

EMOTIONAL INTELLIGENCE

***What It Is and
Why It's Important***

**A Preview of
SMART EMOTIONS
*For Busy Business People***

Byron Stock

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EMOTIONAL INTELLIGENCE

SMART EMOTIONS for Busy Business People

Development of Emotional Intelligence skills is the “silver bullet” (or the closest approach we have) that, when applied appropriately, can address many of the underlying problems and obstacles people and businesses face. This document explains Emotional Intelligence — what it is and why it’s important. It includes excerpts from ***SMART EMOTIONS for Busy Business People*** the “How To” book that teaches five simple techniques proven to increase resilience, personal productivity and Emotional Intelligence skills. By transforming negative, draining feelings into positive, productive emotions and actions, you can experience increased clarity, productivity, collaboration, creativity, focus, teamwork, communication, and more. Based on scientific research, the techniques presented in ***SMART EMOTIONS*** have proven effective for over 15 years. They have helped people from all walks of life who work in all types of organizations around the world.

The Need for Emotional Intelligence Skills

The pressures people are experiencing in business and government to do more... with less... faster... better... cheaper... are taking an increasing toll on performance, health, and relationships. The stress has grown steadily over the past 15–20 years. You read and hear the statistics almost daily. You know stress affects you — and others. You see it in others and experience it yourself every day.

Stress is a result of negative emotions (fear, frustration, anxiety, embarrassment, shock, worry, etc.) and beliefs that occur when people feel unable to deal with the demands of their environment. And the demands of both work and family environments have been increasing almost exponentially. In the description of stress above, the word “unable” is key; *not possessing the skill of managing one’s emotions*.

A Vice President of Product Development of a large manufacturing company participating in our skill-development program expressed concern that companies are putting their workers in jeopardy. “The levels of stress and the pace of work are not sustainable, even in the short term,” she said. A director in her company told her that as they walked out of a meeting, one of the attendees said to him in all seriousness, “Will you come to my funeral?”

At home things aren’t much better. You come home from work exhausted, only to remember the children need to be taken to a whole host of activities. Some of these activities are social, some physical. Some are important in developing interests and skills that may be valuable to your children’s future. Later, you may find yourself helping with homework, feeling the stress your kids are feeling to learn more, quicker. Finally, after taking care of the children, you get to sit down, read the mail, pay the bills — and in many cases, get on the computer to answer emails or get work done that you didn’t find time for earlier.

Stress occurs when people feel unable to deal with the demands of their environment. The word “unable” is key: *not possessing the skill of managing one’s emotions.*

Mismanaged Emotions

Stress from mismanaged emotions impacts every area of a person's life. It shows up in individuals as:

- lack of mental clarity
- unsatisfactory performance
- poor decision-making
- memory loss
- ineffective leadership
- migraine headaches
- digestive problems
- heart arrhythmia
- panic attacks
- interrupting others
- depression
- poor communication
- conflict with others
- lack of teamwork
- sleeplessness
- high blood pressure
- poor work/life balance
- family turmoil

The impact of mismanaged emotions on organizations and their people reads like a list of typical issues (problems) faced by almost every organization:

- missed deadlines
- turnover
- decreased loyalty
- loss of high-performers
- decreased productivity
- poor quality
- “us-vs.-them” behavior
- product problems
- customer complaints
- customer defections
- decreased customer loyalty
- reduced profit and margins
- late change implementation
- poor work climate & culture

Every day you went to school you invested roughly an hour a day, five days a week, nine months a year for eight to twelve years to develop your skills in math, reading, writing, languages and others — skills that are important to enable you to manage yourself and make good decisions about your life.

You, like most of us, probably did not invest time in skill-building specific, focused, training in grade school, high school or college in recognizing and regulating your emotions. Therein lies the gaping hole in our educational system. Virtually every one of us can benefit from learning how to improve our Emotional Intelligence skills.

BENEFITS OF INCREASING YOUR EMOTIONAL INTELLIGENCE SKILLS

What Can You Expect to Gain?

If you experience negative emotions and feelings at work or at home, ***SMART EMOTIONS*** will show you how to recognize and transform those negative, draining feelings into positive, productive emotions and action. You can use the five simple, proven techniques to develop your Emotional Intelligence skills and increase your resilience, performance and mental clarity. Based on published scientific research, the Institute of HeartMath techniques have proven effective for over 15 years (The Institute of HeartMath, *Research Overview*, 1997). They have helped people from all walks of life who work in all types of organizations in the United States, Canada, Sweden, England, Thailand, Australia, Taiwan and around the world.

