ABA Journal, 353
Acceptance of thoughts and emotions, 369
Accounting industry, 6–7, 211
Achor, Shawn, 289
Acting “as if,” 363
Active listening, 349–350, 363
Admissions criteria, law school, 380
Adoreboard, 10
Adrenaline, 21
Affectiva, 23
Age and emotional intelligence, 14–15
Agility, emotional, 62, 405
All in the Family, 64
Alternative legal providers (ALPs), 176–178
American Bar Association (ABA) on mental health of lawyers, 135–136, 137, 139, 140
Model Rules of Professional Conduct, 210–211
on non-lawyers providing low-cost legal services, 175
American Institute of Stress, 132–133
American Lawyer, 273, 276, 292
American Management Association, 410
Americans with Disabilities Act (ADA), 272
Amygdala, 21–23, 280
Antisocial personality disorder, 213–215
Anxiety, 132–140
Apps, emotional intelligence, 369–370, 408–409
Aristotle, 51
Arrogance, 44, 208–209
Artificial intelligence and emotional intelligence, 7–8, 92
Ashton, Lady, 17
Assessments, emotional intelligence, 41–43, 268–270, 298–301
competencies model, 401–402
free, 402–404
Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), 12, 16, 101, 335–336, 397–399, 403
mixed model and trait models, 399–401
questions to ask self in, 336–337
related, 404–408
vendor, 402
widely used, 334–336, 341, 397–402
worksheets, 339–340
Attention focused outward, 362–364
Attrition rates, 191–192
Authentic Happiness, 132, 138, 145, 404
Awareness of others’ emotions, 55–56, 404–405
Bandura, Albert, 212
Bar-On, Reuwen, 335
Barrett, Jacqueline, 117
Barsade, Sigal G., 260
Benis, Warren, 170
*Best Practices of Legal Education*, 136
*Beyond Reason: Using Emotions as You Negotiate*, 94, 96
Bienenstock, Martin, 181
*Blade Runner*, 49, 333
Board games, 366–368
Body language, 128–129, 198
Bok, Derek, 379
Boyatzis, Richard, 170
Brackett, Marc, 52
Bradberry, Travis, 89, 106, 253
Brain, the, 280
decision making and, 89–90
emotional intelligence and, 21–23, 47–48
Brant, Ann, 115
Breslau, Jill, 49
Bridges, William, 187
Bridle, Symon, 114
Briggs, Heather, 115
Brin, Sergey, 252
Buckingham, Marcus, 290
Bullying, 8, 57, 190
Burger, Warren, 205
Burnout, 132–140
Business community embrace of emotional intelligence, 3–13
Business development, 278, 345, 351
Caliper Profile, 406
Cardozo, Benjamin, 142
CareerBuilder, 23–24, 270, 280
Career dissatisfaction, 142
Carnegie Foundation, 206
Caruso, David, 398
Case managers, 96–99
Cato the Younger, 45
Center for Creative Leadership, 170, 181, 182, 199, 411
Chamorro-Premuzic, Tomas, 277, 282
Chance, Clifford, 272
Change, motivating and effectuating, 187–189
Christensen, Clayton, 180
Cicero, 45
Clark, Mary E., 45
Class and emotional intelligence, 16–17
Clients
being a trusted advisor to, 122
building a personal relationship with, 121–122
emotional connection with, 114–117
emotionally intelligent lawyers
getting and keeping more, 108–124
emotionally intelligent service centered on, 130–131
feedback from, 285–286
following-up with, 123
getting, 109–113
how much contact to have with, 121
keeping, 113–124
knowing how best to deliver to, 122
needing more than legal advice, 122
preparing to meet with prospective, 111–112
producing the best product for, 122
relationships cemented by emotionally intelligent communication, 124–130
