

Emotional Intelligence



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“Emotions have taught mankind to reason” - Vauvenargus

Learning Objectives

We are about to explore...

- What emotional intelligence (EI) is.
- Why it matters.
- What EQ skills looks like in action.
- The connection between EQ and your success.

Emotional Intelligence

Example # 1



Example #2



Emotional Intelligence

Example # 3



What is Emotional Intelligence?

“Emotional Intelligence, quite simply, is the ability to make healthy\adaptive choices...

Based on ability to identify, understand and manage our emotions and the emotions of others.”

Mitchel Adler, Psy. D

What the Research Literature Says...

No longer considered soft skills

Measured and quantified, evidence supports claims

Skills can be learned at any age, may progress over time

Contribute to personal & professional success just as much as knowledge and competency

Support for EI Development

“Principles of Emotional Intelligence, reflective practice, and mindfulness can be applied to enhance professionalism and overall physician performance.”

**Lucey and Souba –
Journal of Academic Medicine, June 2010**

Why is EQ Critical?

- **Self-Knowledge and success in relationships are critical competencies**
- **EQ impacts & predicts of performance**
- **Changes in the “emotional” brain are possible- due to “neuroplasticity”**



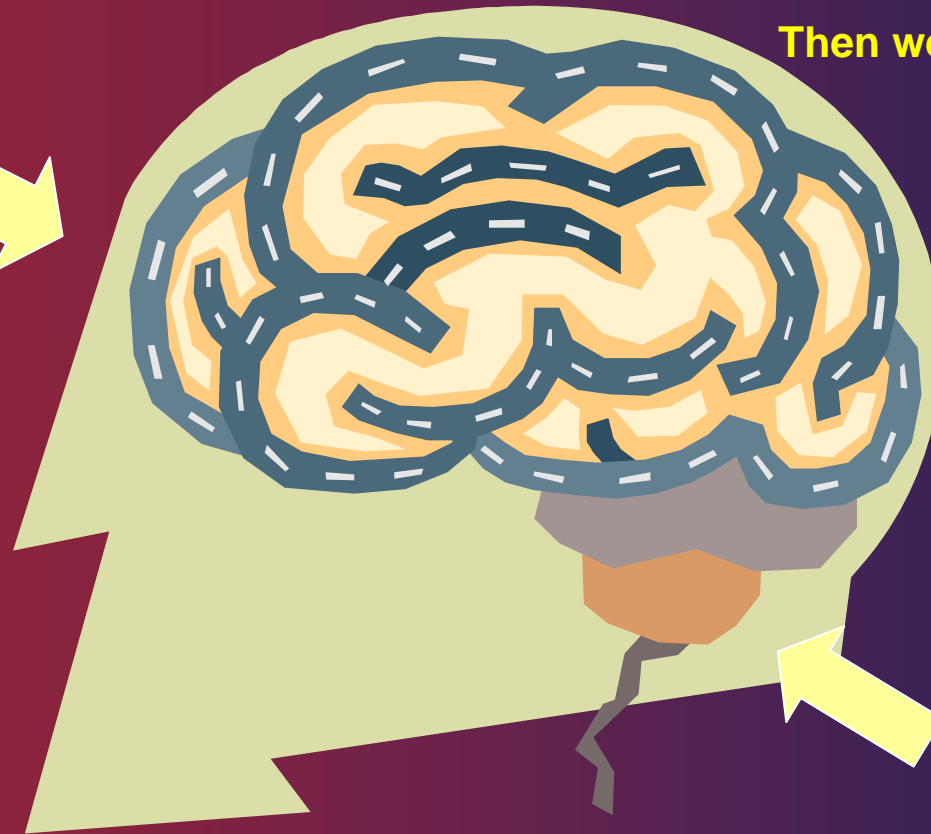
What is EQ Physically?

