

# **Social Intelligence: The New Science of Human Relationships Study Guide**

**Social Intelligence: The New Science of Human Relationships by Daniel Goleman**

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# Plot Summary

"Social Intelligence: The New Science of Human Relationships" is a non-fiction book written by the award-winning psychologist and journalist Daniel Goleman. In many ways this book is meant to be a companion piece to the "New York Times" best-seller "Emotional Intelligence: Why It Can Matter More Than IQ". The book examines the relationship between neuroscience and human interactions. Goleman finds that we are "wired to connect", and examines the impact our personal relationships have on every aspect of our lives.

Goleman defines Social Intelligence as being knowledgeable about both our interpersonal relationships and in how we act in them as well. He makes a point to distinguish between a self-serving con man and the genuine caring acts we need to have healthy, loving relationships. Goleman uses his own research and life-experiences, as well as the research, life-experiences, and anecdotal evidence of others to continually make his point about the impact our social and private relationships have on our lives. Whether it is bumping into a stranger on the street, or how often our mother's held us as infants, Goleman shows just how our social interactions define us.

In the first few chapters Goleman makes a distinction between the high and low neural pathway. The low road, as the name suggests, is more instinctual and emotion-based. The low road process non-verbal information, such as the body-language and facial expressions of the person we are talking to. On the contrary, the high road revolves more around communication, adaptation, and the ability to recall past experiences. After thoroughly explaining these two different pathways, Goleman uses both of them throughout the rest of the book to illuminate and reinforce his points.

Social Intelligence has six separate sections, each of which has Goleman breaking down the neuroscience of various human interactions. In the first section Goleman addresses human's basic needs to connect with one another. In the next section he breaks down the character traits that lead us to have unhealthy relationships, including the "dark triad: that often lead to some of the greatest instances of evil. In the third section Goleman takes on the ageless 'nature versus nurture' debate. Goleman doesn't chose a side on this hot-button issue, instead he uses neuroscience to show how both play in a role in the type of people we become.

In the fourth section, Goleman looks at how human's neurological system reacts to being in love. In one of the more illuminating parts of the section, Goleman shows that being in love activates the same sectors of the brain as heroin does! In the fifth section, he examines the effects that personal relationships have on our health. While it may seem obvious, positive relationships have a tremendous effect on our health, while negative relationships lead to stress and the numerous health concerns that come with it. In the final section of the book, Goleman examines how this new information on our social relationships could help change our personal and professional lives. Utilizing all the information that he has just gone over, Goleman also wonders what our world might



look like if we placed healthy social relationships as the most important part of our lives, and as a society as a whole.



# Chapters 1-3

## Chapters 1-3 Summary and Analysis

Summary: "Social Intelligence: The New Science of Human Relationships" is a non-fiction book written by Daniel Goleman, an award-winning psychologist and journalist. This book is meant as a companion piece to Goleman's best-seller Emotional Intelligence.

At the onset of the book Goleman makes the argument that as human beings we are "Wired to Connect". The first and longest section of the six that this book is broken into takes its title from this idea. In the very first chapter, Goleman talks about 'the low road'. The low road is a neural pathway that deals with emotional, and non-verbal messages sent from the brain. Body-language, facial expressions, even a shift in tone, all of these are factors picked up by the low road. As the name suggests, the low road is an instinctual and mostly reactionary, and while it can often drive our decision making, it is not the smartest or most sophisticated method of human interaction. Goleman argues that we most first became aware of these low road inhibitors and how they effect us. Once we're aware of them, we can them work towards having them effect us and our interpersonal relationships less.

Goleman is quick to point out that as harmful as the low road can be to our relationships, certain part of this pathway can be very beneficial. For instance, the low road is also home to many 'mirror neurons', which can help heighten are most intimate of interactions. While the cues we get from the low road may be basic and unsophisticated, humans have been hardwired to interpret and respond to them. And when interpersonal interactions are going well, the mirror neurons that the low road process help people to get in synch with whomever they're communicating with. This unspoken rapport can often lead people to connect on a deeper level.

In the third chapter, Goleman continues his exploration into how the low road neural pathways affect our interactions, in this case in group settings. Humans react to the tone, facial features, and body-language of the people around us, even if these people are complete strangers. When strangers smile at us we instinctively return their smile. This is one of the positive ways the the so called low road pathways can work to our advantage. We just need to be aware of them and act accordingly.

Analysis: In the first chapter of the book Goleman introduces the reader to several of the books major themes, including neuroscience, the high and low road, and mirror neurons. He also shows the reader the format of the book, that is, he makes a claim and then sets about backing it up with science and anecdote. Despite the complexity of the subject matter, Goleman does his best to explain everything in simple, easy to understand language. Also, his background in psychology shows as he often repeats the same points, knowing full well that humans learn best through repetition.



In the first chapter, Goleman introduces the idea of the low road. Once he explains the technical aspect of this neurological function, he uses stories and various anecdotes to help make sure the reader understands it. One example he uses is the story of 'patient x', a stroke victim who had lost most of the connection between his eyes and brain. He was able to identify even the simplest of images he was shown. However, the doctors discovered that he was able to ascertain the emotions on someone's face. The reason for this is that the low road, i.e. the neurological pathway that helps us commute non-verbal information, takes a different route to the brain than the visual cortex. So while this man was unable to identify himself and loved ones, he could read the emotions on a strangers face because his low road was still functioning.

While the low road can often lead to trouble, such as having our mood worsened by a scowling stranger, it can also be quite beneficial to our relationships. Utilizing mirror neurons, we can become in-synch or connected with whomever we're talking to. This leads us to having conversations that are not just intellectually stimulating, but emotionally satisfying as well. Cultivating this type of relationship is of the utmost importance to Goleman, since it will have such a positive effect on the rest of our life.

Goleman also uses stories from his own life to help explain the theories he puts force. One example of this is when he talks about reading the faces on a New York subway. Instead of turning int he direction of the commotion that's occurring on the train, Goleman instead looks at the face of his fellow passengers who are facing that direction. By reading their reactions, he is able to understand that he is in no immediate danger and therefore the commotion does not warrant his attention.



# Chapters 4-6

## Chapters 4-6 Summary and Analysis

**Summary:** The last half of the book's first section, *Wired to Connect*, starts with Goleman addressing the convoluted topic of altruism. It has long been debated by people from all walks of life as to whether or not man's basic instinct is to do harm or good. Instead of choosing sides or even rehashing arguments, Goleman cuts right to the chase and shows what neuroscience has to say on the topic. His finding is that, by understanding ourselves and the world around us, we can make it so that we are more hardwired for altruism. He believes the best way to do this is to focus on compassion and empathy for others, as opposed to being self-absorbed. This is easier said than done, but with concentration, practice, and keeping an open mind he believes it is fully possible.