Simply put, these techniques work. They work for people like you, and for the people who report directly to you, in business, government or non-profits. They will also work for your spouse, teenaged children, colleagues and friends. Using the techniques in this book will make your life at work and at home significantly better — forever!

There's just one catch! To experience dramatic improvements in your life, it is absolutely necessary to make a commitment to take a few seconds every day to use and practice the techniques. Skill development comes from “doing,” not just reading.

The Benefits

Increasing your Emotional Intelligence skills offers benefits in three categories: decision-making, relationships, and health. These categories embrace virtually every behavior, every action and reaction, every situation you may encounter. They apply to your business and professional interactions as well as your family relationships, from the broad sweep of major, multi-million dollar corporations to the day-to-day small incidents that influence your life.

Decision Making By becoming aware of what you are feeling *in the moment* you have information you can use to make a decision about what to say or do *now*. By developing emotional self-regulation skills you can quickly transform out of negative, draining emotions into more positive, productive ones, enabling you to think and act more rationally at any time. Your moment-to-moment decision-making is enhanced significantly. You can use these skills to keep yourself from reacting, allowing you to respond with more thoughtfulness and thoroughness. Being in control of your emotions has a huge positive impact on your performance, your effectiveness, your confidence and your motivation.

Relationships Emotional Intelligence skills will not only empower you personally; they will have a positive impact on your relationships with others as well. For example, instead of blowing up when your project manager announces a deadline without consulting you, managing your emotional reactivity enables you to remain calm, ask good questions, perhaps even influence the deadline — all the while preserving your good working relationship with your manager.

On the home front, when your child comes home with a poor test score or lower grade than you think he can earn, rather than putting him on the hot seat, you can show him you care and are concerned about him, and still maintain a firm but understanding approach to the situation. Think of the positive effect this is likely to have on your relationships with your children.

Health The third area affected by developing your Emotional Intelligence skills, but certainly not the least, is your health. Negative emotions fuel higher cortisol levels, often called “the stress hormone.” Over time, excessive levels of cortisol can cause sleeplessness, loss of bone mass and osteoporosis, allergies, asthma, acid reflux, ulcers, low sperm count, redistribution of fat to the waist and hips, and fat buildup in the arteries, which can lead to heart disease and numerous other diseases (McCraty, Borrios-Choplin et al. “The Impact of a New Emotional Self-Management Program on Stress, Emotions, Heart Rate Variability, DHEA and Cortisol” *Integrative Physiological and Behavioral Science* 33(2):151-70, 1998). Mismanaged emotions, correlated with dysrhythmias in our Autonomic Nervous System, are associated with many diseases including asthma, chronic fatigue, depression, hypoglycemia, hypertension and many more. Learning to transform from negative emotions into positive productive ones throughout the day or night over a sustained period of time has been shown to have a positive impact on many health-related problems. The most frequently mentioned

by participants in my programs is a significant reduction or elimination of sleeplessness, often in one or two weeks.

One Man's Story

Chet's story traces the progress of just one individual as he moved through the steps of the program, putting each technique to work as he gained skill and experience.

The Challenge: To create a new international team who would influence key persons in the company's 30,000 worldwide locations to adopt or use new software and procedures. Chet wanted a team who could listen to the clients' concerns and ensure they had input on the software and how it could better meet their needs. They would be responsible for presenting the clients' recommendations to the Information Technology (IT) executives who would make the decisions. The stress would be considerable.

The Gift: A 43-year-old senior director of IT for a global company in the U.S., Chet met his new international team for the first time at our Emotional Intelligence development program. His objectives for his team were both professional and personal. He wanted to give them the gift of proven techniques to improve their influencing skills, help with the demands of their jobs and reduce their stress to increase their quality of life.

The First Step — Setting Personal Goals: In his first personal interview, Chet selected the following goals:

1. To learn to "Listen More and Talk Less" in his job and at home.
Chet felt he was too quick to give his opinion, too opinionated.
2. To "Increase Personal Productivity."
Chet felt frustrated by too many commitments. He always had work thoughts on his mind, causing him restless sleep.
3. To "Gain Greater Mental Clarity."
Sleeplessness, along with Chet's travel schedule, led to a lack of focus. Although he had a very strategic mind, he felt he didn't organize strategy as well or as succinctly as he desired.

