

INDEX

A

AA (affirmative action) violations, 202
Aborigine social codes, 62–63
Abrasive personality, 12
Acronyms, 132
Active voice, 132
Adams, S., 23, 49–50
ADD (attention deficit disorder), 188
Adelphia Communications, 217
Adjective Pairs exercise, 167–168e
Affirmation, 145–146
Afghanistan cultural codes, 63–64
Albrecht, S., 184, 185, 213, 243
“Alice in Wonderland” (Carroll), 55
All I Really Need to Know I Learned in Kindergarten (Fulghum), 104
Allen, R., 215
Allen, W., 81
“Alpha” brainwave activity, 263
Anarchy, 188
Anti-bullying programs, 277
Antipathy, 138
Appreciation, 144–145
“The Apprentice” (TV show), 266
Arguing, 241–243
Aristotelian thinking, 54
Aristotle, 53, 54
Artificial charisma, 73
ASPEAK (multiple intelligence categories), 9
Assessment: of interaction skills, 160–166*fig*; of interaction style, 168–176*fig*
Atkins, C., 73
Attentiveness, 143–144
Attitude, 82–86
Authenticity: building skills of, 105; described, 29, 87–88, 90, 93; Mr. Rogers as example of, 90–92; Popeye as example of, 87, 88–90; Ronald Reagan’s contradictory, 93–94. *See also* Inauthenticity
Authority: formal vs. earned, 226–227; position power of formal, 222–223

B

Bad behavior. *See* Toxic behaviors
Ballistic podiatry, 36–38
Barry, M., 231
Beauty, 75
Beck, J., 267
Ben & Jerry’s Foundation, 216

Behavior: behavioral context, 40, 47–51; cross-cultural codes of, 51; displacement used in language, 57–58; EI (or EQ emotional quotient) linked to, 12; evolution toward socially smarter, 25–27; navigating culture/subculture, 58–61; nourishing, 13; proxemic context of, 40, 41–47; relationship between SI (social intelligence) and, 12–14; rules of engagement for, 75–78; social context shaping, 38–40; violating codes of conduct and, 61–66. *See also* Toxic behaviors
Behavioral context, 40, 47–51
Ben & Jerry’s Double Dip: How to Run a Values Led Business and Make Money Too (Cohen and Greenfield), 215
Ben & Jerry’s Ice Cream, 215–216
Berne, E., 102–103
Best boss/worst boss, 219–222
Binet, A., 6
Blake, W., 241
Blind spots, 14–16
Born to Buy: The Commercialized Child and the New Consumer Culture (Schor), 265
Boss-subordinate relationships, 213–214
Bourland, D., 130
Brain wave studies, 263
Brooks, M., 100
Brown, A., 100
Buckley, W. F., 81–82
Buffett, W., 100
Burns, K., 100
Burns, R., 69
Bush, G. W., 113, 230
Bush, L., 113–114
Business world: consequences of social incompetence in, 184–187; cultures of conflict and craziness in, 187–193; diversity puzzle and, 200–203; getting it wrong at home and right in the, 198–200; hierarchies, testosterone, and gender politics of, 193–197, 208; how SI fits into, 183–184; positive politics in the, 207–208, 209; ritual, ceremony, and celebration in the, 203–206, 207–208; value of negotiating conflict in the, 246–252

C

Carnegie, D., 145, 151
Caste system, 189
Celebrations, 204–205
Ceremony: change-of-command, 206; significance of, 204–205