Picking up where he left off in previous chapters, Goleman further examines the power of non-verbal communication. Often our low road's instinct about people can tell us a lot about them. Couples in love remember the intimate, silent moments that transpire before their first kiss. Coworkers feel at ease around one another before having spoken to each other. These are all examples of our neurological system at work. The brain reacts to several things, often times without us even noticing. This all takes place on the low road neural pathways. By properly understanding how these factors work, we can lead healthier and more fulfilling lives.

In the final chapter of part one, Goleman produces the conclusion that he's spent five chapters building up to: that the social and emotional parts of the brain are connected, or at the very least intermingle. This is why it is so important to understand how the low road works. If you know how your emotions affect you, you can use that awareness to help navigate through all manner of social interactions. Goleman believes that understanding the relationship between the emotional part of our brain and the social part is the key to building a solid foundation for effective social intelligence.

**Analysis:** The final half of part one introduces another one of the book's main themes, that is Goleman taking a controversial subject and examining it through the lens of neuroscience. Psychologists have long been obsessed with whether or not man's basic instinct was geared more towards altruism or towards selfishness. Countless studies and theories have been put forth, arguing for each side of this debate. Rather than try and tackle this ageless debate, Goleman looks at the facts. He finds that whether or not people are altruistic depends on a number of circumstances. Once again it boils down to having a proper understanding of how our neural system works. The best way to do this is focus less on yourself and more on others. Sometimes it appears the answer really is that simple. Goleman backs up this simplistic conclusion with a slew of statistics, studies, and personal anecdotes.



The predominate theme of part one, *Wired to Connect*, is that of the low road. Goleman touches on this subject in every single chapter of this section. Rather than just repeat the same point over and over again, he instead tries to help the reader understand this difficult concept by continually finding new examples of it at work. The emotional pathway is much quicker than the rational one, or high road. Often times we don't even notice the effect it has on us. Goleman uses that example of a couple moments before their first kiss to show the power of non-verbal connection. He also recalls a colleague who chose his assistant, the person he'd spend the bulk of his day with, simply because he felt at ease the first time he met her. Goleman also uses a literary example to further his point, recalling the non-verbal exchange between two characters in the Henry James novel *The Golden Bowl*.

To wrap up the first section Goleman continues a practice he has utilized throughout the book: summarizing what has been learned thus far then adding on to it. For the first five chapters he continually draws connection between the emotional and social parts of the human brain. While the two might not be the same thing, they certainly intermingle and thus understanding how they interact becomes a key to possessing social intelligence. One of the ways he proves this point in this chapter is by providing the reader with three different pictures of eyes. Each of the eyes is expressing a different emotion, four possible choices for what that emotion might be are given to the reader. The reader then tries to determine what emotion the eyes are trying to convey. Perfecting this sort of skill, i.e. understanding and acting on non-verbal signals, is an important step in understanding how the emotional and social parts of our brains interact. And comprehending that complex relationship will help you learn effective social intelligence.





# Chapters 7-9

## Chapters 7-9 Summary and Analysis

Summary: The second section of the book is called, Broken Bonds, and in it Goleman addresses the myriad of reasons that people have negative social interactions. The first of such reasons Goleman looks at he calls an "I-it" interaction. An "I-It" interactions happens when one person treats the other person they're interacting with as an object. These types of interaction can range from a spouse not paying attention to what their partner is saying, to the extreme of a serial killer taking their victims life. What all "I-It" interactions have in common is a lack of empathy from one party, and whichever party who becomes the "it" feeling a significant amount of rejection.

Next Goleman looks at what psychologists refer to as the "dark triad", a trio of character traits which are aversive to interpersonal relations. The dark triad consists of the narcissistic personality, the Machiavellian personality, and the psychopath or antisocial personality. The narcissistic personality, which takes it's name from the Greek myth of Narcissus, is characterized by an inflated view of self, egotism, lack of empathy, and a sense of entitlement. The Machiavellian personality, named after the Italian diplomat Niccolò Machiavelli, is characterized by the exploitation of other, and a cynical dismissal for morality and the well-being of others. Finally, the psychopath personality is highlighted by impulsive thrill seeking, callous remorselessness, lack of personal affect, and extreme selfishness. All three of the dark triad personalities can vary in degree and severity, and they all create countless "I-It" interactions.

The final Broken Bonds that Goleman addresses is something he refers to as being "mindblind". What he means by being "mindblind" is essentially an inability, for whatever reason, to sense what is happening in the mind of someone else. Psychologists refer to the ability to sense what someone else might be thinking or feeling as "mindsight". The opposite of "mindsight" is, obviously being "mindblind". Like all the other traits discussed in this section, a lack of empathy typifies being "mindblind".

Analysis: Part two, Broken Bonds, looks at the various reasons that negative social interactions occur. In these three chapters Goleman mainly looks at the personality traits that lead to broken bonds of effective interpersonal communication. More briefly, he also looks into various causes that lead to negative interactions. Understanding how bonds are broken is a key to having competent social intelligence, since this allows you to avoid mistakes by knowing what they look like. The one thing that everything discussed in these three chapters have in common is a lack of empathy.

The first broken bond that Goleman highlights is "I-It" interactions. The term "I-It" comes from the philosopher Martin Buber. "I-It" interactions occur whenever one person treats or makes the other person feel like an object as opposed to a human being. Goleman illustrates this by recalling a story of a woman who received a sympathy phone call shortly after her sister had died. The caller was clearly preoccupied, and thus the



women was very hurt by what should have been a sympathetic phone call. Most "I-it" interactions are similar to this one, in which someone takes the other person's feeling for granted or does not even consider them. On the extreme end of "I-It" interactions is when a criminal feels no remorse for their victim.

Next Goleman reviews the "dark triad", three personality traits that all result in negative interpersonal interaction, often with extreme or dire consequences. These three traits are the narcissistic personality, the Machiavellian personality, and the psychopath personality. Goleman condenses the narcissistic personality to this motto: others exist to adore me. The rampant egotism seen in this disorder is always destructive to interpersonal and group interactions. This is also the case with the Machiavellian personality, which manifested itself in a blatant exploitation and disregard for other people and moralism. Interestingly, Goleman points out that these first two traits are often possessed by boss in the corporate world. The last of the dark triad is the psychopath personality, also known as the antisocial personality. This is the most extreme and harmful of the three traits. It is typified by impulsive thrill-seeking, and remorselessness for anyone a psychopath harms. The cruelty that comes with this disorder can be evident as early as in childhood. Regardless of the vary degrees in which a person can possess these traits, they are all shoehorned together by people lacking self-awareness and empathy.