EQ combines The Two

Understanding



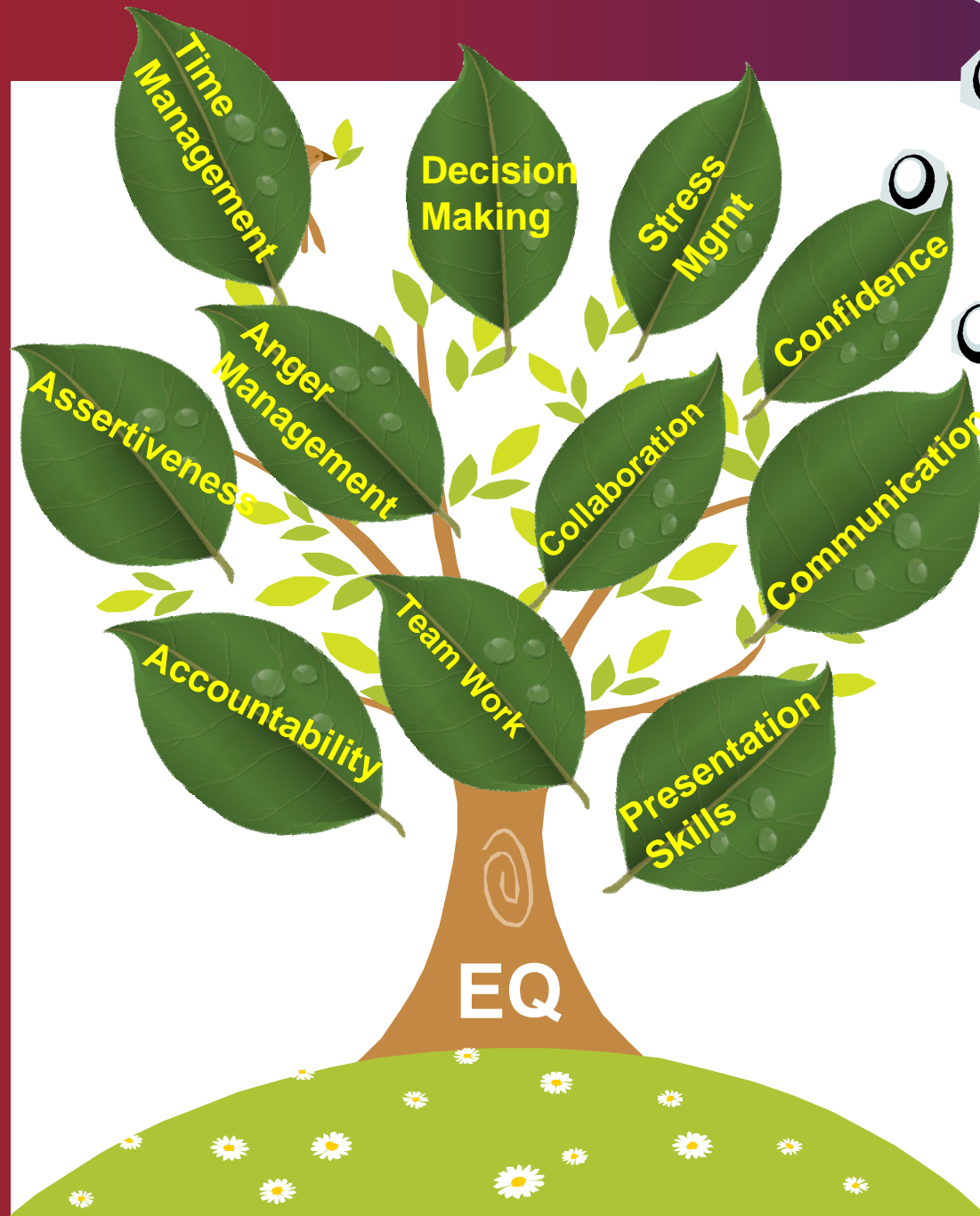
Then we assign meaning



We feel first...

Stimulus





A little effort grows a lot!