- Change-of-command ceremony, 206
 Charisma, 72–74
 Chief Seattle speech (1854), 132–134
 Children: consumer culture “buying” our, 265–266, 266–267; coping with peers, 272–276; impact of video games on, 267–270; “in the box” and “outside the box” perception of, 273–274; influences on, 255–256, 270–272; media influence on, 256; modern culture and impact on, 254–255; reactions to anxiety-producing news stories by, 261–262; SI prescription for all ages, 278–280; S.P.A.C.E. curriculum for, 276–278. *See also* Parents; Schools
 Church of the Holy Sepulcher (Jerusalem), 245–246
 Clarity: building skills of, 135; clean language, 119, 145; described, 29–30, 107; dirty language, 119–124*e*; E-Prime language used for, 130*e*, 130–132; helicopter language/elevator speeches, 116–118, 128; Hoof-in-mouth disease, 110–114; human brain processing of information and, 125–128; language as strategic asset using, 109–110; metaphor as tool for, 128–129; negative examples of, 108–109; role-speak/real-speak and, 114–116; verbal bludgeons, 121–125; when silence is used for, 110–113
 Class marks, 49
 Clean language, 119, 145
 Clemenceau, G., 254
 Clinton, B., 116, 231
 Codes of conduct, 61–66
 Cohen, B., 215
 “Collateral damage,” 26
 Columbine High School shootings, 149
The Comic Toolbox (Vorhaus), 37
 Common Cause, 278
 Communication: argumentative, 241–242; behavioral codes in cross-cultural, 51; displacement during, 57–58; meta-verbal cues of, 19, 57, 96; negotiating dialog, 249–250; providing educational development of, 276–277. *See also* Language; Nonverbal signaling
 Conflict: arguments leading to, 241–242; between Greek Orthodox and Franciscan priests, 245–246; deadlock during, 236*fig*–237, 238, 241; the double spiral of, 234–240, 236*fig*; Middle East, 233, 237. *See also* Interactions
 Conflict new stories, 259
 Conflict resolution: crucial conversations leading to, 241–244; the Hatfields and McCoys, 240–241; value of negotiating, 246–252
 Connecting with people, 179–180
 Consensus, 228
Consultation Room (Loomis), 51–52
 Consumer culture: as influence on children, 265–266; product placement as part of, 266–267
Contact: the First Four Minutes (Zunin), 154
 Continuity stage, 238
 Coolidge, C., 230
 Cop-speak, 114–115
 Corporation for Public Broadcasting, 278
 “Cowboy” leadership, 191
 Creative contact strategy, 154
 Crucial conversations, 243–245
 Cruise, T., 81
 Culture: codes of conduct of, 61–66; consumer, 265–266, 266–267; gender labels of, 89–90; language, 54–55; language as signaling/forming, 90; media control of, 255; navigating, 58–61; traveling to understand other’s, 78–79. *See also* Subcultures
 Cultures of conflict: anarchy resulting from weak leaders, 188; caste system and, 189; civil war between ideologies, 189; craziness of, 187; despotism, 190; geriatric leadership, 190; looney CEO, 190–191; low morale, 190; malorganization, 191; management ADD (attention deficit disorder), 188; success ending in, 190; when only deadwood survives, 188–189
- ## D
- Dalai Lama, 73, 74, 82
 “Dale Carnegie face,” 151
 Daley, F., 231
 Davis, P., 94
 Deadlock, 236*fig*–237, 238, 242
 Deadwood, 188–189
 Dean, J., 75
 Declaration of Independence, 53
 Despotism, 190
Diagnostic and Statistical Manual (DSM), 187
 Diagramming, 128
 Dialog, 249–250
 “Dilbert” cartoon, 23–25, 49–50
 Dilemmas news stories, 260
 DiMaggio, J., 101
 Dinkins, D., 230
 Diplomat interaction pattern: described, 170*fig*, 171; social scenarios/scoring of, 172, 173*e*–175*fig*
 Dirksen, E., 230
 Dirty language: antidotes to semantic malfunctions of, 119, 122*e*–124*e*; described, 119–120; semantic malfunctions examples of, 120, 122*e*; verbal bludgeons version of, 121–125
 Displacement, 57–58
 Disraeli, B., 137
 Distrust, 236*fig*