# Chapters 10-12

## Chapters 10-12 Summary and Analysis

**Summary:** The third section of *Social Intelligence, Nurturing Nature*, looks at the complex and highly debated relationship between a person's innate attributes, their genes, and their personal experience. Goleman doesn't choose a side on this hot-button issue, instead he uses neuroscience to show how both play a role in the type of people we become. He does however trend away from the popular psychological opinion, as evidenced by the first chapter in this section being called *Genes Are Not Destiny*. In this chapter Goleman makes the case that while genetics play an obvious role in the type of person we are, they aren't the end all be all. Using a myriad of examples, he shows that environment, i.e. nurture, often plays a very crucial role in how certain genes evolve.

No one has perfect genetics, and everyone has character flaws that they need to continually work on. Goleman suggests that people need to create a "secure base", a safe haven of sorts where people can deal with difficult emotions and occurrences. He recommends that people set up such a base wherever and whomever they are with, stressing that this type of environment helps cultivate positive interpersonal interactions. He also notes that children who lack this environment tend to become anxious or avoidant in their relationships, as opposed to having a sense of self-worth and personal effectiveness, and that these traits often follow them into adulthood.

The final chapter in this section, *The Set for Happiness*, piggybacks on the claims made in the first two, arguing again for the role environment plays in shaping people. Goleman talks about how the ability to say no to urges and impulses is a trait that needs to be continually developed in young children and teens. One of the best ways to this is to create an environment in which saying no is acceptable and not seen as a negative thing. The same is true for failure. Goleman argues that in order for a child to grow into a socially healthy adult, they need to be nurtured from an early age to handle the complex array of emotions that make up human life.

**Analysis:** Many psychologists have long held the belief that genetics are the major determining factor in what type of people we are. While Goleman does not dismiss the importance of genetics, he tends to argue more for the case of environment, i.e. nurture, in this section. In one of the more convincing arguments in the book, Goleman tells the story of his childhood best friend's current work with alcoholic rodents. His friend, John Crabbe, is a behavior geneticist who has spent years researching mice with an alcohol-loving DNA strain called C57BL/6J. A study was done at various universities involving these mice with identical environments set up. While mice with this unique strain are essentially clones of one another, the test results from the different labs were far from identical, serving a major blow to all who believe that genes alone determine behavior.



Goleman spends most of this section discussing child-rearing. It is his belief that our behavior traits are cultivated at a very young age. By highlighting the results of several studies and personal anecdotes, he creates a convincing case that much of a person's ability to handle troubling emotions comes directly from their relationship to their mother as infants. Often times, character traits like shyness are as much a result of a child's home environment as anything else. Goleman's stance seems to buck much of the conventional wisdom, but it's clear that he's not taking this opinion simply to be a contrarian. He honestly believes what he says and he has the data to back up his belief.

Goleman makes the case in this section for a secure base, a sort of safe haven for dealing with troubling emotions. A secure base for children means something to the effect of a state of play where mistakes are giggled at, where fears, threats and dangers are confronted with a sense of joy and adventurous learning. Such a base helps children to become emotionally resilient, which will allow them to bounce back from emotional setbacks in a healthy and timely manner. He also states that a secure base is not just helpful to children, but adults as well. Adult relationships that have a secure base to deal with troubling emotions are often times the healthiest.



# Chapters 13-15

## Chapters 13-15 Summary and Analysis

Summary: Love's Varieties, the fourth section of "Social Intelligence", examines how our neural system reacts to love. Goleman states that neuroscience has three different neural networks for attachment, caregiving, and sex. While all three of the networks share similar traits, how they drive us to act is rather different. The first chapter in this section, Web of Attachment, deals with the network for attachment. There are three styles of attachment: avoidant, secure, and anxious. Those who have secure attachment, as the name suggests, are often the healthy and can deal with their and other's emotions more easily than others. Avoidant and anxious types tend to have relationship static, and struggling dealing with emotions, both their own and others. Often times, these three types of attachment are cultivated in a person's upbringing.

Sex inhibits certain low road neural pathways that are beyond the reach of the thinking brain. This is likely why some people become so crazy when it comes to sex. Sex is also know to activate several high road pathways, making it one of the most complex endeavors as far as the neural system is concerned. While men and women share many of the same sexual desires and thus neurological reactions, there are some distinct differences. Here the age old adage holds true that men are more driven by physical attraction, whereas women seek an emotional connection.

Compassion operates on an entirely different neural system than sex or attachment. Citing the work of Jaak Panksepp, Goleman argues that most compassion actually comes from low road neural pathways. The type of compassion we feel for another person often depends on our relationship. Being compassionate and having a partner who shares that trait is often the key to having a loving, healthy relationship.

Analysis: In the forth section of the book, Goleman utilizes previously covered material to back up new points. Harkening back to the first section of this book, Goleman states that much of our neural systems reactions to love come from non-verbal communication. While attachment, sex, and compassion have different neural systems, they all three take a bulk of their cues from non-verbal signifier. Much as he has done in the previous three sections, Goleman uses scientific facts, statistics, study results, and anecdotes to make his points.

One interesting revelation that comes from this section is similarities to being in love and being a drug addict. Our neurological reaction to feelings of close attachment to another person activates similar endorphins and parts of the brain as a heroine addict gets when using the drug. This pith anecdote helps to explain the intensity we often feel in our closest relationships.

Both attachment and compassion have similar neural systems in that both of which begin to develop in childhood. In making this assertion Goleman references his findings

in the previous section about nature and nurture, an occurrence that becomes more and more prevalent in the later half of this book.

At the beginning of the chapter on sex, Goleman quotes a former college friend who's father told him "When the penis gets hard, the brain goes soft." Much of Goleman's addressing of this topic has a similar flair of brashness. Since sex is one of the few endeavors we're aware of that activates both high and low road neural pathways, it's no wonder it is often so complicated. While most of the data put forth in this chapter seems to confirm the stereotypes about the differences between men and women's sexual desires, Goleman is quick to point out that the sexes have a lot more in common than they do different when it comes to sex.



# Chapter 16-18

## Chapter 16-18 Summary and Analysis

**Summary:** Through the first four sections of the book, Goleman has championed the idea of social intelligence as the key to a healthy and fulfilling life. In many respects part five, *Healthy Connections*, acts as his final argument to his main point. In this section Goleman suggests that having adequate social intelligence will not only make your life more enjoyable, but it will actually improve your health.

