

Book Review on Successful Intelligence: How Practical and Creative Intelligence Determine Success in Life by Robert Sternberg, 1996

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Successful intelligence was made simple by the author, kind of intelligence psychologists have most often written about, were not very much of a much broader and more complex intellectual spectrum. Meant by the author is the inert intelligence. The inert intelligence mostly measured by IQ, does not lead to goal-directed movement or action. In the book, the author discussed inert intelligence from the perspective of what really matters in life. Sternberg stated that successful intelligence is the kind of intelligence used to achieve important goals. People who succeed, whether by their own standards or by other people's, are those who have managed to acquire, develop, and apply full range of intellectual skills, rather than merely relying on the inert intelligence that schools so value.

The book, *Successful Intelligence* consists of four parts: Part 1: IQ and Intelligence; Part 2: People Count IQ, but IQ Doesn't Count; Part 3: Successful Intelligence is What Counts; and Part 4: Activating Successful Intelligence.

Biggest obstacle to human development was negative expectations by other people or known as 'authority figure' as mentioned by Sternberg in the book. Successfully intelligent people defy negative expectations, even when these expectations arise from low score on IQ or similar tests. Second biggest obstacle is one's own flagging sense of self-efficacy. Successfully intelligent people are self-efficacious, have a can-do attitude, and seek out role models. By that, Sternberg has outlined three traditions in American Education: The Hamilton Tradition, The Jacksonian Tradition, and The Jeffersonian Tradition. Mentioned further by the author is that 'successfully intelligent people capitalize on their intellectual strengths and compensate for and correct their weaknesses..... and to view intellectual abilities as dynamic and flexible rather than as static and fixed', as authority figures have over depended on tests on IQ. The author mentioned that most tests developed are measuring inert intelligence, but not achievement or potential to achieve.

Sternberg in this book, provided two common themes on intelligence that are important: (1) the capacity to learn from experience, (2) the ability to adapt to the surrounding environment. The model of intelligence during the first half of the twentieth century was mapped out to be dominated theory and research. In research on intelligence, the indispensable tool appeared to be factor analysis, a statistical method and model for separating a construct – intelligence, in this case – into a number of distinct hypothetical abilities that researchers believed formed the basis of individual differences in test performance. Sternberg also written on the credit for Spearman's factor analysis, that sounded like a simplistic theory of intelligence. Opposite to Spearman's general factor (g) model, is a model proposed by Guilford, with his Structure of Intellect (SOI) model that includes more than 120 factors of the mind, can be understood in terms of a cube that represents the intersection of the three dimensions: operations, contents, and products.

The book also discussed on information processing and intelligence, biology and intelligence, intelligence and culture, and the combination of culture and biology.

Three aspects of intelligence were presented in the book: analytical intelligence, creative intelligence, and practical intelligence. All these aspects build up the successful intelligence, that requires one to distinguish between a domain of expertise, and a field of expertise. The domain refers to the work itself, the field of people who do the work. According to Sternberg, successfully intelligent people are flexible in adapting to the roles they need to fulfill. They recognize that they will have to change the way they work to fit the task and situation at hand, and they analyze what these changes will have to be and make them.

Apart from it, successfully intelligent people define problem correctly and thereby solve those problem that really confront them, rather than extraneous ones. With that, the same problems do not keep coming back and they also make the effort to decide which problems are worth solving.

Successfully intelligent people carefully formulate strategies for problem solving, focus on long-range planning rather than rushing in and later having to rethink their strategies. They also represent information about a problem as accurate as possible, with a focus on how one uses the information effectively. Further, people with successful intelligence think carefully allocating resources, for both short term and long term, by considering the risk-reward ratios and then choose the allocations that they believe will maximize their return.

Explained further by the author, successfully intelligent people do not always make the correct decision, but they monitor and evaluate their decisions and then correct errors as discover it.

In the final chapter, Sternberg outlined twenty characteristics and attributes that successfully intelligent people have in common, that can be related to how well one can perform and successful performance is the only true test of successful intelligence, however else it may be measured and defined.

From the reading made on the book, it is to be concurred with Sternberg revealed that: creative intelligence and practical intelligence are distinct from and independent of IQ, practical intelligence predicts on the job performance, better than does IQ for business managers, salespeople, and college teachers, and successful intelligence can be activated, and studies show how accomplished people make it work for them.

Business manager, human capital analyst, human resource department should consider reading this book as it provides an insight on the successful intelligence concept of human being, and readers could enhance their perspectives in better managing human capital in organization.