Immediate Follow-Through: Chet's team all participated in the Emotional Intelligence development program that was his gift to them, and practiced applying the techniques to their own situations. They met for their first planning meeting the day after the training ended.

Follow-up Coaching: One week later, Chet was seeing significant improvement in his work and his personal life. He was catching his negative thoughts and switching them to positive ones, getting fewer negative responses. He was now able to go right to sleep and not wake up with work thoughts on his mind, producing increased energy and mental clarity. In his performance review with his boss, he heard the boss out, stayed calm and asked follow-up questions, and received the most helpful feedback he had heard in 23 years.

Second Coaching, Three Weeks Later: The second coaching session found Chet continuing to improve. He gave several examples of how using the techniques was helping him achieve his own personal goals as well as helping the company. Following a presentation to several IT vice presidents, in which he relied on skills he had acquired, his boss reported receiving very high praise about Chet from a VP with whom Chet had previously not had a particularly comfortable relationship.

“Impact Interview,” Two Months Later: Chet gave more examples of how use of the techniques had helped him to influence senior leaders. He spoke of how happy he was because of the real heart connection he was creating at home. His team members were also experiencing significant benefits, enabling them to be ahead of scheduled implementation of the software systems.

One Year Later: In preparation for training another of Chet’s groups, he shared with me dramatic improvements in Employee Commitment scores that his first group had attained. While the other group had negligible improvement, Chet’s group’s overall score had jumped from the mid 70s to the high 80s. The only explanation he had was that he and his team were all using the Emotional Intelligence techniques.

*Chet’s story is representative of many we hear when people learn the techniques presented in the **SMART EMOTIONS** Book. It illustrates the many benefits available to individuals who enhance their Emotional Intelligence skills.*

WHAT IS EMOTIONAL INTELLIGENCE?

There are a variety of definitions of Emotional Intelligence, depending on which book you read. Ours is very simple:

Emotional Intelligence is your ability, natural or learned, to acquire and apply knowledge from your emotions and the emotions of others.

The purpose of developing our Emotional Intelligence is to help us make better decisions about what to say or do — or not say or do.

This basic format for defining intelligence can be applied to any intelligence. For example, mathematical intelligence:

Mathematical intelligence is your ability, natural or learned, to acquire and apply knowledge from figures and symbols.

Or, *linguistic intelligence: your ability to read, write and understand what others are saying.*

We develop mathematical or linguistic intelligence, or any of the other skills we went to school for, to help us make better decisions about what to do. Unfortunately, few, if any of us, were given opportunities to work with our Emotional Intelligence skills as we grew up. All of us can benefit tremendously by recognizing and putting into practice the knowledge we gain from our

emotions and the emotions of others. Emotional Intelligence enables us to make good decisions and manage our lives so we are happy and fulfilled.

A key word in the definition above is “ability.” Ability indicates you can improve if you practice. All you have to be taught is “how to do it” to begin to get better. To continue to improve, of course you must then practice “doing it!”

“Ability” indicates you can do it if you practice. All you have to be taught is how.

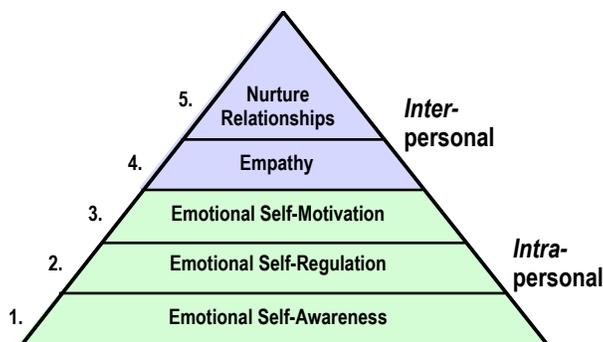
The Five Emotional Intelligence Competencies

In the literature on the subject of Emotional Intelligence, you will find lists of widely varying numbers of emotional competencies, some as many as twenty.

SMART EMOTIONS is focused on five basic emotional competencies (Goleman, *Emotional Intelligence*, 1995, p. 43), or abilities, you can develop to use your emotions more effectively:

1. Emotional Self-Awareness
2. Emotional Self-Regulation
3. Emotional Self-Motivation
4. Empathy
5. Nurturing Relationships

The Five Emotional Competencies Developed Through Techniques in *SMART EMOTIONS* Book



A Self-Check of Emotions

A good way to see the impact of your emotions on yourself is to check your awareness of your emotions. Think about the following: in the past year have you felt anxious, frustrated, annoyed, irritated or angry? How about in the past month? In the past 24 hours? How about in the past hour? Now ask yourself if those emotions have caused you or others you interact with any of the following: stress, time wasted worrying, rigidity of position, conflict, ineffective communication, headaches, sleepless nights, muscle tension, or other physical problems? You probably answered, “yes” to one or more of these effects of negative emotions.