In the first chapter of this section Goleman looks at all the social causes that lead to stress. Stress causes the adrenaline glands to release cortisol, a hormone the body releases during emergencies. While cortisol secretion is a necessary component for a healthy body, if the body has too much of it and can wreak havoc on the immune system. There is an endless amount of data that shows a correlation between stressful relationships and poor health. People have long expected that stress and bad relationships have a negative impact on a person's overall health, and now we have the neuroscience can back that belief up.

After examining the between health and negative relationships, Goleman looks at the inverse. Chapter 17 is filled with all kinds of information all of which points to one conclusion: positive relationships are good for our health. Whether it's marriage or just a strong friendships, the more kind, loving relationships a person has the more beneficial it is to their health. Kind words, physical touch, a song from childhood, all of these have shown to improve the vital signs of the sick and even fatally ill.

Most physicians agree that the number one detriment to their ability to connect with patients is a lack of time. The reasoning for this, as is usually the case in modern medicine, is money. Not only does this lack of time hinder doctors from fully doing their jobs, but it can also lead to an "I-It" relationship with doctors and their patients. Thankfully this problem has been loudly addressed throughout the medical community, and a major movement towards more "relationship-centered" care is forming.

**Analysis:** In the fifth section of *Social Intelligence*, Goleman solidifies past points he has made, and in many ways submits the argument he has been building to throughout the entire book. Instead of simply touting the virtues of social intelligence, in *Healthy Connections* he produces a wealth of evidence that having positive social relationships is actually beneficial to your health. In this section he relies most heavily on anecdotes, which is understandable since Goleman himself is in the health profession.

He starts this section out telling the story of the Russian novelist Leo Tolstoy and his wife. Based on their personal diaries, the two appeared to have a very tumultuous relationship. Both parties caused one another a great deal of stress and heartache. And yet because of their longevity, they seem to pose a counter argument to the point Goleman tries to make throughout all three chapters. He makes the point though that



the 13 children they had probably helped counteract any of the negativity that they're rocky relationship caused.

In the first chapter of this section Goleman notes how harmful stress is to our lives. Undue or unchecked stress can be incredibly harmful, meaning that our negative social relationships are not just uncomfortable, but they are unhealthy as well. Once again Goleman explains this phenomenon through technical neuroscience, and then in simple, easy to understand stories.

Delving into his personal history, Goleman recounts how his mother improved her health, and likely her longevity, through renting out the spare rooms in her house. By doing this not only did she help herself out financially, but she surrounded herself with positive social relationships that contributed to her overall health. One of the couples that lived with her had a new born child, and having this vibrant infant in her home greatly improved health and gave her a sense of purpose, of belonging, which is what all positive social relationships should do.

Goleman also tackles the major problem facing modern medicine: patient care. By relaying the personal tales of Peter Frost and Nancy Abernathy, he helps the reader better understand this complex problem. He also rightly places the blame for the current inadequacies in patient care where it belongs. The fault does not necessarily belong with the doctors, but with the institutions that force them to see more patient in order to make a money. Thankfully it seems like this problem is being address and a shift to patient-centric care is in place. And not only does this shift help the patients, it is financially beneficial to the doctors themselves. Study after study have show that a quality doctor-patient relationship is the key to avoiding costly medical malpractice suits.





# Chapter 19-21

## Chapter 19-21 Summary and Analysis

**Summary:** In the final section of this book, Social Consequence, Goleman recounts the material he has covered up til now, and also builds upon it to reach his final conclusion. This conclusion is not necessarily anything a alert reader would not have seen coming, but it does help back up the points he has made throughout the book.

Most of what is discussed in this section is how to make people more aware of the importance of social intelligence and how we can better integrate this idea into our society. Goleman casts his highly-observant eye towards education, and looks at how teacher's who have an understanding of the importance of social intelligence are making their classroom's more accessible for their students. My cultivating an environment that makes it safe and even fun for students to learn, a teach naturally gets more results. The key is to make sure the students are active and engaged enough in the lesson not to be bored, but to also make sure that there's enough balance so that they don't become overly anxious by the lesson. These same principles also hold true in the workplace. The more understanding a bosses and coworkers are, the better the work environment. Goleman is quick to state that implementing these type of environments in which a premium is placed on social intelligence and healthy and positive interpersonal relationships isn't that hard to do.

Chapter 20, The Connectedness Corrective, finds Goleman examining how we deal with our nation's youth who get into early trouble with the law. Here Goleman looks at a variety of places in the United States that are taking on new and innovative initiatives, not just to punish those who commit crimes, but to try and help them so that they won't fall down this torrid path again. Instead of merely incarcerating individuals, some communities are taking an extra effort to try and change their outlook on life. By provided juvenile delinquents with a safe place in which they can confront their fears and angers and learn from them, you greatly increase the odds that once they get out of the detention system they won't return. Goleman further believes that if these principles are applied to older felons it would likely produce similar results. Such a program would help ex-felons get out of the prison system and become productive members of society.

The book's final chapter, From Them to Us, addresses what is perhaps the modern world's most pressing problem: racism. Racism almost always derives from ignorance, an extreme hatred for those that are different from ones own self. As he has done through out the entire book, Goleman uses a collect of sources to show both what neuroscience says about this problem, and how we can go about trying to fix it. The key, as is often the case in positive interpersonal relationships, is empathy. While racism and hatred are incredibly complex and touchy subjects, often exposing racist people to the group they hate can go a long way towards starting down the road of healing. Once people realize some of the things that they have in common with the group they previously reviled, their hatred and anger towards them begins to dissipate. By applying



the keys of social intelligence, Goleman believes that we can make great strides towards eradicating racism in the world we live in today.

Analysis: As he closes out the book, Goleman does not bore the reader by simply rehashing the material he covered in the first 18 chapters of the book, but instead he continues to build upon the foundation that he has built. This section, Social Consequence, marks one of the few times in the book that Goleman moves away from addressing the individual and looks at society as a whole. Using the ideas he has already set forth about social intelligence, Goleman looks at ways we can apply this new science to help us build better communities.

Education has long been a contentious issue in this country. The debate has raged for decades on what exactly should be taught in our schools, as well as how it should be taught. Goleman approaches the subject like a trained economist. Instead of trying to show things how he would like them to be, he looks at what works and tells the reader about that. He doesn't allow politics or anything else distract him, he simply tells it like it is. In the chapter about education, Goleman uses countless examples of how teachers and administrators are utilizing principles of social intelligence to make learning more conducive for their students. By finding the optimal point between boredom and anxiety, teachers make it that much easier for those under their tutelage to learn and retain the material they covered. This is far from an easy task, and it takes the kind of hard work and creativity that seems to be lacking in most of today's schools.