reviews, 285, 348–349
understanding prospective, 112–113
Coaching, training and other programs, 275–289, 344–347, 351, 410–411
guidelines for effective, 411–413
instituting emotional intelligence, 277–282
mentoring and other feedback, 282–286
mindfulness, 280–282
stress management, 278, 280–281, 300–301
Collins, Jim, 217
*Cool Hand Luke*, 124
Communication, emotionally intelligent, 124–130, 207–208
nonverbal, 128–129
Compassion, 58–59
Compensating, rewarding, and promoting emotional intelligence, 286–288, 292
Confessions of a Psychopath: A Life Spent Hiding in Plain Sight, 214
Conflict Dynamics Profile, 408
Conflict reduction and management, 192–198
Conflict style assessments, 407–408
Confucius, 344
Conley, Chip, 113, 261
Conroy, John, 118
Corporate Training Materials, 411
Corruption, 209
Cortisol, 21
Counting self down, 368–369
Couto, Diane L., 354
Covey, Stephen, 170
Creativity and innovation, 183–185
Cristakis, Nicholas, 98
Curiosity, 362
Curricula, law school, 380–382
Daicoff, Susan, 43, 179
Damásio, Antonio, 49–50, 86, 89, 90
Darwin, Charles, 55, 182, 198, 204
David, Susan, 404
Decision making by emotionally intelligent lawyers, 89–92
Deep breathing, 368
De La Fontaine, Jean, 344
Demographics of emotional intelligence, 14–20
Depression, 132–140
De Saint-Exupéry, Antoine, 289
Descartes’ Error: Emotion, Reason and the Human Brain, 49–50
Deutschendorf, Harvey, 404
“Developing Legal Talent: Stepping into the Future Law Firm,” 181
Diamond, Robin, 208
Dilemmas, emotional, 61–62
Disengagement, moral, 212
Disruptive innovation, 180
Distress, 135–140, 209
accounting for, 141–146
Doctors, emotional intelligence and, 4–6, 42, 44, 57–58, 98, 198, 201, 209, 261, 278, 283, 345, 380
Drucker, Peter, 108, 256
Duncan, Susan Saltonstall, 379
Education and emotional intelligence, 10–12, 16
Einstein, Albert, 59
Ekman, Paul, 55–56, 360, 411
Emler, Brent, 9
“Emotion, Alienation, and Narratives: Resolving Intractable Conflict,” 192
Emotional agility, 62, 405
Emotional and Social Competence Inventory (ESCI), 401–402
Emotional awareness expansion, 344–351
Emotional contagion, 260–264
marketing and, 9–10
origins of theory, 2–3
physiology of, 21–23
practices as more profitable, 130–131, 217–219
primary and secondary education and, 10–12
race and, 16
reducing plague of anxiety, stress, burnout, substance abuse, depression, and suicide, 132–140
role of law schools in developing, 379–385
society at large and, 15–16
technology and, 7–8, 92, 176–178
value of, 23–24
video games, 361, 364, 409–410
See also assessments, emotional intelligence; knowing one’s emotional intelligence level; raising one’s emotional intelligence

Emotional Intelligence: Why It Can Matter More Than IQ, 3, 24
“Emotional Intelligence and Emotional Toxicity: Implications for Attorneys and Law Firms,” 204
Emotional Intelligence app by Movisol, 408
Emotional perception, 51, 52–56, 357–361
Emotional Quotient Inventory (EQ-i 2.0), 335, 399–401
Emotional regulation, 51, 61–67, 368–370
Emotional understanding, 51, 59–61, 364–368
Emotion circumplex, 365
Emotion-reflective writing, 362
Emotions
law’s skeptical view of, 45–48
lawyer who had no, 49–51
rumination on, 66–67
suppression of, 64–66
Emotion words, 350–351