- Diversity puzzle, 200–203
 Divine right attitude, 191
Dogbert's Top Secret Management Handbook (Adams), 50
 Dornbusch, R., 72
Dr. Strangelove (film), 81
 Driver interaction pattern: described, 170*fig*–171; social scenarios/scoring of, 172, 173*e*–175*fig*
 Dropping one shoe, 127
 Drucker, P., 190
 Dumbness (situational), 34–36
 Dunlap, A., 214–215
- E**
- E-Prime language: translations from regular English into, 130*e*; Triple-A Rule of, 131–132; uses of, 131–132
 EAP (Employee Assistance Program) [General Dynamics], 185
 Earned authority, 226–227
 Earned charisma, 73–74
 Eastwood, C., 80–81
 Ebbers, B., 217
 Echo Boomers, 267
 EEO (equal employment opportunity) violations, 202
 EI (or EQ emotional quotient): behavior linked to, 12; business performance tied to, 187; described, 10; five dimensions of competence, 10–11. *See also* SI (social intelligence)
 Eisenhower, D., 231
 Eisner, M., 217
 Elevator speeches, 116–117
 Emotional demeanor, 82–86
 “Emotional input,” 145
Emotional Intelligence: Why it Can Matter More Than IQ (Goleman), 10
 Empathic professions: irony of, 149–150; stone-face syndrome, 150–151
 Empathize, 153
 Empathy: building skills of, 156–157; described, 30, 137–138; destruction of, 138–141; four minute approach to, 154–156; as leadership behavior characteristic, 229; L.E.A.P.S. approach to, 153; making effective connection as principle of, 148; nourishing behavior to build, 139; Platinum Rule of, 147–148; three A's used to build, 142–146; upward progression relationship founded on, 237
 Energizer interaction pattern: described, 170*fig*, 171; social scenarios/scoring of, 172, 173*e*–175*fig*
 Enron Corporation, 218
 Escalation, 236*fig*
 ESL (English as a Second Language), 48–49
 ETS (Erhard Seminars Training), 19
 Executive hoof-in-mouth disease, 230–231
 Executive hubris, 216–219
 Existential anxiety, 203
 Exo-consciousness, 255
 Expertise power, 223
 Externally oriented competencies, 11
 Extraversion interactive style, 169
EyesWide Shut (film), 81
- F**
- Failed societies, 194
 “Fair dinkum” expression, 89, 106*n*. 1
 The fall of the Mighty new stories, 258–259
A Few Good Men (film), 139
 “Firing Line” (TV show), 82
 Flat-affect presentation, 72
 Fleischer, M., 88
 Formal authority, 222–223, 226–227
 Four-minute empathy approach, 154–156
Frames of Mind (Gardner), 6
 Franciscan priests, 245–246
 Franco, General, 42
 Franklin, B., 53
 Frech, L. B., 211
 Fulghum, R., 105
- G**
- G-factor theory, 8
 “Game players,” 102–103
 “Gamer Generation,” 267
Games People Play (Berne), 102
 Gandhi, M., 73–74, 116
 Gardner, H., 6, 8, 11, 29
 Gardner, J., 278–279
 Gardner's multiple intelligence model, 8–10
 Gee-Whiz news stories, 260
 Gender differences: in behavior codes, 63–64; in metaphor usage, 128. *See also* Men; Women
 Gender politics, 195–197
 General Dynamics (San Diego), 184–185
 General Motors, 65–66
 General semantics theory, 53, 54–57
 Geriatric leadership, 190
 Ginsberg, A., 255
 Gladstone, W., 137
 Goethe, W. von, 152
 Golden Rule, 147
 Goldman, R., 101
 Goleman, D., 10, 11
 Good looks, 75
 Gore, A., 108
Got Game: How the Gamer Generation Is Reshaping Business Forever (Beck and Wade), 267
 Grasso, R., 218–219
 Greek Orthodox priests, 245–246
 Greenfield, J., 215
 Greer, G., 82
 Grossman, D., 267–269, 270