Emotional Intelligence

Emotional Intelligence: The Basic Emotions

Glad



Mad



Sad



Afraid



Ashamed

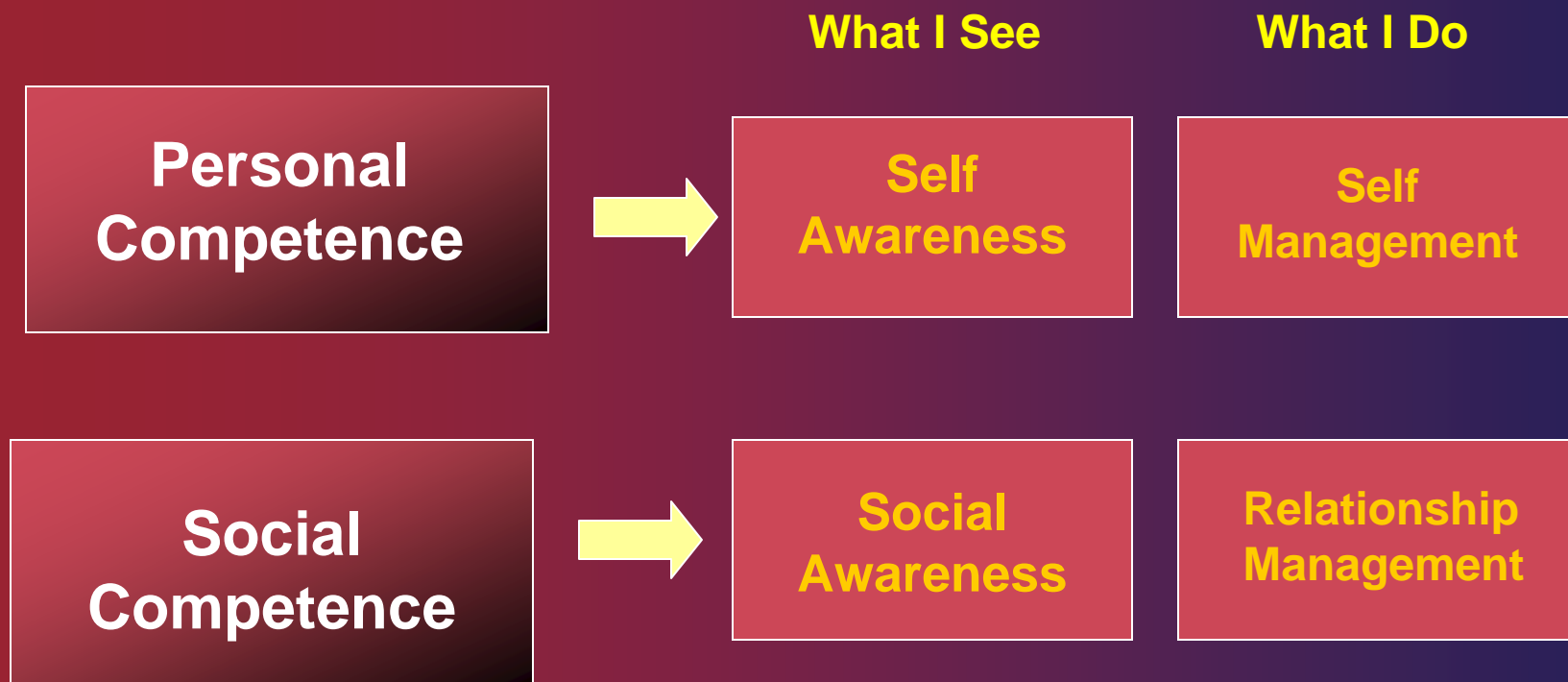


The rest of the emotions tend to be blends of these...

Emotions

Intensity of Feeling	Happy	Sad	Angry	Afraid	Ashamed
High	Elated Excited Overjoyed Thrilled Ecstatic	Depressed Dejected Sorrowful Miserable Hopeless	Furious Enraged Irate	Terrified Pettrified Panicky Frantic Shocked	Remorseful Mortified Sorrowful Disgraced
Medium	Cheerful Satisfied	Distressed Melancholy	Upset Frustrated	Apprehensive Uneasy	Embarrassed Apologetic
Low	Glad Pleased	Blue Disappointed	Annoyed Perturbed	Cautious Worried	Shy Meek

The Four EQ Skills



Personal Competency



Two Domains

Each domain has its own specified skills...

Self-Awareness

Emotional Awareness/Recognition
Accurate Self Assessment
Insightfulness

Self-Management

Emotional Self-Control
Transparency
Integrity
Adaptability
Achievement
Confidence
Initiative

Self Awareness

Antithesis:

Oblivious, non-reflective, uncritical.
Denial, repression, concrete, rationalize

Self Awareness



**Self-Absorption or
Narcissism!!**

Self – Awareness is...

The ability to accurately recognize your emotions as they happen *and* understand your general tendencies for responding to different people and situations.