In some ways the ideas talked about in this section borrow a great deal from the secure base theory Goleman put forth in the book's third section. Whether he is addressing public education, or the best way to re-assimilate juvenile delinquents, Goleman tries to apply the previous ideas he's discussed about social intelligence to a much broader spectrum. By recounting the stories of his son's friend and the community of Kalamazoo, Michigan, he gives the readers specific instances of how effectively applied social intelligence can change the lives not just of individuals, but of whole towns. This is what separates Goleman from so many people who push for progressive social change, he provides realistic solutions that have been shown to work.

The final chapter of the Social Intelligence finds Goleman examining perhaps his hardest subject yet: racism. As the title of the chapter suggests, Form Them To Us, Goleman details ways to breakdown the walls of racism. His prescription for this problem is, of course, to use the principles of social intelligence to show racist people how similar they actually are to the people they hate. Goleman tells stories from around the world of how racist feelings are slowly diminished overtime. Here, much like he has in the rest of this final section, Goleman shows the reader how apply the principles of social intelligence can positively change the world we live in.



# Characters

## Daniel Goleman

Daniel Goleman is an award winning psychologist and scientific journalist. He is a former "New York Times" editorial writer and the author of the book. Utilizing statistics, personal stories, anecdotes, and a variety of other techniques, Goleman makes his case for why social intelligence is one of the most fundamentally important things in this world. The book examines the relationship between neuroscience and human interactions. Goleman finds that we are "wired to connect", and examines the impact are personal relationships have all every aspect of our lives. Goleman intended this book to act as a companion piece to his "New York Times" best-seller "Emotional Intelligence". For much of the book, Goleman tells uses other peoples data and stories to make his point, although he does occasionally use anecdotes from his own life.

## Lieutenant Colonel Christopher Hughes

In the prologue of the book, Goleman tells a story of a United States Army platoon in Iraq that is surrounded by a group of angry Muslims. The leader of this platoon was Lieutenant Colonel Christopher Hughes. Hughes had to quickly analyze the situation and react in an equally timely manner. Hughes told his troops to lay down their weapons, take a knee, and smile. Goleman tells this story because he believes Hughes used impeccable social intelligence to disarm a potentially hostile situation.

## Darryl McDaniels

Darryl McDaniels is an emcee, best know as the DMC for the legendary hip hop group Run DMC. By utilizing social intelligence McDaniels and company changed rap music forever. For the longest time rap music glorified drugs, violence, and misogyny. McDaniels noted that when going out or in the club this worked just fine, but outside of those moments rap music didn't speak to him. Run DMC began rapping about other subjects, making rap music more relatable and universal. In many ways, McDaniels real-life application of social intelligence to his job changed the landscape of rap music, paving the way for the stars of today like Kanye West and John Legend.

## John Crabbe

John Crabbe is behavior geneticists who works at Oregon Health and Science University and the Portland VA Medical Center. Crabbe and Daniel Goleman were best friends in the third grade. Currently Crabbe works with rodents who have a very unique DNA strain known as C57BL/6J. C57BL/BJ is a genetic trait that makes mice crave alcohol. Crabbe and his colleagues set up studies involving mice with this strain in different laboratories across the country. Despite having identical conditions, the results



from these studies came back very differently. Both Crabbe and Goleman believe that these findings prove the genetics alone do not determine behavior.

## **John Gottman**

John Gottman is a psychologist at the University of Washington, and one of the pioneers in the field of researching the emotional roller coaster that is married life. Gottman also doubles as an oracle, being able to predict with up to a 90% accuracy rating whether or not a couple will still be together in three years. Gottman believes in a simple formula for being in a happy romantic relationship: meeting your partners needs. He realizes that how couples go about doing this mainly depends on what stage in the relationship they are in. For newer couples, he finds the best predictor for a successful relationship is how many positive feelings the couples share. The same holds true for married couples later in life. Gottman does point out though, that the key to a successful, lengthy marriage is how a couple handles their conflicts.

## **Janice Kiecolt-Glaser and Ronald Glaser**

Janice Kiecolt-Glaser is a psychologist at Ohio State University. Her husband, Ronald Glaser, is an immunologist, someone who studies the immune system of all organisms, at the same university. This husband-wife duo teamed up to perform a series of elegant studies that look at the many effects stress has in our daily lives. Their finds show that continual exposure to stress not only has reverberations in our immune system, but that it can even effect a person's gene expression. Not only is stress extremely hazardous to your health, but stress actually harms the genes in your immune system that fight infectious disease and help wounds to heal. In short, the Glasers proved that stress is much worse for you than most already thought.

## **Leo Tolstoy**

Leo Tolstoy is a famous Russian novelists whose work includes classics like "War and Peace" and "Anna Karenina". Before marrying his fiance Soyna, who was seventeen years his junior, he gave her his personal diary to read. Soyna was crushed by what she read, and based on what each wrote in their own diary they had a rather tumultuous marriage. Goleman tells their story to highlight the stress that can come from our closest relationships. By all appearances their marriage was less than harmonious. However the longevity of both their lives and their marriage seems to contradict Goleman's entire point about the negative health effects of stress. Goleman acknowledges this and points out that the thirteen children the couple had probably balanced out the emotional rockiness of their marriage.



## **Nancy Abernathy**

Nancy Abernathy is a medical school professor in Vermont who lost her husband to a heart-attack at age fifty. Abernathy shared her personal experience with her med school students. Given them a in-depth and personal look at the loss and bereavement issues they would face on a daily basis as doctors. She confided in them that she was particularly dreading the start of the next school year, in which she has her classes show family photos for an ice-breaking exercise. When the next year started and the day she was dreading arrived, Abernathy was greeted and class by her students from the previous year. In a wonderful display of thoughtfulness and social intelligence, her former students had shown up to help aid her through this difficult time.

## **Kenneth Schwartz**

Kenneth Schwartz was a successful lawyer from Boston who was diagnosed with lung cancer at the young age of forty. Despite being successful in his career, Schwartz had no social relationships that had any substance. Because of this, he was in an especially fragile place to be dealing with such a grave illness. Thankfully his nurse and the rest of the medical staff assigned to treat him were very generous and kind. They all took the extra time to treat him like a human being, as opposed to just another faceless patients. Schwartz found the these random acts of kindness were far more beneficial to his health than any of the chemotherapy or other traditional treatment methods that he received. He was so touched by how kind the staff was that he set up a legacy at Massachusetts General Hospital, to try and further such compassionate health care.

