of research which revealed the location of this most human of mental behaviors. This is a shame because 99% of all human misery and suffering can be traced back to a person who “moved against” or “moved away” from someone out of a conscious or subconscious need to exact revenge or teach a lesson.

The emotionally intelligent person: AltruCharacteristic

The phrase “emotionally intelligent” is a very useful phrase. It places this construct in the arena of mental capabilities that psychologists have called “intelligence” which is what Salovey and Mayor wanted. The only problem with this phrase is that it doesn’t lend itself to being morphed into an adjective. “Emotionally intelligent behavior” works okay but it lacks the fluidity of a word such as “mature behavior.” Its nine syllables doesn’t help. We desperately need a word that captures all the best about the words “emotionally intelligent” that can be used in an adjectival situation. When describing someone who stayed calm, didn’t start thinking egocentrically, kept an attitude of “other-concern” and followed through with genuine helpfulness we think of the word “character.” In fact Simontin and Simonton called what they did for years “character processing” before calling it “emotional intelligence building.”

Furthermore when someone is very “giving” to another and doesn’t think so much of themselves (or driven by personal issues) we say they are being “altruistic.” I would like to suggest that we use the word “AltruCharacteristic” to describe a person who is genuinely concerned about and willing to help another person. We will see more of this word in later chapters.

What is Next?

In Chapter Two I will go into the controversy that is swirling in the field of psychology over emotional intelligence. This is important to show clinicians and theorists how the statistics of emotional intelligence are shaping up and how difficult it is to develop an assessment on a construct that is spread out over multiple concepts. If you have a less academic interest in emotional intelligence then you may want to skip Chapter Two and go directly to Chapter Three which contains the explication of “egopathy.”