Negative Emotions Affect Your Ability to...

- get your work done
- resolve conflicts constructively
- manage change effectively
- communicate clearly
- influence others
- maintain your health
- lead others
- enjoy your life

Mismanaged Emotions Are also a Major Factor in...

- absenteeism
- customer dissatisfaction
- employee turnover
- poor decision-making
- low employee engagement
- employee dissatisfaction
- goal attainment
- grievances
- healthcare costs
- patient safety
- “politics”
- inefficient problem solving
- poor project management
- quality problems
- “silo” mentality
- poor teamwork
- low trust/loyalty
- vendor relations
- work/life balance
- workplace violence

Emotions impact every moment of your life and are an important part of what determines your performance and your quality of life. That is why you will want to develop your emotional self-awareness and self-management skills.

The Intrapersonal Competencies

The first three Emotional Intelligence competencies, emotional self-awareness, emotional self-regulation, and emotional self-motivation, constitute an *intrapersonal* set of skills.

The intrapersonal skills are internal, unseen. The more effective we become in these foundational intrapersonal skills, the easier it will be to develop skills in the other competencies. When you manage your emotions more effectively, you’ll interact more easily and effectively with others.

1. Emotional Self-Awareness The competency at the bottom of the pyramid is Emotional Self-Awareness. This is the foundation competency. It has to do with being aware of *what* you’re feeling in the moment. The key word here is “what,” not “how.” Ask someone “how” he is feeling and he will typically say “fine.” Unfortunately, “fine” is a grade of sandpaper, not an emotion. “What” is the better word, because it requires the naming of an emotion. If you don’t know what emotion you’re feeling, you don’t have the information you need to decide whether to stay in the emotion or to change it.

Have you ever been around someone who isn’t aware of his or her emotions, particularly negative ones? What’s that like for you? Do you want to work with that person? What’s the impact on teamwork? What’s the impact on you and your work? What’s the impact on that person and on his or her career? Emotional Self-Awareness is the first skill you will learn to develop in Chapter 3 of ***SMART EMOTIONS***.

2. Emotional Self-Regulation The second Emotional Intelligence competency is Emotional Self-Regulation. This is not about “stuffing, holding in, or hiding” our emotions; rather it is about being able to choose our emotions. The key word is to “transform” our emotions. If we don’t like the emotion we’re experiencing, it would be beneficial if we were able to choose a better one, or transform it into a more positive, productive emotion.

3. Emotional Self-Motivation The third Emotional Intelligence competency is Emotional Self-Motivation. This is about having the skill to activate positive, productive emotions. Frequently, people who have ascended to high positions in organizations or who are top performers in their professional field are very good at this. They are able to stay optimistic and enthusiastic about projects they have to complete, difficulties they have to deal with, and people whose opinions and views do not align with their own. The two key words associated with this competency are persistence and success. Our ability to call up and use positive emotions such as excitement, enthusiasm, joy, courage, etc., is critical to self-motivation.

The Interpersonal Competencies

The interpersonal skills are empathy and nurturing relationships.

4. Empathy The fourth Emotional Intelligence competency is empathy. Empathy should not be confused with sympathy. Empathy is the ability to put yourself in “someone else’s shoes” so you can see the situation from their point-of-view. It doesn’t mean you have to agree with them. By putting ourselves in someone else’s shoes, we not only learn and understand how they feel, we can also use that information to help us adjust our position or approach to arrive at win-win solutions to disagreements or conflicts.

The Senior VP of Human Resources of a company shared this experience:

The first Monday of every month the CEO gathered a group of about 300 employees together for 30 minutes to provide an update on the business. One Monday morning, he walked in, head down, with a rather sad and bewildered look on his face. As he approached the microphone, he nervously adjusted his tie, looked out at his people, looked down at his notes and began to read, “As of eight o’clock this morning we were purchased by the Paragon Corporation.”