## **Alfred Kinsey**

Alfred Kinsey is professor at Indiana University best known for his then infamous sex research. At the time, the 1950's, talking openly about sex was an extremely taboo thing to do. Kinsey went against the culture grain and published his findings anyway. My modern standards his work now seems incredibly tame and sedated, not to mention taken from a skewed sample size. But it's important to remember just how groundbreaking his findings were at the time. Without Kinsey's pioneering mentality, the neurosocience that Goleman uses to explain how our brain reacts in sexual situations wouldn't be possible.



## Objects/Places

### Iraq

In the prologue of the book, Goleman tells the story of Lieutenant Colonel Christopher Hughes and his platoon counteracting a potentially hostile situation by utilizing social intelligence.

### New York City

Goleman currently resides in New York City. Several of his anecdotes, including almost all of his personal ones, take place in this famous metropolis.

### Harvard

The prestigious Boston university is where Goleman received his PHD. He has several anecdotes, both his own and others, that revolve around the school.

### Oregon Health and Science University

The Portland university is where John Crabbe, Goleman's childhood best friend, works as a behavioral geneticist.

### C557BL/6J

C557BL/6J is a DNA strain found in mice that makes them crave alcohol. John Crabbe does studies on this specific strain.

### Chicken Run

"Chicken Run" is an animated film that Goleman watches with his two year old granddaughter. He uses her reaction to the film to make a larger point about human's want to thrill seek.

### Memes

A meme is an entity that replicates itself by getting passed on from person to person. Goleman discusses them and how they are utilized in various forms of communication, generally intertwined with entertainment.

## **The Ultimatum Game**

The Ultimatum Game is a game created by behavioral economists used to study how people go about making compromises when working together.

## **Kalamazoo, Michigan**

Kalamazoo, Michigan is a small city in southwest Michigan. Kalamazoo took innovative and socially intelligent steps to deal with their juvenile crime problem.

## **Ohio State University**

The Midwestern school is where husband-wife duo Janice Kiecolt-Glaser and Ronald Glaser performed their powerful inter-discipline study on the effects of continual stress.

# Themes

## Social Intelligence

It might seem a bit obvious that the book's title is one its main themes, but social intelligence is a much more intricate and nuanced idea than meets the idea. And just how exactly this term is defined is one of the most important factors of understanding this book. In the prologue Goleman makes sure to distinguish this term, telling the reader he doesn't want to promote a brand of social intelligence such as that which allows a con man to exploit his mark. Instead, he refers to social intelligence as knowledgeable about and in our social relationships, in order to make them stronger and ultimately enrich our own lives and the lives of those around us.

Goleman states his case for intelligent social relationships over and over again throughout the book. He shows how even non-verbal communication can affect our mood and interpersonal skills. Positive relationships are so powerful that they can even help our immune system combat disease. Negative relationships have can have the opposite effect, causing you unnecessary stress, and in some instances they can even cause your health to deteriorate. This is why Goleman is so passionate about having healthy interpersonal relationships, which he believes can best be accomplished by possessing and acting on a genuine understanding of social intelligence.

In the end, Goleman shows just how important social intelligence is, since our relationships affect every single aspect of our life. He believes that we, as a society and a race, need to place far more importance on this topic. Goleman seems to think that if social intelligence were held in the utmost importance in all aspects of live, public and private, we would see drastic improvements in our own lives and the world we live in.

## The Low and High Road

One of the major themes in this book is the neural pathways that transfer information to our brain. While there are countless neural pathways, author Daniel Goleman concerns himself with two main types he calls the high and low road. Instead of relying solely on a technical definition, Goleman helps the reader to understand the highly-nuanced ways our minds operate by explaining it in simple, easy to comprehend language.

The low road neural pathways are the more immediate, often emotionally driven messages that people receive from their brain. These messages are more impulsive, which isn't necessarily a bad thing, but it is important to understand how they operate in order to have first-rate social intelligence. Because of the speed in which the brain receives messages from the low road, it follows that we do not have enough time to fully process them and often react to them based on instinct. The low-road neural system operates predominately on nonverbal signals and is more or less automatic, intrinsic, and largely unconscious. Often times a nonverbal communication between two people





will activate both parties mirror-neurons. The result of this type of connection is usually highly beneficial to each party.

The inverse of the low road is, quite obviously, the high road. The high road neural pathways operate on a much slower pace than those of the low road. This added time offers several benefits such as more time for reflective awareness, verbal communication, and regulation of our emotional experience. While the high road may not offer the same immediate gratification as the quicker low road, the messages sent along these pathways are often more mature and rewarding.

Understanding the two main ways that your brain receives neural messages, via the high and low road, is the key to understanding and effectively utilizing social intelligence. While one set of pathways is not better than the other, generally speaking the less impulsive and sub-consciously we respond to others, the better our interpersonal interactions will be. This is not meant to diminish the low road neural pathways, but to instead emphasize the importance of properly understanding how they work.

## Broken Bonds

The main reason Daniel Goleman wrote "Social Intelligence" is to help people have a better understanding of how our minds work and subsequently have better interpersonal interactions. Instead of just filling the entire book with suggestions of how to make your social life better, Goleman also details the many ways in which people make their interpersonal interactions worse. The bulk of this information appears in the book's second section entitled: Broken Bonds.

Understanding how bonds are broken is a key to having competent social intelligence, since this allows you to avoid mistakes by knowing what they look like. The one thing that all the factors that lead to negative interpersonal relationships have in common is a lack of empathy. The first broken bond that Goleman highlights is "I-It" interactions. The term "I-It" comes from the philosopher Martin Buber. "I-It" interactions occur whenever one person treats or makes the other person feel like an object as opposed to a human being. Goleman illustrates this by recalling a story of a woman who received a sympathy phone call shortly after her sister had died. The caller was clearly preoccupied, and thus the woman was very hurt by what should have been a sympathetic phone call. Most "I-it" interactions are similar to this one, in which someone takes the other person's feeling for granted or doesn't even consider them. On the extreme end of "I-It" interactions is when a criminal feels no remorse for their victim.