H

- Halo 2 (video game), 267
 Hamper, B., 65
 Hampton, E., 21
 Hardy, O., 234–235
 Harris, J. R., 272–273, 276
 Hatfield, A. (“Devil Anse”), 240
 Hatfields and McCoy’s, 240–241
 Head games, 102–103
 Helicopter language, 116–117, 128
 Hierarchies, 193–197
 The Hmong, 48–49
 Hofstede, G., 193
 Hoof-in-mouth disease: political, 113–114; using silence to deal with, 110–113; socially intelligence dealing with, 230–231
 Hot sex news stories, 258
 Howard, J., 51
 “Hub Fans Bid Kid Adieu” (Updike), 101
 Hugo, V., 1
 Human Resources: General Dynamics, 184–185; toxic management dealt with by, 185–187
 Humility, 100
 Humor, 151

I

- “I-messages,” 5
 Idea killing, 139, 141
 Idea-selling statements, 141–142
 Ideological civil war, 189
 “In the box,” 273–274
 Inauthenticity: head games, power struggles, manipulation as, 102–103; left-handed compliments as, 94–97; narcissism as, 98–101; Puppy Dog syndrome as, 97–98. *See also* Authenticity
 Individualism, 193
 Influence, 226–227
 Inhumanity, 26
 Intelligence: disparity between social and abstract, 9–10; Gardner’s model of multiple, 8–10; as human mental competence source, 6. *See also* IQ concept
 Interaction skills: assessment of, 160–166*fig*; connecting with people, 179–180; priorities for improvement of, 179–181*e*; strength-weakness irony of, 177–179
 Interaction skills assessment: step 1: examining toxic people you know, 160–161*e*, 162; step 2: examining nourishing people you know, 162, 163*e*; step 3: creating “Toxic Role Model,” 162, 164*e*; step 4: creating “Nourishing Role Model,” 164*e*–165; step 5: S.P.A.C.E. Radar Chart, 165–166*fig*
 Interaction style: characterization of, 168–169; four patterns of, 170–172; individual preference for, 172; results focus, 169–170; social energy and, 169; social scenarios on, 172,

173*e*–175*e*; social scenarios scoring, 175*e*–176*fig*; strength-weakness irony of, 177–179

- Interaction style patterns: diagram of, 170*fig*; Diplomat, 170*fig*, 171; Driver, 170*fig*–171; Energizer, 170*fig*, 171; Loner, 170*fig*, 171–172
 Interactions: Adjective Pairs exercise, 167–168*e*; boss-subordinate relationships and, 213–214; children coping with peer, 272–276; four-minute empathy approach to, 154–156; game playing during, 102–103; gender politics during, 195–197; relationship maintenance through, 155–156; self-awareness during, 166–168*e*; zones of, 43–46. *See also* Conflict; Relationships
 Interactions zones, 43–46
 Internal competence, 11
 Internet: Instant Message via the, 272; training for safe use of, 278
 Interpersonal intelligence, 11
 “Interpersonal skills,” 4
 Intimate space, 44
 Intrapersonal intelligence, 11
 Introversion interactive style, 169
 IQ concept: debate over educational use of, 6–7; debate over measurement of, 7–8; described, 6; disparity between social/abstract intelligence, 9–10; g-factor theory of, 8. *See also* Intelligence

J

- Jargon language, 132
 Jensen, A., 7
 Jethro, 197
 Journalism news stories, 256–260

K

- Keating, P., 50
 Keep, Stop, Start, 181*e*
 Keller, H., 159
 Kennedy assassination, 20–21
 Kennedy, J. F., 116, 268
 Kerry, J., 113
 Kerry, T. H., 113–114
 Kidman, N., 81
 King, M. L., 116
 Korzybski, A., 53–54
 Kozłowski, D., 217
 Kubrick, S., 81, 100

L

- Lamb, B., 100
 Language: clean, 119, 145; dirty, 119–120, 121, 145; E-Prime, 130*e*, 130–132; EEO violations regarding native, 202–203; general