Empathia, 411, 414
Empathy, 58
Empathy Quotient, 404
End of Lawyers? Rethinking the Nature of Legal Services, The, 174, 178
Engagement, using emotional intelligence to increase, 8, 173, 252, 289–295, 384
Enrico, Roger, 181
Eponaquest, 411
Ethics, polls re, 44
empathy and, 57
games to raise, 364, 410
law schools role in, 381–382
liability and, 205–215
mindfulness impact on, 281, 353
power and, 209, 295
Expression of Emotions in Man and Animals, The, 55
External challenges to leadership, 174–182
Facebook, 8, 261
FedEx, 275–276, 293
Feedback
coaching and mentoring, 282–286, 347–348
for raising self-awareness, 255–257
Feeling Smart: Why Our Emotions Are More Rational Than We Think, 206
Fight-or-flight response, 21, 23
Financial pressures on legal services, 180–181
Fisher, Roger, 93, 94
Five Factor Model, 334, 406
Focusing attention outward, 362–364
Follet, Mary Parker, 277
Fox, Erica, 192
Frampton, Peter, 56
Frankl, Viktor E., 352
Frawley, Chris, 251
Furlong, Jordan, 189, 393
“Further Beyond Reason: Emotions, the Core Concerns, and Mindfulness in Negotiation,” 93
Future of the Professions, The, 178
Index

Gardner, Heidi, 107, 199, 200, 218, 286, 287
Gender and emotional intelligence, 17–20
General Electric, 126, 170, 185
Geography and emotional intelligence, 14
Getting to YES, 93, 94
Ghostbusters II, 260
Ghyst & Associates/Brent Darnell
International EI Test, 403
Giving credit away, 198
Globalization, 174–176
Goleman, Daniel, 3, 21, 24, 49, 88, 170, 172, 251, 261, 402
American Management Association seminars and, 410
on deep breathing, 368
ESCI assessment tool, 335, 401–402
on mindfulness, 352
on questions to “get you thinking about your own [EI] competencies,” 336–337
on recruiting emotionally intelligent professionals, 265
on reduced importance of high IQ, 273
Good to Great, 217
Graduate business schools and emotional intelligence, 12–13
Greater Good’s free Facial Expression Quiz, 405
Great People Decisions, 172
Greaves, Jean, 89, 106, 253
Greenstein, Fred I., 170
Griswold, Erin N., 113
“Gut feelings,” 87, 98, 207
Halpern, Charles, 281
Happiness, value of, 143–144, 201–204, 383–384
Happiness Advantage, The, 289
Happy Secret to Better Work, The, 289
Hart, Gary, 2–3
Harvard Business Review, 3–4, 179, 180, 200, 252, 259, 264
Harvard Law School, 107, 113, 181, 192, 266, 379, 382
Hayward, Sonita, 99
Hazelden Betty Ford Foundation, 138–139, 140
Health and happiness of lawyers accounting for lack of, 141–146 plague of anxiety, stress, burnout, substance abuse, depression, and suicide impacting, 132–140
Healthcare industry, 4–6, 211
Heineman, Ben, 185
Henderson, Bill, 269
Herz, Arnie, 81, 121, 194
Higher-functioning teams, 198–200
Hiring and recruiting, 264–265 costs of, 266–267 recalibrating practices in, 265–268 screening for emotional intelligence and other competencies in, 268–274 Hogan Personality Inventory (HPI), 195, 406–407
How Leading Lawyers Think: Expert Insights into Judgment and Advocacy, 82, 96, 205
“How Resilience Works,” 354
Humans Are Underrated, 179
Identity, shared, 349, 362
Illicit Relationship of Lawyers and Emotions, The, 141
Imagination, 362
Immelt, Jeff, 126
Influence, achieving, 185–187
Innovation and creativity, 183–185
Innovator’s Dilemma, The, 180