Goleman also reviews the "dark triad", three personality traits that all result in negative interpersonal interaction, often with extreme or dire consequences. These three traits are the narcissistic personality, the Machiavellian personality, and the psychopath personality. Goleman condenses the narcissistic personality to this motto: others exist to adore me. The rampant egotism seen in this disorder is always destructive to interpersonal and group interactions. This is also the case with the Machiavellian



personality, which manifested itself in a blatant exploitation and disregard for other people and moralism. Interestingly, Goleman points out that these first two traits are often possessed by boss in the corporate world. The last of the dark triad is the psychopath personality, also known as the antisocial personality. This is the most extreme and harmful of the three traits. It is typified by impulsive thrill-seeking, and remorselessness for anyone a psychopath harms. The coldheartedness that comes with this disorder can be evident as early as in childhood. Regardless of the vary degrees in which a person can possess these traits, they are all shoehorned together by people lacking self-awareness and empathy.

Goleman realizes that humans are far from perfect. Everyone makes mistakes, the important thing is whether or not you learn from them. By detailing the main ways in which the bonds that form strong relationships can be broken, Goleman can help the reader avoid such pitfalls. He also gives the reader an easy to understand and apply clue to having better relationships, all you need is a little empathy.

# Style

## Perspective

The book switches between a first and third-person perspective. Goleman explains his ideas and findings by paraphrasing other people's stories, his own research, and various statistics. For most of the book, Goleman writes in the third-person, using a detached voice to try and emphasize what is being said as opposed to who is saying it. Goleman does occasionally use the first person, using his life to explain various parts of the neurological system. While the book has an academic feel to it, thanks to the subject matter, Goleman does his best to write in an inviting and engaging style in attempt to help reader's digest the dense material.

## Tone

"Social Intelligence" is written in both an academic and editorial tone. The bulk of the academic tone comes from Goleman explaining how the brain and it's neurological system. Goleman however does his best to explain this complex material to readers in a personable and engaging way. Instead of reading like a medical textbook, Social Intelligence reads like an engaging op-ed, in which a writer uses technical data to back up various perceptions he has about humans and their intricate relationships. Goleman makes sure to connect with readers and explain things on a common-sense level so they don't lose interest during the more technical parts of the book.

## Structure

"Social Intelligence" is separated into six different sections, with a prologue and epilogue at the beginning and end. Each section is composed of several chapters and they all vary in lengths. The first section is the longest, consisting both of the most chapters and covering the most pages. Each section addresses a different topic of social intelligence and for the most part they stand on their own. There is some carry over between the sections, as some knowledge of the material covered in the previous section is needed to understand complete concepts.



## Quotes

"Many paths of the low road run through mirror neurons. The neurons activate in a person based on something that is experienced by another person in the same way is experienced by the person himself. Whether pain (or pleasure) is anticipated or seen in another, the same neuron is activated." - Page 41

"In short, self-absorption in all its forms kills empathy, let alone compassion. When we focus on ourselves, our world contracts as our problems and preoccupations loom large. But when we focus on others, our world expands. Our own problems drift to the periphery of the mind and so seem smaller, and we increase our capacity for connection - or compassionate action." - Page 54

The argument has long been made that we humans are by nature compassionate and empathic despite the occasional streak of meanness, but torrents of bad news throughout history have contradicted that claim, and little sound science has backed it. But try this thought experiment. Imagine the number of opportunities people around the world today might have to commit an antisocial act, from rape or murder to simple rudeness and dishonesty. Make that number the bottom of a fraction. Now for the top value you put the number of such antisocial acts that will actually occur today. That ratio of potential to enacted meanness holds at close to zero any day of the year. And if for the top value you put the number of benevolent acts performed in a given day, the ratio of kindness to cruelty will always be positive. (The news, however, comes to us as though that ratio was reversed.)" - Page 62

"Social intelligence shows itself abundantly in the nursery, on the playground, in the barracks and factories and salesrooms, but it eludes the formal standardized conditions of the testing laboratory. The best mechanic in the factory may fail as a foreman for lack of social intelligence." - Edward Thorndike, Page 83

"In 'I-It' interaction, Buber wrote, one person has no attunement for the other's subjective reality, feels no empathy for the other person. The lack of connectedness may be all too obvious from the recipient's perspective. The friend may well have felt obligated to call and express his sympathy to the woman whose sister died, but his lack of full emotional connection made the call a hollow gesture" - Page 105

"My students understand organizational life as a kind of 'vanity fair', in which those who want to get ahead can do by playing to the vanity of their superiors. One plays this game by using outright flattery and adulation. Enough sycophancy, they believe, will to promotion. If in the process they have to withhold, downplay, or distort important information, so be it. Through guile and with a bit of luck, the hard consequences of that suppression will fall on someone else's watch.

That cynical attitude goes to the heart of the danger of unhealthy narcissism in organizational life. An entire organization can be narcissistic. When a critical mass of employees share a narcissistic outlook, the outfit itself takes on those traits, which become standard operating procedures.



Organizational narcissism has clear perils. Pumping up grandiosity, whether it is the boss's or some false collective self-image held throughout the company, becomes the operating norm. Healthy dissent dies out. And any organization that is cheated out of a full grasp of truth loses the ability to respond numbly to harsh realities.

To be sure, every company wants its employees to be proud they work and to feel that they share a meaningful mission, a bit of well-founded collective narcissism is healthy. Trouble creeps in when that pride builds on a desperate grasp for glory rather than on real accomplishments.

Trouble grows when narcissistic leaders expect to hear only messages that confirm their own sense of greatness. And when those leaders turn against bearers of bad news, subordinates naturally start to ignore data that do not fit the grandiose image. This skewed filter on reality need not be cynically motivated. Employees who themselves gain ego-inflation from belonging will bend the truth willingly, in exchange for the rosy feelings of group self-adulation" - Page 120-121

"Unrealistic self-inflation comes more readily in cultures that encourage individualistic striving rather than shared success. Collective cultures, prevalent in East Asia and northeast Europe, place a premium on harmonizing with the group and sharing both work and success, while giving up expectations of being treated as special. But individualistic cultures, like the United States or Australia, tend to encourage striving for the glory of individual accomplishments and its rewards" - Page 132

"A child's brain comes preprogrammed to grow, but it takes a bit more than the first two decades of life to finish the task, making it the last organ of the body to anatomically mature. Over that period all the major figures in a child's life, parents, siblings, grandparents, teachers, and friends, can become active ingredients in brain growth, creating a social and emotional mix that drives neuron development. Like a plant adapting to rich or depleted soil, a child's brain shapes itself to fit its social ecology, particularly the emotional climate fostered by the main people in her life." - Page 152

"Handling a child's angry outburst poses any parent a great challenge, and opportunity. Ideally the parent will not let herself become angry in return, nor simply be passive, abandoning the child to his pique. Instead, when a parent manages her own anger, neither pushing it away nor indulging it, while staying looped, she offers the child a safe container for learning to handle his own irritations. This does not mean, of course, that the child's emotional surroundings must be tranquil, just that there should be enough resilience in the family system to recover from upsets.