Index

- semantics theory of, 53, 54–57; helicopter, 116–118, 128; historic gender labels in, 89–90; jargon, 132; psychology of, 52; rhetoric and primal patterns of, 53; semantic context of, 51–52; as signaling/forming culture, 90; symbolism of, 52, 90. *See also* Communication
- Language culture, 54–55
- Lao Tzu, 242
- Laughter as best medicine, 157
- Lay, K., 218
- Leadership: ADD (attention deficit disorder) of, 188; anarchy through weak, 188; best boss/worst boss, 219–222; caste system maintained by, 189; “cowboy” types of, 191; dealing with S.O.B., 212–216; despotism by, 190; developing socially intelligent, 211–231; engaging in positive politics, 207–208, 209; executive hubris of, 216–219; geriatric, 190; ideological camps dividing, 189; lack of concern by, 190; looney, 190–191; loss of talented, 188–189; monopoly mentality of, 191; power accumulation by, 222–226; ritual, ceremony, and celebration awareness by, 203–206, 207–208; testosterone poisoning suffered by, 192. *See also* Organizations
- L.E.A.P.S., 152–153
- Left-handed compliments, 94–97
- Lehrer, J., 100
- Linguistic frames, 56–57
- Listen, 152–153
- Loner interaction pattern: described, 170*fig*, 171–172; social scenarios/scoring of, 172, 173*e*–175*fig*
- Loomis, F., 51–52
- Looney CEO, 190–191
- Low morale, 190
- Lurel, S., 234–235
- ## M
- MacArthur, D., 23
- McCoy and Hatfields, 240–241
- Mack, R., 184–185
- Mailer, N., 82
- Male-dominant behavior codes, 63–64
- Malignant self-love, 99
- Malorganization, 191
- Management. *See* Leadership
- Mancy, K., 268
- Manipulation, 102–103
- Marching plan, 127–128
- Marx, G., 82
- “Master sergeant syndrome,” 198–200
- Matthews, C., 100
- Mean Business: How I Save Bad Companies and Make Good Companies Great* (Dunlap), 215
- Meanings: general semantics theory of language and, 53, 54–57; semantic environment of, 53; verbal maps of, 53–54; vocabulary affecting, 121–125. *See also* Perception
- Media: use of anxiety to drive attention by, 260–262; breaking the addiction to television, 262–264; culture controlled by, 255; influence on our children by, 256; product placement in different types of, 266–267; ten basic news stories reported by, 256–260; video games, 267–270
- Medical malpractice lawsuits, 233–234
- Men: behavior codes of, 63–64; gender politics and, 195–197; metaphors used by, 128; testosterone poisoning and, 192. *See also* Gender differences; Women
- Mencken, H. L., 183
- Mensa, 10
- Mensch, 89
- Mental competence, 6
- Met-verbal signals, 19, 57, 96
- Metaphors: as Clarity tool, 128–129; McCoy and Hatfields, 240–241; using, 127
- Meta-verbal cues, 19
- MI (multiple intelligence) model: described, 8–9; six primary categories (ASPEAK) of, 9
- Middle East conflict, 233, 237
- Millay, G., 36–37
- Millon Dollar Baby* (film), 81
- Mono-story syndrome, 19–20
- Monopoly mentality, 191
- Morris, E., 94
- Moses, 197
- Mostel, Z., 100
- Moyers, B., 100
- “Mr. Roger’s Neighborhood” (TV Show), 90–91
- Mutuality, 237–238
- Mystic River* (film), 81
- ## N
- Narcissism, 98–101
- Narcissus story, 98–99
- National Review*, 81
- Negative reciprocity, 248
- Negotiating conflict: five steps to “yes,” 249–252; most basic premises of, 248–249; win-lose ideology of, 246–247
- Networking skills, 146
- The New Yorker*, 108, 271
- News stories: anxiety driving attention in, 260–262; ten basic types of, 256–260
- Nicholson, J., 100
- NIGYYSOB game, 102
- Nixon, R. M., 230
- Nonverbal pacing, 143–144
- Nonverbal signaling: of attentiveness, 143–144; described, 57–58; Puppy Dog, 98. *See also* Communication