Self
Awareness

Self
Management

Social
Awareness

Relationship
Management

Self Awareness Strategies

1. Quit Treating Your Feelings as Good or Bad
2. Observe the Ripple Effect of Your Emotions
3. Lean into Your Discomfort
4. Know Who and What Pushes Your Buttons. Why?
5. Step Back and Look at Yourself (Objectively)
(in stress times)
6. Don't Be Fooled by a Bad Mood
7. Don't Be Fooled by a Good Mood
8. Ask why You Do the Things You Do
9. Revisit Your Values
10. Seek Feedback

Self Awareness Strategies

Strategy	Example
Quit treating Feelings as Good or Bad Don't be fooled by Good Mood Don't be fooled by Bad Mood	Feeling falsely confident Feeling besieged when you stand up for what's right
Consider the Ripple Effect of Your Emotions	What happens when emotions are expressed?
Lean into Your Discomfort	Need to feel comfortable exploring the negatives. Acceptance begets further exploration, growth
Know Who, What pushes your Buttons. And Why...	Can we be honest with our trigger points, anticipate them and have strategies for managing them?
Step and Look at Yourself	See the whole picture
Ask Why you Do the Things you Do	Get to the source of your feelings
Revisit Your Values	Is what you value in alignment with how you conduct yourself?
Seek & Accept Feedback	Step out from merely your own perspective

Self-Management

Using awareness of your emotions to choose what you say and do, in order to positively direct your behavior toward a proper goal

Self
Awareness

Self
Management

Social
Awareness

Relationship
Management

Self-Management Strategies

1. Breathe Right, Count to Ten, Sleep on It
2. Emotion vs Reason Check List
3. Make your Goals Clear & Public
4. Talk to a Skilled Self-Manager
5. Set Aside Time for Problem Solving
6. Take Control of Your Self-Talk
7. Visualize Yourself Succeeding
8. Focus on Your Freedoms, Not Limitation
9. Take time to Recharge Mentally
10. Learn Something from Everyone

Self Management Strategies

Strategy	Example
Self Possession	Count to Ten, Breathe, Sleep on It
Distinguish Emotion from Rational	Allows you to take account of the importance of emotions without letting them control you. Allows both to operate
Make Your Goals Public	Holds You as Well as Others to Accountability
Talk to a Skilled Self Manager	Advisors, Mentor, Coach
Set Aside Time for Problem Solving	Don't rush to "quick fix"
Take Control of Your Self-Talk	The tapes that play in our heads that can bring us down or hold us back
Visualize Yourself Succeeding	Picture yourself in that <i>right space</i>
Focus on Your Freedom, Not your Limitations	
Take Time to Re-Charge Mentally Improve your Sleep Habits	Gain Perspective Don't just Sleep, Sleep Well
Learn Something From Everyone	Are Your Interactions with Others Debates or Dialogues?

Social Competence

Two Domains:

Social Awareness

Empathy

Organizational Awareness



Relationship Management

Ability to Inspire others

Ability to Influence others

Develop/Mentor others

Change agent

Conflict management

Bridge building

Teamwork & Collaboration

Social –Awareness

Recognizing and understanding the emotions and perspectives of others.

Self
Awareness

Self
Management

Social
Awareness

Relationship
Management

Social-Awareness Strategies

1. Greet People by Name
2. Understand the Rules of the Culture
3. Watch Body Language
4. Catch mood of the Room
5. Don't Take Notes
6. Plan ahead for Meetings or Social Gatherings
7. Focus on what's before you
8. Test for Accuracy
9. Put Yourself in Their Shoes
10. Seek the Whole Picture

Social Awareness Strategies

Strategy	Example
Greet People by Name	Opens the door to your awareness and knowledge of those around you
Catch Mood of the Room Read Body Language Seek the Whole Picture	Assess and Interpret
Understand the Rules of the Culture	Prepare ahead
Clear Away Distractions Don't Take Written Notes Be in the Moment Focus on What's Before You	If they stand between you and what you are meant to be focusing on
Timing is Important	Don't be in/say the right place/right thing at the wrong time!
Plan Ahead for Social Moments	Frees up your mental energy to allow you to be present
Put Yourself in Their Shoes	Empathize, empathize, empathize
Test for Accuracy	Be sure you have it right. Shows you are listening

Relationship Management

Using awareness of your emotions and the emotions of others to manage interactions successfully.

