

1. In the 1990s, the idea that “emotional intelligence”—a person’s ability to be  
 2. aware of and understand their emotions—may correlate to workplace  
 3. effectiveness began to take hold in the United States. While the theory itself is  
 4. still controversial, a greater sensitivity to emotional behavior has certainly  
 5. emerged in corporate America. One might suppose, then, that people are now  
 6. ( 26 ) expressing emotions at work. A recent study by author Anne Kreamer  
 7. found that open displays of emotion have indeed become commonplace. At the  
 8. same time, though, many people still consider such behavior in the workplace  
 9. inappropriate.



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10. (26) 1 being punished for 2 more comfortable with  
 11. 3 trying to resist 4 less tolerant of colleagues

### Further Questions

12. 1) What is “emotional intelligence”?

13. *It is a person’s ability to be aware of and understand their emotions.*

14. 2) What is seen as inappropriate?

15. *Displays of emotion in the workplace are seen as inappropriate.*

16. Kreamer set out to examine the physiological, sociological, and psychological  
 17. factors underlying our emotional behavior. Previous research has shown that  
 18. emotions have ( 27 ). Anger, for example, triggers increased heart rate and  
 19. blood flow. As a response to natural threats, it provided a significant advantage  
 20. to humans in the struggle to survive. Although most threats faced by people in  
 21. the workplace today are psychological, they provoke physical responses that  
 22. are hard-wired in humans now as they always have been.

23. (27) 1 an evolutionary origin 2 largely been ignored  
 24. 3 no scientific explanation 4 gradually become stronger

### Further Questions

25. 3) What physical responses are triggered by anger?

26. *Anger triggers increased heart rate and blood flow.*

27. 4) Why did anger evolve in humans?

28. *It evolved in humans because as a response to natural threats, it provided a*  
 29. *significant advantage.*

30. 5) Do psychological threats provoke the same responses as natural threats?  
 31. Why?

32. *Yes, they do, because the physical responses have been hard-wired in humans now.*

33. Despite the physical nature of emotional behavior, Kreamer found that people  
 34. tend to judge it from a psychological standpoint. Crying, for example, is largely  
 35. physiological: The production of tears is stimulated by a hormone, and women  
 36. tend to cry more than men primarily because they produce more of this