Inside Out, 11
Institute for Health and Human Potential EQ Quiz, 404
Institute for Social + Emotional Intelligence, 410
Internal challenges to leadership, 182–189
Internal reviews, 284–285
Iowa Gambling Task, 86–87, 90
IQ, 85–86
“How Resilience Works,” 354
Human Resources, 179
Iq, 85–86
“Is This Any Way to Recruit Associates?” 267

473
Beyond Smart: Lawyering with Emotional Intelligence

Jagged Edge, 215
Jamail, Joe, 379
Johansen, Lynn, 272
Johnson & Johnson, 4, 9
Judges, 102–105
  mental health of, 140
Kahneman, Daniel, 89, 206, 261
Kelly, Gary, 293
Kerry, John, 17
Kiser, Randall, 82, 96–97, 99–100, 102, 205, 256, 413
Knowing one’s emotional intelligence level, 333–341
KOUSES, James, 182
Kurzweil, Roman, 58
Kurzweil, Ray, 92
Langdellian model, 380–381
Language, empathic, 363
Larsen, Ralph S., 4
Law firms and law departments
  emotional intelligence building more productive culture in, 189–204
  emotional intelligence lowering risk of liability for, 204–217
  emotionally intelligent leaders of, 169–189
  emotionally intelligent practices as more profitable for, 130–131, 217–219
  See also workplaces, development of emotionally intelligent
Law People Management, LLC, 278, 347, 351, 410
Law schools, 379–380
  admissions criteria, 380
  curricula, 380–382
  first steps in cultivating EI skills, 382–383
  making students happier, 383–384
Law school students, 136–138, 265–266, 267
Law’s skeptical view of emotions, 45–48
Lawyer, Know Thyself: A Psychological Analysis of Personality Strengths and Weaknesses, 136
Lawyers
  arrogance in, 208–209
  attrition rates, 191–192
  benefits of high emotional intelligence for, 81–85
  career dissatisfaction among, 142
  in distress, 134–140, 209
  emotional intelligence assessment and other data on, 41–43
  end of, 178–180
  reputations and perceptions of low emotional intelligence in, 43–45
  at their weakest, 138–140
  troublesome outliers in, 211–215
  unhappiness of, 142–144
  work profile and debilitation among, 141
Lawyers, emotionally intelligent, 81–85
  as case managers, 96–99
  communication by, 124–130
  getting and keeping more clients, 108–124
  as healthier and happier, 131–147
  as judges, 102–105
  as litigators, 99–102
  make better decisions, 89–92
  make more money, 106–131
  as negotiators, 93–96
  role of law schools in producing, 379–385
  as smarter, 85–92
  as stronger practitioners, 93–105
Leaders, emotionally intelligent
  building emotionally intelligent workplaces starting with, 253–264
  external challenges for, 174–182
  feedback for raising self-awareness in, 255–257
  internal challenges for, 182–189
  investment in developing, 257–258
  as more effective, 169–189
  personal engagement by, 293–295
  using emotional contagion, 260–264
  women as, 258–260
  Leadership and the Sexes: Using Gender Science to Create Success in Business, 259
<table>
<thead>
<tr>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Challenge, The, 182</td>
</tr>
<tr>
<td>Leadership development investment, 257–258</td>
</tr>
<tr>
<td>Leading EI Quiz, 404</td>
</tr>
<tr>
<td>Lees, Susie, 117</td>
</tr>
<tr>
<td>Legal abuse syndrome, 44–45, 119</td>
</tr>
<tr>
<td>LegalZoom, 175</td>
</tr>
<tr>
<td>Lehrer, Jonah, 183</td>
