

CONTENTS

<i>Foreword</i>	vii
<i>Acknowledgment</i>	ix
<i>Preface</i>	xi
1. A DIFFERENT KIND OF “SMART”	1
<i>Old Wine in New Bottles?</i>	3
<i>Going Beyond IQ</i>	6
<i>EI, SI, or Both?</i>	10
<i>From Toxic to Nourishing</i>	12
<i>Blind Spots, Lenses, and Filters</i>	14
<i>Social Halitosis, Flatulence, and Dandruff</i>	16
<i>The “Dilbert” Factor</i>	23
<i>Can We Become a Socially Smarter Species?</i>	25
<i>S.P.A.C.E.: The Skills of Interaction</i>	28
2. “S” STANDS FOR SITUATIONAL AWARENESS	33
<i>Situational Dumbness and Numbness</i>	34
<i>Ballistic Podiatry: Making the Worst of a Situation</i>	36
<i>Reading the Social Context</i>	38
<i>What to Look For</i>	40
<i>The Proxemic Context</i>	41
<i>The Behavioral Context</i>	47
<i>The Semantic Context</i>	51
<i>Navigating Cultures and Subcultures</i>	58
<i>Codes of Conduct: Violate the Rules at Your Peril</i>	61
<i>Building the Skills of Situational Awareness</i>	66
3. “P” STANDS FOR PRESENCE	69
<i>Being There</i>	70
<i>Is Charisma Over-Rated?</i>	72
<i>Do Looks Matter?</i>	75

	<i>Reading (and Shaping) the “Rules of Engagement”</i>	75
	<i>The Ugly American Syndrome</i>	78
	<i>More of You, Less of Me</i>	80
	<i>A Case of Attitude</i>	82
	<i>Building the Skills of Presence</i>	85
4.	“A” STANDS FOR AUTHENTICITY	87
	<i>Take a Tip from Popeye</i>	88
	<i>It’s a Beautiful Day in the SI Neighborhood</i>	90
	<i>The Snap-On Smile: Can You Fake Sincerity?</i>	93
	<i>Left-Handed Compliments</i>	94
	<i>The Puppy Dog Syndrome</i>	97
	<i>Narcissism: It’s Really All About Me</i>	98
	<i>Head Games, Power Struggles, and Manipulation</i>	102
	<i>Building the Skills of Authenticity</i>	105
5.	“C” STANDS FOR CLARITY	107
	<i>A Way with Words</i>	108
	<i>Hoof-in-Mouth Disease: Sometimes Silence Works Best</i>	110
	<i>Role-Speak and Real-Speak</i>	114
	<i>Helicopter Language and Elevator Speeches</i>	116
	<i>“Clean” Language and “Dirty” Language</i>	119
	<i>Verbal Bludgeons</i>	121
	<i>Taking a Brain for a Walk</i>	125
	<i>The Power of Metaphor</i>	128
	<i>E-Prime: the Language of Sanity</i>	130
	<i>Building the Skills of Clarity</i>	135
6.	“E” STANDS FOR EMPATHY	137
	<i>What Destroys Empathy?</i>	138
	<i>What Builds Empathy?</i>	142
	<i>The Platinum Rule</i>	147

	<i>The Irony of Empathic Professions</i>	149
	<i>L.E.A.P.S.: Empathy by Design</i>	152
	<i>Empathy in Four Minutes</i>	154
	<i>Building the Skills of Empathy</i>	156
7.	ASSESSING AND DEVELOPING SI	159
	<i>Assessing Your Interaction Skills</i>	160
	<i>Self-Awareness: Seeing Yourself as Others See You</i>	166
	<i>Assessing Your Interaction Style: Drivers, Energizers, Diplomats, and Loners</i>	168
	<i>The Strength-Weakness Irony</i>	177
	<i>Priorities for Improvement</i>	180
8.	SI IN THE WORLD OF WORK: SOME REFLECTIONS	185
	<i>The Real and Legal Consequences of Social Incompetence</i>	184
	<i>Cultures of Conflict and Crazyiness</i>	187
	<i>Hierarchies, Testosterone, and Gender Politics</i>	193
	<i>Getting it Right at Work and Wrong at Home</i>	198
	<i>The Diversity Puzzle</i>	200
	<i>Ritual, Ceremony, and Celebration</i>	203
	<i>Positive Politics: Getting Ahead with Your Value System Intact</i>	207
9.	SI IN CHARGE: THOUGHTS ON DEVELOPING SOCIALLY INTELLIGENT LEADERS	211
	<i>The S.O.B. Factor</i>	212
	<i>Executive Hubris: Its Costs and Consequences</i>	216
	<i>Best Boss, Worst Boss</i>	219
	<i>P.O.W.E.R.: Where It Comes From, How to Get It</i>	222
	<i>How the Worst Bastards on the Planet Get and Keep Power</i>	224

<i>The Algebra of Influence</i>	226
<i>S.P.I.C.E.: Leading When You're Not In Charge</i>	227

10. SI AND CONFLICT: THOUGHTS ABOUT GETTING ALONG	233
<i>The Double Spiral of Conflict</i>	234
<i>Why Argue?</i>	241
<i>Crucial Conversations</i>	243
<i>Added Value Negotiating</i>	246

EPILOGUE. SI AND THE NEXT GENERATION: WHO'S TEACHING OUR KIDS?	253
<i>Our Children Are Not Our Children</i>	254
<i>The (Only) Ten Basic News Stories</i>	256
<i>Anxiety Drives Attention</i>	260
<i>Breaking the Addiction to Television</i>	262
<i>The Buying of Our Babies</i>	265
<i>Video Games: The New Sandlot</i>	267
<i>Teachers, Parents, or Neither?</i>	270
<i>Belonging or Be Longing?</i>	272
<i>The S.P.A.C.E. Solution for Schools</i>	276
<i>A Prescription for SI at Every Age</i>	278
<i>Index</i>	281
<i>About the Author</i>	289