- Nourishing behavior: characteristics of, 13;
empathy built through, 139; toxic vs., 140e
Nourishing people, 162, 163e
Nourishing Role Model, 164e–165
Numbness (situational), 34–36
The Nurture Assumption (Harris), 271
NYSE (New York Stock Exchange), 218–219
- O**
- Official charisma, 72–73
Oklahoma City Federal Building bombing, 149
Opportunity power, 223
Order in the court, 27–28
O'Reilly, B., 100
Organizations: caste system in, 189; diversity puzzle and, 200–203; engaging in positive politics, 207–208, 209; hierarchies, testosterone, and gender politics of, 193–197, 208; ideological civil war in, 189; low morale within, 190; male-dominated culture of, 192; malorganization of, 191; monopoly mentality of, 191; rat race atmosphere of, 191–192; ritual, ceremony, and celebration in, 203–206, 207–208; silo patterns of, 192; strong-culture, 206; welfare state mentality of, 192–193. *See also* Leadership
Oswald, L. H., 268
“Out of the box,” 273–274
Outsourcing networking, 146
Ovid, 98–99
Ovitz, M., 217
Oxley, M., 219
- P**
- Paraphrase, 153
Parents: breaking the addiction to television, 262–264; helping children cope with peers, 272–276; helping children to understand news stories, 261–262; lack of influence over children by, 270–272. *See also* Children
Passive voice, 132
Peer pressure, 272–276
People focused, 169–170
“People skills,” 3, 4, 5, 6
Perception: clean language to reinforce positive, 145; of needs of others, 40; reality created at instant of, 15; vocabulary affecting, 121–125. *See also* Meanings
Personal space, 44
Pfeiffer, M., 70
Platinum Rule, 147–148
Plato, 53
Plotz, D., 214–215
Popeye (cartoon character), 87, 88–90
PopTart news production, 257–260
Position power, 222–223
Positive politics: learning to engage in, 207–208; ten skills of, 209
Povich, M., 264
Power: how dictator leaders get and keep, 224–226; P.O.W.E.R. sources of, 222–224; win-lose negotiation and role of, 246–247
Power accumulation: phase 1: networking, 224; phase 2: coalition building, 224; phase 3: taking over, 225; phase 4: unrelenting consolidation, 225
Power distance, 193
Power struggles, 102–103
Powers, F. G., 230
Presence: attitude as part of, 82–86; building skills of, 85–86; charisma form of, 72–74; described, 29, 69; good looks as part of, 75; impact/effects of, 70–72; positive vs. negative, 80–81; rules of engagement and, 75–78; Ugly American syndrome and, 78–80
Presidential election (2004), 57
The Producers (film), 100
Product placement, 266–267
Provocation, 236*fig*
Proxemic politics, 42
Proxemic context: described, 40, 41–43; interaction zones of, 43–46; subconscious spaces of, 46–47
Public space, 43
Puffer, T., 186
Puppy Dog syndrome, 97–98
Pyramid, 127
- Q**
- Queen Bees and Wannabes: Helping Your Daughter Survive Cliques, Gossip, Boyfriends, and Other Realities of Adolescence* (Wiseman), 272
Queen of English, 50–51
- R**
- Radar Chart, 165–166*fig*
Rat race style, 191–192
Reagan, M., 94
Reagan, R. (Ron), 94
Reagan, R. (Ronald), 93–94, 231
Real charisma, 74–75
Real-speak phenomenon, 114–116
Reality creation, 15
Reciprocity, 237
The Red Queen, 55
Redford, R., 70
Relationship power, 223
Relationships: children coping with peer, 272–276; continuity of, 238; double spiral of conflict in, 234–240, 236*fig*; empathy foundation of progression of, 237; maintenance of, 155–156; mutuality in, 237–238. *See also* Interactions
Results focus, 169–170
“Rick Steves’ Europe” (TV show), 78
Rigas, J. J., 217–218