The family surround creates a young child's emotional reality. A cocoon of safety that stays intact can buffer a child even against the most terrible of events. What kids are most concerned about in any major crisis comes down to: how does this affect my family? For example, children living in a war zone will skirt later trauma symptoms or heightened anxiety if their parents manage to create a stable, reassuring environment from day to day." - Page 170

"In the terrain of the human heart, scientists tell us, at least three independent but interrelated brain systems are at play, all moving us in their own way. To untangle love's mysteries, neuroscience distinguished between neural networks for attachment, for



caregiving, and for sex. each is fueled by a differing set of brain chemicals and hormones, and each runs through a disparate neuronal circuit. Each adds its own chemical spice to the many varieties of love.

Attachment determines who we turn to for succor; these are the people we miss the most when they are absent. Caregiving gives us the urge to nurture the people for whom we feel the most concern. When we are attached we cling; when we are caregiving we provide. And sex is, well, sex." - Page 189

"Under stress, the adrenal glands release cortisol, one of the hormones the body mobilizes in emergency. The hormones have widespread effects in the body, including many that are adaptive in the short term for healing bodily injuries.

Ordinarily we need a moderate level of cortisol, which acts as a biological "fuel" for our metabolism and helps regulate our immune system. But if cortisol levels remain too high for a prolonged period, the body pays a price in ill health. The chronic secretion of cortisol (and related hormones) are at play in cardiovascular disease and impaired immune function, exacerbating diabetes and hypertension, and even destroying neurons in the hippocampus, harming memory.

Even as cortisol shuts down the hippocampus, it also stokes the amygdala, stimulating the growth of dendrites in that site for fear. In addition, heightened cortisol blunts the ability of the key areas in the prefrontal cortex to regulate the signals of fear coming from the amygdala." - Page 225

"The most striking finding on relationships and physical health is that socially integrated people, those who are married, have close family and friends, belong to social and religious groups, and participate widely in these networks, recover more quickly from disease and live longer. Roughly eighteen studies show a strong connection between social connectivity and mortality." - Page 247

"The low road's automatic processes appear to be the brain's default mode, whirring along day and night. The high road mainly kicks in when these automatic processes are interrupted, by an unexpected event, by a mistake, or when we intentionally grapple with our thoughts, such as in making a tough decision. In this view, much or most of our stream of thought runs on automatic, handling the routine, while saving what we mull over, learn, or correct for the high road.

Nevertheless, if we so direct it, the high road can override the low, within limits. That very capacity gives us choice in life." - Page 322



## Topics for Discussion

Who is Daniel Goleman? What expertise does he bring to the field of neuroscience? What point is he trying to make in this book? How does he go about trying to make this point? In your view, does he state his case effectively throughout the book? Were any of his presentation methods more helpful than others? How so? What arguments could you raise about his methods of coming to these findings?

How does Goleman define social intelligence? How was it previously defined? What was the problem with this definition? What role does social intelligence play in our lives? Why does Goleman believe social intelligence is so critical? How does he make this point throughout the book? Is there a more effective way he could have made this point? Can you think of a counterargument against his view on social intelligence?

What is the low road? What role does it play in our neurological system? What is Goleman's overall view of the low road? Why does he feel this way about it? How is the high road different from the low road? What function does the high road play in our neurological system? What is Goleman's view of the high road? Compare and contrast this view with his thoughts on the low road? What would you say are Goleman's ultimate conclusion about the high and the low road?

What are broken bonds? What do they have to do with social intelligence? What is the one characteristic that all broken bonds have in common? What is an "I-It" interaction? When and how do "I-It" interaction occur? What can be done to prevent or repair such interactions? What is the dark triad? What is the narcissistic personality disorder? How does it manifest itself? What is the Machiavellian personality disorder? What are the characteristics of the Machiavellian personality disorder? What is the psychopath personality disorder? What chilling character traits are found in people who possess this disorder? Compare and contrast "mindsight" and "mindblind"? What do either of them have to do with social intelligence?

Who is John Crabbe? What is his relationship to Daniel Goleman? Where does Crabbe currently work? What does he do there? What is unique about the DNA strain C557BL/6J? What were Crabbe's finding in recent studies he did on C557BL/6J? What was so surprising about these results? Do you agree with these results? Can you think of a counter-argument against Crabbe's findings? What, if anything, does this have to do with social intelligence?

What is a secure base? Why does Goleman recommend this technique and to whom does he recommend it to? How do you go about setting up a secure base? What characteristics should such a base have? What are the possible ramifications of not having a secure base? Do you agree with Goleman's argument for a secure base, why or why not? What is the relationship between a secure base and social intelligence?



What is looping? On what neural pathway is looping most likely to occur, high or low road? How does looping occur? What is the result of looping? To whom is looping most important? What is looping's relationship with social intelligence?

What three categories does neuroscience between when it comes to love? How are these categories interrelated? What is attachment? What is attachment's relationship to social intelligence? Explain the neural system for attachment? What is the biology of caregiving? What is caregiving's relationship to social intelligence? Explain the neural system for caregiving? Compare and contrast male and female sexual desires. What happens when an "I-It" interaction occurs during sex? Explain the neural system for sex. What is sex's relationship to social intelligence?

What is the relationship between health and social connections? What are some of the ways Goleman shows this relationship? What is cortisol? How does it effect our bodies? What happens to our bodies when it receives too much cortisol? What is Goleman's ultimate finding on stress? What is his prescribed antidote for stress? What are some of the problems with modern medicine that Goleman addresses? What suggestions does he give to counteract these problems? What does Goleman mean by a "people prescription"?

What does Goleman believe if the 'optimal state' for learning? How does he believe people can best achieve this state? What does Goleman refer to as the upside down U? What connection does Goleman make between teachers, bosses, and leaders? What is the Kalamazoo Model? Is Goleman for or against the Kalamazoo Model?

What does Goleman mean when he refers to a "Us-Them" relationship? How is such a relationship achieved? Compare and contrast "Us-Them" to "I-It" interactions? What does Goleman believe can ultimately be achieved by fostering "Us-Them" relationships? Do you agree or disagree with Goleman on this? Explain your answer

What are some of the applications from this book that Goleman likely wants the reader to come away with? How can you apply these to your own life? Do you agree with Goleman's overall stance on the importance of social intelligence, why or why not? Do you believe Goleman's ideas about social intelligence would work better on a macro or micro level? Explain your answer