People in the audience stared in disbelief. Feelings of fear and concern showed on their faces. He looked out at the audience bleakly. People in the audience looked at each other in bewilderment. He then looked back down at his notes. After what seemed like an eternity, he looked up and said, “I have a correction to make. As of eight o’clock this morning *we purchased* the Paragon Company. I wanted you to know exactly what those people are feeling right now. I want you to keep in mind the feelings you just had as you work with the people from Paragon.”

Over the next few weeks and months as discussions were held about integrating Paragon and its people into the organization, questions were frequently raised about how the proposed changes would affect the feelings of the Paragon people. The

sincere compassion and empathy exhibited was an important factor in a smooth acquisition and integration.

5. Nurturing Relationships The fifth Emotional Intelligence competency is nurturing relationships, “setting a positive tone of cooperation,” even if things aren’t going well. In times of difficulty, rather than trying to regulate other people’s emotions, we must be able to manage our own in order to have authentic concern or care for others and ourselves. This fifth competency is available to you once you learn how to use and apply the techniques in the other four competencies.

A good example comes from an interview with the Chief Learning Officer of a large energy company:

Recently, the organization acquired another company. At that time, there were a total of 28 people in her department. The other company had 34 people in a similar department. Her CEO told her she could keep half of the total combined number.

She talked with the CEO to make sure she understood his strategic agenda. From that, she determined the skills, abilities, and talents she needed in her department to support his strategies. With this information, she then reviewed each individual’s work history, resume, and performance record. She talked with each person’s immediate supervisor to find out about strengths, weaknesses, competencies, and talents. By matching the information, she selected the people who had the skills and experience she required.

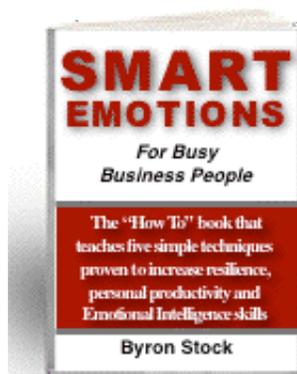
One at a time, she brought each person who would not be retained into her office and explained exactly why they were to be let go. She carefully explained the process she had used to make her decisions, and offered to write letters or make personal phone calls to help them get another job.

From the time she had the one-to-one discussions to the time the people actually left the company, there was about a two-month period. During that time, people told her they were happy to be working for her even though they were leaving. One said, “The reason everyone is working so hard is, we know you really care about us.”

This is an excellent example of applying the Emotional Intelligence competencies to create a “positive tone of cooperation” even when things weren’t going well.

Emotional Intelligence is About a Different Way of Being Smart

In summary, Emotional Intelligence is not about being soft. It means being intelligent about our emotions — a different way of being smart. That is, having the emotional management skills to be more effective *in the moment!* The ***SMART EMOTIONS*** book will teach you the techniques to develop your Emotional Intelligence skills.



SMART EMOTIONS For Busy Business People

SMART EMOTIONS is a “How To” book that includes five, simple, proven techniques to improve Emotional Intelligence skills. Based on scientific research, the techniques have proven helpful to people from all walks of life who work in all kinds of organizations around the world.

Several factors make *SMART EMOTIONS* unique among other books about Emotional Intelligence. You will find in the pages presented in practical, simple usable steps:

1. **The “*SMART EMOTIONS* Map”** This “map” serves as a visual to show how the book is organized. It can serve as a reference to help you decide what you want to read and to let you know how you’re progressing through the book.
2. **Five Simple Techniques to Develop Emotional Competencies** There are five techniques that specifically address the five emotional competencies you need to develop for successful living. Each technique is presented and explained in a format you can learn and practice with ease. You can rely on our experience in helping hundreds of people just like you, since 1995.
3. **A Way to Identify Your Needs** This book enables you to identify what you want to improve through the 17 Personal Goals in Chapter 2, and then shows you in the Personal Goals/Techniques Matrix which techniques you can use to experience improvement.
4. **Immediate Help for Your Specific Situations** We read books because we believe they will benefit us in some way. The Personal Goal-Setting activity (Chapter 2) enables you to list specific situations you are experiencing in which the techniques can be used to help you immediately.
5. **“Doing,” Not Just “Knowing”** One of the most beneficial learnings from studies and applications of instructional design or training principles is the need to ask the right questions. In this case the first question is, “What do you want to be able to *do* as a result of reading and using this book?” The second question then follows, “What is the minimum content you need to *know* in order to do it?”