</tr>
<tr>
<td>Leonard, Carl A., 257</td>
</tr>
<tr>
<td>Levin, Mark, 264</td>
</tr>
<tr>
<td>Lexis Nexis Bellweather Report, 116</td>
</tr>
<tr>
<td>Liability risk and emotional intelligence, 204–217</td>
</tr>
<tr>
<td>Lie to Me, 55–56</td>
</tr>
<tr>
<td>Listening</td>
</tr>
<tr>
<td>active, 349–350, 363</td>
</tr>
<tr>
<td>art and science of, 126–128, 349–351</td>
</tr>
<tr>
<td>Literary fiction, 366</td>
</tr>
<tr>
<td>Litigators, 99–102</td>
</tr>
<tr>
<td>Low decision latitude, 141, 212</td>
</tr>
<tr>
<td>Machiavelli, Niccolo, 213</td>
</tr>
<tr>
<td>Machiavellianism, 213, 215</td>
</tr>
<tr>
<td>MacKay, Karen, 393</td>
</tr>
<tr>
<td>Maetrix Emotional Intelligence Test, 403</td>
</tr>
<tr>
<td>Maister, David, 109, 119, 171, 189, 217, 350, 393</td>
</tr>
<tr>
<td>Malloy, Ruth, 258</td>
</tr>
<tr>
<td>Malpractice liability, 204–217</td>
</tr>
<tr>
<td>arrogance, 208</td>
</tr>
<tr>
<td>communication, 125</td>
</tr>
<tr>
<td>distress, 209</td>
</tr>
<tr>
<td>physicians, 5, 208–209</td>
</tr>
<tr>
<td>power, 209</td>
</tr>
<tr>
<td>risk appraisal, 207</td>
</tr>
<tr>
<td>social outliers, 211–217</td>
</tr>
<tr>
<td>Matrixed organizations, 185</td>
</tr>
<tr>
<td>Mayer, John D. “Jack,” 2–3, 147, 193, 260, 271, 397, 402</td>
</tr>
<tr>
<td>Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), 12, 101,</td>
</tr>
<tr>
<td>335, 397–399</td>
</tr>
<tr>
<td>McGraw, Dan X., 290</td>
</tr>
<tr>
<td>McGraw Hill Education EI Quiz, 403</td>
</tr>
<tr>
<td>McKee, Annie, 170, 172, 254, 333, 404</td>
</tr>
<tr>
<td>McKinsey &amp; Co., 174–175</td>
</tr>
<tr>
<td>McKinsey Global Institute, 177</td>
</tr>
<tr>
<td>Mediation, 95–96</td>
</tr>
<tr>
<td>Meditation, 280–281, 352–354, 363</td>
</tr>
<tr>
<td>apps for, 409</td>
</tr>
<tr>
<td>Megginson, Leon C., 182</td>
</tr>
<tr>
<td>MEIT (Mobile Emotional Intelligence Test), 408</td>
</tr>
<tr>
<td>Mentoring, 282–286, 344–347</td>
</tr>
<tr>
<td>Meyer, Rachel A., 204</td>
</tr>
<tr>
<td>Microsoft, 10</td>
</tr>
<tr>
<td>Miller, Michael, 140</td>
</tr>
<tr>
<td>Mills, Michael, 178</td>
</tr>
<tr>
<td>Mimicking facial expressions, 362</td>
</tr>
<tr>
<td>Mindfulness, 93, 172, 252, 280–282, 352–354, 362, 369, 382–383</td>
</tr>
<tr>
<td>Mind Tools EI Quiz, 404</td>
</tr>
<tr>
<td>Mines, Michael R., 204</td>
</tr>
<tr>
<td>Mines, Robert A., 204</td>
</tr>
<tr>
<td>Mirroring the speaker’s style, 350</td>
</tr>
<tr>
<td>Mixed model EI assessments, 399–401</td>
</tr>
<tr>
<td>Mood Meter app, 358–359, 408</td>
</tr>
<tr>
<td>Moral disengagement, 212</td>
</tr>
<tr>
<td>Mork and Mindy, 61</td>
</tr>
<tr>
<td>Motivating and effectuating change, 187–189</td>
</tr>
<tr>
<td>Music, 363, 366</td>
</tr>
<tr>
<td>Musil, Robert, 85</td>
</tr>
<tr>
<td>My Emotions quiz, 404</td>
</tr>
<tr>
<td>Myers-Briggs Type Indicator (MBTI), 195, 208–209, 300, 406</td>
</tr>
<tr>
<td>Narcissism, 212–213, 215</td>
</tr>
<tr>
<td>National Institute for Occupational Safety and Health, 139</td>
</tr>
<tr>
<td>National Law Review, 116</td>
</tr>
<tr>
<td>Negotiators, 93–96</td>
</tr>
<tr>
<td>Nelken, Melissa, 192</td>
</tr>
</tbody>
</table>
Beyond Smart: Lawyering with Emotional Intelligence

New York Times, 2–3, 89
Nice Companies Finish First:
    Why Cutthroat Management
    Is Over-And Collaboration Is In, 218
Nolo, 175
Nonverbal communication, 128–129
Normand-Hochman, Rebecca, 251
Novack, Denis, 131

Obama, Barack, 57
O’Connor, Sandra Day, 142
O’Keefe, Kevin, 127
On the Origin of Species, 182
Oracle effect, 97, 207
Origins of emotional intelligence
    theory, 2–3
Other Kind of Smart EI Quiz, 404
Others’ emotions, awareness of, 55–56
Outliers, troublesome, 211–215
Outside Counsel, 116

Page, Larry, 252
Paralinguistics, 128
Patton, Bruce M., 93
Peer reviews, 285
Perception, emotional, 51, 52–56, 357–361
Performance reviews, 348–349
Personality and personal style
    assessments, 406–407
Personal attributes of lawyers, 144–145, 209–211
Personal well-being. See happiness, value of
Pessimism, 109, 144–145, 262, 279, 354, 369, 405
Peters, Tom, 198
Physiology of emotional intelligence, 21–23
Picard, Rosalind, 7
Pigott, Jane DiRenzo, 282
Pink, Daniel, 110, 292
Plasticity, brain, 23, 280
Plato, 45, 343
Plutchik, Robert, 365
Polls, 5, 44, 290
Posner, Barry, 182
Power, coping with, 209
Pre-Employment Attorney Test, 407
Preferred Lawyer Alliance (PLA), 117
Prefrontal cortex, 22
Preparation for meeting with
    prospective clients, 111–112
Presidential Difference: Leadership Style
    from FDR to Barack Obama, The, 170
Press, Aric, 273
Primal Leadership: Learning to Lead with
    Emotional Intelligence, 170
Primary and secondary education and
    emotional intelligence, 10–12
Prince, The, 213
Proceedings of the National Academy of
    Sciences, 103
Proxemics, 128
Psychology Today Test, 403
Psychopathy, 213–215
Psychtests Emotional Intelligence Test, 403
Public opinion of lawyers’ emotional
    intelligence, 43–45
Publilius Syrus, 45
Race and emotional intelligence, 16
Raising one’s emotional intelligence,
    343
    emotional empathy in, 361–364
    emotional perception in, 357–361
    emotional regulation in, 368–370
    emotional understanding in,
        364–368
    expanding one’s emotional
        awareness to, 344–351
        four components in, 356–370
        four routes to, 343–356
        mindfulness and, 352–354
        participating in training for, 351
        perseverance in, 354–356
Reading the Mind in the Eyes Test, 404
Reagan, Ronald, 198
Regulation, emotional, 51, 61–67, 368–370
Resonant Leadership: Renewing Yourself
    and Connecting with Others through
    Mindfulness, 172
Retzinger, Suzanne, 192
Reviews
  internal, 284–285
  performance and client, 284–288, 348–349
Rhode, Deborah L., 204, 212
Richard, Larry, 88, 201, 272, 277, 355, 413
Right Profile, 407
Risk appraisal, 97, 207
Riskin, Gerry, 293
Riskin, Leonard, 93, 382–383
Roberts, Richard D., 260
Robinson, Mary, 259
Robots, 7–8
RocketLawyer, 175
Rohatyn, Felix, 93
Roosevelt, Theodore, 114
ROSS, 177, 180
Rumination, 66–67
Ryan, John, 255
Salas, Eduardo, 275
Salovey, Peter, 2–3, 144, 398, 402
Sandberg, John, 299
Savageau, Steven M., 258
Scheff, Thomas, 192
Schulman, Amy, 117
Schultz, Mike, 380
Scott, Ridley, 49
Scudamore, Brian, 196–197
Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (And World Peace), 281
Secondary victimization, 44–45, 119
Self-evaluations, 284
Self-talk, 369
Seligman, Martin, 132, 138, 141, 145, 279
  Optimism Test, 405