Index

- Ritual, 203
Rivthead (Hamper), 65
Rogers, F., 90–91
Role-speak phenomenon, 114–116
Roosevelt, F., 116
Route 350, 126–127, 132
Rules of engagement, 75–78
Russert, T., 100
- S**
- Safe dating programs, 278
“Safe Internet use” training, 278
St. Peter’s Basilica, 41, 42
St. Vincent Millay, E., 156
Sarbanes, P., 219
Sarbanes-Oxley bill (2002), 219
Scandal news stories, 258
School programs: anti-bullying, 277; communication skills, 277–278; empowerment to build self-esteem, 277; safe dating, 278; safe Internet use training, 278
Schools: influence on children by parents and, 270–272; S.P.A.C.E. solution for, 276–278; violence in, 149, 270. *See also* Children
Schor, J. B., 265
Science and Sanity (Korzybski), 53
Sea World, 36–37
Seattle, Chief, 132–134
Second-Wave age of information, 256
Sedgwick, J., 231
Segar, E. C., 88
Self-awareness, 166–168
Self-esteem: school empowerment programs to build, 277; shyness syndrome related to low, 12
Self-Renewal: The Individual and the Innovative Society (Gardner), 278–279
Semantic context: described, 40, 51–54; many meanings found within, 54–57; nonverbal signaling as part of, 57–58
Semantic environment, 53
Semantic territories, 56–57
Sentence length rule, 131
September 11 attacks, 149
Shakespeare, 255
Shaw, G. B., 147
Shields, B., 231
The Shining (film), 81, 100
Shock/horror news stories, 258
Shyness syndrome, 12
SI (social intelligence): complexity and layers of, 3–6; conflict management using, 233–252; developing leadership with, 211–231; disparity between abstract and, 9–10; prescribed for all ages, 278–280; relationship between behaviors and, 12–14; relationship between business world and, 183–209; S.P.A.C.E. inclusion of, 30; spotting negative/positive examples of, 1–2; teaching the next generation to use, 253–280; working definition of, 3.
See also EI (or EQ emotional quotient)
- Silence, 110–113
Silo patterns, 192
Simpson, N. B., 101
Simpson, O. J., 101
Situational Awareness: ballistic podiatry, 36–38; behavioral context of, 40, 47–51; building skills of, 66–67; described, 29, 33–34; dumbness and numbness, 34–36; navigating cultures/subcultures through, 58–61; proxemic context of, 40, 41–47; semantic context of, 40, 51–58; social context dimensions of, 38–58; violating codes of conduct, 61–66; what to look for, 40–41
Smiley Face clan, 17–18
S.O.B. factor, 212–216
Social blind spots, 15–16
Social codes of conduct, 61–66
Social context: behavior shaped by, 38–40; behavioral, 40, 47–51; proxemic, 40, 41–47; semantic, 40, 51–58; three dimensions/subcontexts of, 40–41
Social dandruff, 21–22
Social energy, 169
Social flatulence, 20–21
Social halitosis, 17–20
Social Intelligence Profile, 160
Social interactions. *See* Interactions
Social space, 43–44
Socially intelligent leaders: characteristics of best boss, 219–222; dealing with executive hoof-in-mouth disease, 230–231; dealing with executive hubris, 216–219; dealing with the S.O.B. factor, 212–216; earned and formal authority of, 226–227; final thoughts on developing, 229–230; P.O.W.E.R. used by, 222–226; S.P.I.C.E. leading when not in charge, 227–229
Socially smarter species, 25–27
Societies: codes of conduct in, 61–66; consumer culture of modern, 265–266, 266–267; male-dominant behavior codes of, 63–64; totalitarian, 194–195
Socrates, 53
Sodaro, A., 28
S.P.A.C.E.: Authenticity dimension of, 28, 87–105; best boss/worst boss and characteristics of, 221; Clarity dimension of, 29–30, 107–135; crucial conversations using skills of, 243–245; Empathy dimension of, 30, 137–157, 229, 237; exploring the five dimensions of, 30–31; five dimensions/competence categories of, 29–30; order in the court example of, 27–28; Presence dimension of, 29, 69–86; Situational Awareness dimension of, 29, 33–67; as solution for schools, 278–279