SMART EMOTIONS concentrates on teaching you techniques (“Doing”) and provides only the amount of “Knowing” material required for you to effectively put the “Doing” into practice. This is an efficient and caring approach to increasing your Emotional Intelligence skills.

6. Examples of Real Business Situations Near the beginning of each technique in Chapter 3 is a listing of typical situations where that technique could effectively be utilized. This will make it easy for you to see when a technique is appropriate to your needs. The participant stories and comments in Chapter 4 provide additional specific, real situations to help you learn how others have used the techniques.

7. Practice Pages and Samples Using the practice pages and reading the samples enable you to focus, relate, and connect with the material. All the practice pages are focused on helping you identify and relate to your own actual situations and experiences.

8. Coaching Thousands of face-to-face and phone-coaching sessions have been analyzed to identify the typical difficulties people experience in applying each of the techniques. At the end of each technique are listed typical difficulties and suggested solutions that have proven to be helpful in that specific area.

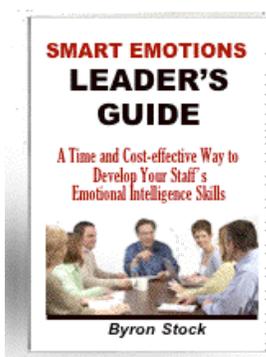
9. How Others Have Benefited It’s helpful to know how people like you have used and benefited from these techniques. Included in this book are four resources that will bring the techniques and their application to life:

- A. Situations in which clients have used specific techniques are described at the beginning of each section in Chapter 3
- B. Illustrative stories: Chapter 4
- C. Benefits of using the techniques are listed by technique or personal goal: Chapter 4
- D. Results data: Chapter 4

10. Free Resources **SMART EMOTIONS** includes a set of free resources you can access from our web site www.ByronStock.com. These resources include the following:

- **Weekly Email** — A weekly reminder to support you as you learn and apply the techniques.
- **Reminder Stickers** — Download an electronic file to create these stickers — a simple, low-tech way to increase the likelihood of remembering to use the techniques.
- **Self-Awareness Job Aid** — A pocket guide that you can download and create. It includes lists of key words to assist you as you practice the techniques.

*To order **SMART EMOTIONS for Busy Business People**
or for more information call 269-429-1833, email info@ByronStock.com, or visit our
web site at www.ByronStock.com.*



LEADER'S GUIDE FOR SMART EMOTIONS

For Whom is This Leader's Guide Intended?

This Guide is for anyone who manages people at any level in any organization. Your title may be Team Leader, Supervisor, Manager, Director, Vice President, President, COO, or CEO. Titles don't matter — what does matter is...

- You sincerely care about your people.
- You want to help your people and yourself learn skills to deal with the stress and pressure of work.
- You see the value in developing these skills together.
- You are personally committed to applying what you learn and helping your people do the same .

Overview of the Process

The **SMART EMOTIONS Leader's Guide** is designed to assist you in leading discussions based on material in the **SMART EMOTIONS** book. Each staff member reads part of the **SMART EMOTIONS** book, answers the Focus Questions for that section, completes the required practices, and uses the techniques as recommended at work and at home. Meet with your people for 30 minutes at the beginning of your regularly scheduled staff meeting to discuss the Focus Questions, any other questions people have about what they have read, and discuss how using the techniques will positively impact individuals, the team, and overall performance.

Structure of the Leader's Guide

Each section of the guide is organized with checkboxes and straightforward "what to dos." Space for your personal notes and examples is provided so that you can be prepared to share your experiences with your team concerning your thoughts about the information and techniques in **SMART EMOTIONS**. Space is also provided for note taking as members of your staff raise questions or make points about how the material applies to work problems and difficulties.

How This Guide Will Help You Lead Sessions

This guide prepares you to be in control and successful in leading discussions around the various topics, concepts, and techniques presented in **SMART EMOTIONS**. It provides what you need to coach your entire team as you and they develop critically important Emotional Intelligence skills.

*To order the **SMART EMOTIONS Leader's Guide**
or for more information call 269-429-1833, email info@ByronStock.com, or visit our
web site at www.ByronStock.com.*

TRAINING PROGRAMS, SEMINARS, AND WORKSHOPS

Byron Stock & Associates provides applied Emotional Intelligence skill-building programs for organizations and individuals. These highly effective programs have been shown to dramatically improve performance and relationships. Skill-building training is available through on-site programs for organizations and sponsored public workshops, seminars, and conference presentations.

*For information on training programs, coaching programs, and products
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