Seneca, 45
Seville-Jones, Sandra, 302
Shakespeare, William, 55
Shapiro, Daniel, 94
Shared identity, 349, 362
Shultz, Marjorie, 83, 146
Simpson, O.J., 101
Sistek, Johanna, 281
Six Seconds EQ Network, 408–409, 411
Smartness of emotionally intelligent lawyers, 85–92
Smith, Roland B., 182
Smith and Marrow, 253
Snakes in Suits: When Psychopaths Go to Work, 214
Society at large and emotional intelligence, 15–16
Sociopathy, 213–215
Soft skills, 107, 181, 279
Sotomayor, Sonia, 62, 103
Spence, Gerry, 126
State bar programs, 136–137
Steuer, Max, 101
Stress, 132–140
  age and, 15
  agility and, 62
  culture and, 190
  doctors and, 5
  faking and, 263
  emotional regulation and, 66–67
  Hogan assessment re, 406
  hormones, 21, 105
  latest report on lawyers re, 138–140
  law schools and, 382
  lawyer reactions to, 195
  leaders and, 171
  low El and, 187
  management training, 278–281, 300
  mindfulness and, 353
  successful association and, 84
  susceptibility of lawyers to, 141–142
Strong practitioners, emotionally intelligent lawyers as, 93–105
Stuckey, Roy, 136
Substance abuse, 138–140
Suicide, 139–140, 300–301
Suppression, 64–66
Susskind, Richard, 174, 178
Swedlow, Russell, 47
Sympathy, 58–59
Beyond Smart: Lawyering with Emotional Intelligence

TalentSmart, 254, 402, 411, 413
Tan, Chade-Meng, 281
Teams, emotional intelligence and, 5–6, 57, 90, 118, 145, 172, 185, 198–200, 211, 258, 285–286, 288, 294, 394
Technology, 7–8, 92
advances and challenges to legal providers, 176–178
Teo, Bee Leay, 114
Terrible Melancholy: Depression in the Legal Profession, A, 140
Thalamus, 22
Thinking, Fast and Slow, 89
Thomas, M. E., 214
Thomas Kilmann Instrument (TKI), 195, 407–408
Thomson Reuters, 177–178
“Time for The Am Law 200 to Embrace Testing for Talent?”, 273
To Sell Is Human: The Surprising Truth about Moving Others, 110
Trait Emotional Intelligence Questionnaire (TEIQue), 399–401
Trait model EI assessments, 399–401
Triumphs of Experience: The Men of the Harvard Grant Study, 910
Truman, Harry, 198
Trusted Advisor, The, 350
Tupman, Simon, 174
Understanding, emotional, 51, 59–61, 364–368
Understanding what the prospect wants, 112–113
Unhappiness, 142–144
Uniformity of lawyer attributes, 144–145, 210–211
Urgency, sense of, 209–210
Ury, William L., 93
US Institute of Peace’s Conflict Styles Assessment, 408
Vaillant, George, 91, 132
Van Gogh, Vincent, 51
Van Rompuy, Herman, 17
Video games, emotional intelligence, 361, 364, 409–410
Vocal chronemics, 128
Vodafone, 117
Walking it off, 369
Wallerstein, Tom, 264
Wechsler, David, 85
Wechsler Adult Intelligence Scale, 85
Weiner, Jeff, 281
Welch, Jack, 126, 170
Winter, Eyal, 206
Winter, Graham, 172
Women leaders, 258–260
Workplaces, development of emotionally intelligent, 251–253
emotionally engaging the keepers in, 289–303
hiring emotionally intelligent professionals for, 264–274
starting at the top with emotionally intelligent leaders, 253–264
training, coaching and other programs for, 275–289
See also law firms and law departments
World Health Organization, 138
Writing, 362, 366
Yale Center for Emotional Intelligence, 8, 11, 52, 358
Yale Law & Policy Review, The, 292
Yale Law School, 137
Zedeck, Sheldon, 83, 146
Zimmerman, Isaiah, 140

478