Self
Awareness

Self
Management

Social
Awareness

Relationship
Management

Relationship Management Strategies

1. Be Open and Curious (Dialogue not debate)
2. Think Win/Win not Win/Lose
3. Enhance your Natural Communication Style
4. Acknowledge the Other Person's Feelings
5. Avoid giving Mixed Signals
6. Take Feedback Well
7. Work to Build Trust
8. Maintain an Open-Door Policy
9. Only Get Mad for a Purpose
10. Don't Avoid the Difficult or the Inevitable
11. Remember that Little Things Help (kindness, politeness)

Relationship Management Strategies

11. Acknowledge the Other Person's Emotions or Situation
12. When you Care, Show It
13. Explain Your Decisions, Don't Just Make Them
14. Make Your Feedback Direct and Constructive
15. Align Your Intention with Your Impact
16. Offer a Fix-It Statement during a Broken Conversation

Social Management Strategies

Strategy	Example
Be Open and Curious	Allows Others to Know You and You to Learn more about the Other Gives context to relationship!
Work on your Natural Style of Communication	Get to know your weaknesses and strengths
Acknowledge the Other Person's Feelings	Builds foundation for Relationship
Don't give Mixed Signals Match your Words to your Feelings Work to Build Trust	People can get confused People can see through you
Maintain Open Door Policy	Keep yourself available to Others
Only get Mad for a Purpose Explain Your Decisions, Don't Just Make Them	It's ok to state negative emotions if they are channeled to be beneficial for all
Don't Avoid the Inevitable or the Difficult Make Feedback Direct & Constructive	Things won't just "go away" You owe this to the other Person
Use a Fix-It Statement During a Broken Conversation	I realize now that I misunderstood you... I see how hard this is for you
When you Care Show It Align Your Intention with Your Actions	But remember that the final arbiter is not what you intend by what the other PERCEIVES.

Performance Myth

Myth:

Physician behavior will change when they see data that demonstrates their conduct impacts patient care and they are 'outliers' among their peers.

Fact:

Emotions, values and beliefs have a far greater influence over behavior than knowledge.

Under stressful circumstances, human factors and conditioned responses usually trump knowledge and intellect

Human Performance Problem

Requires a paradigm shift... we cannot expect/motivate the right behaviors from individuals who have:

- Little or low self-awareness or self-esteem
- Are mired in obliviousness, denial, resistance
- Lack empathy for others
- Ineffective communication skills
- Poor anger management or impulse control

THIS IS AN EQ ISSUE!!

Are EI Skills a Panacea?

NO!

They're no substitute for clinical competency!

BUT EI skills are the missing link that can help
better translate competency to performance

Factors that Influence Behavior

Why Change is Difficult!

Behavior effects performance, but how we think and feel effects our behavior

Changing behavior is difficult because often requires “re-wiring”

Addressing performance problems through policies, guidelines, etc. usually ineffective

Must address how the person feels and responds to feelings in order to change how they act

Use EQ Skills To...