Spanish Civil War (1936-1939), 42
 S.P.I.C.E., 227-229
 Spielberg, S., 81
 "The Spring and the Fall" (St. Vincent Millay), 156
 Standard products, 257
 Stephanopolous, G., 231
 Stereotypes, 23-25
 Stern, H., 100
 Steves, R., 78, 79
 Stone-face syndrome, 150-151, 157
 Street gangs, 59-60
 Strength-weakness irony, 177-179
 Strong-culture businesses, 206
 Subconscious spaces, 46-47
 Subcultures: behavioral norms of, 65-66;
 navigation of, 58-61. *See also* Culture
 Summarize, 153
 Symbolism of language, 52, 90

T

TA (transactional analysis), 102
 Task focused, 169-170
 Telegraphing, 127
 Television addiction, 262-264
 Ten basic news stories, 256-260
 Teresa, Mother, 73, 74
 Testosterone poisoning, 192
 Third-Wave age of information, 256, 257
 Thompson, G., 152
 Thorndike, E. L., 4
 "Threat Advisory Level" color-codes, 261
 Tobin, B., 50-51
 Toffler, A., 256, 257
 Totalitarian societies, 194-195
 Toxic behaviors: blind spots and, 14-16;
 "calling" someone on their, 96; characteristics of, 13-14; empathy destroyed by, 138-141; idea killing as, 139, 141; monostory syndrome, 19-20; nourishing vs., 140e; social dandruff, 21-22; social flatulence, 20-21; social halitosis, 17-20; violating codes of conduct with, 61-66.
 See also Behavior
 Toxic management, 185-187
 Toxic people, 160-161e, 162
 Toxic Role Model, 162, 164e
 Tragedy news stories, 258
 Transactional analysis (TA), 102
 Transactional games, 102-103
 Trump, D., 100, 266
 Twain, M., 26, 107, 253
 Tyco International, 217

U

Ugly American syndrome, 78-80
Unforgiven (film), 81
 Unilever, 216
Up Close and Personal (film), 70
 Updike, J., 101
 U.S. Department of Homeland Security, 261
 U.S. Federal Trade Commission, 266
 U.S. Presidential election (2004), 57
 "Us versus them" mentality, 60
USA Today, 215, 267

V

Verbal bludgeons, 121-125
 Verbal Judo concept, 152
 Verbal maps, 53-54
 Verbal pacing, 144
 Video games, 267-270
 Violence: anti-bullying programs to reduce, 277;
 low self-esteem tied to, 277; school,
 149, 270
 Vorhaus, J., 37
 Voyeurism news stories, 259

W

Wade, M., 267-268
 Walt Disney Company, 217
 "The Way of Life" (Lao Tzu), 242
 Wealth conferring power, 223
 Wechsler, D., 4
 Welfare state mentality, 192
 Wells, H. G., 26
 Williams, T., 101
 Win-lose ideology, 246-247
 Wiseman, R., 272-273, 274, 276, 279
 WizMark, 267
 Women: cultural labels for, 89-90; gender politics and, 195-197; male-dominant behavior codes and, 63-64; metaphors used by, 128.
 See also Gender differences; Men
 World Trade Center, 149
 Worldcom, 217
 Worry new stories, 259
 Worst boss/best boss, 219-222

Z

Zen philosophy, 4
 Zen-like approach, 82-84
 Zooming in or out, 128
 Zunin, L., 154