Know yourself

Understand others

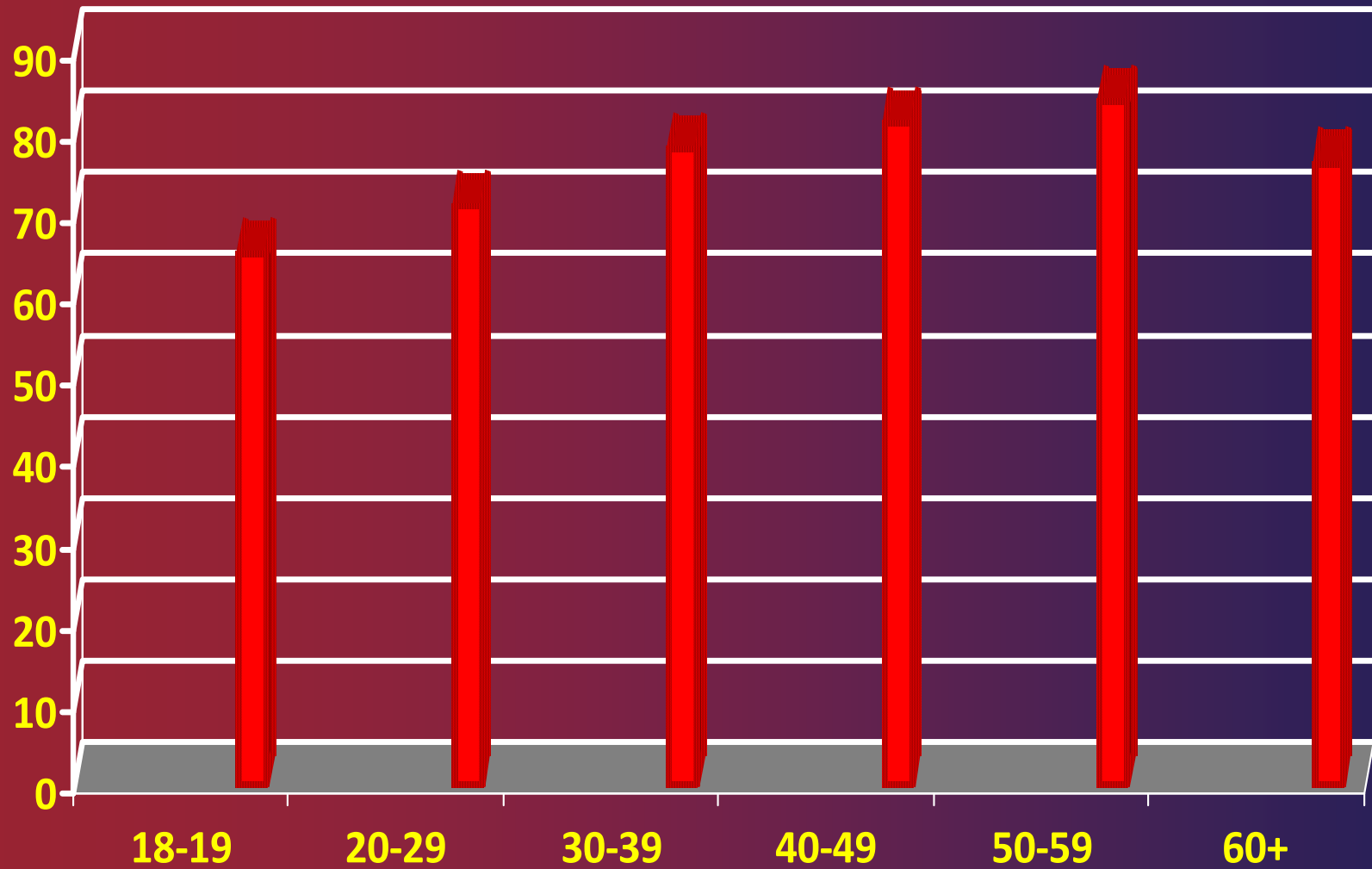
Make better decisions

See and seize opportunities

Identify problems before they escalate

Manage difficult situations and conversations

EQ Increases With Age

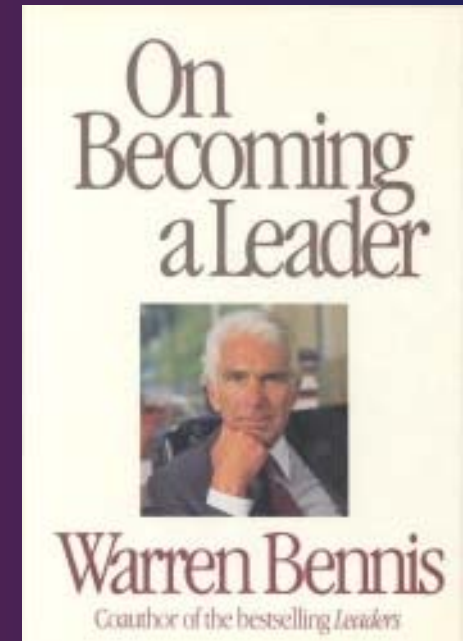


A Final Thought

“ In the fields I have studied, emotional intelligence is much more powerful than IQ in determining who emerges as a leader.

IQ is a threshold competence. You need it , but it doesn't make you a star.

Emotional intelligence can!”



Warren Bennis, author of *On Becoming a Leader*

Acknowledgements

Elizabeth R. Becker, LCSW.

Excerpts taken from *Using Emotional Intelligence: Skills to Enhance Physician Performance and Patient Safety*. August 25, 2010

Bradberry, T & Greaves, J.

Excerpts taken from *Emotional Intelligence 2.0*

What Are the Obstacles that Impede Self Awareness?

How do we overcome them?

What Are the Obstacles the
Impede Social Management?

How do we overcome
them?