Emotional Intelligence

“Emotions have taught mankind to reason” - Vauvenargus

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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...
<table>
<thead>
<tr>
<th>Intensity of Feeling</th>
<th>Happy</th>
<th>Sad</th>
<th>Angry</th>
<th>Afraid</th>
<th>Ashamed</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Elated</td>
<td>Depressed</td>
<td>Furious</td>
<td>Terrified</td>
<td>Remorseful</td>
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<tr>
<td></td>
<td>Excited</td>
<td>Dejected</td>
<td>Enraged</td>
<td>Petrified</td>
<td>Mortified</td>
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<tr>
<td></td>
<td>Overjoyed</td>
<td>Sorrowful</td>
<td>Irate</td>
<td>Panicky</td>
<td>Sorrowful</td>
</tr>
<tr>
<td></td>
<td>Thrilled</td>
<td>Miserable</td>
<td></td>
<td>Frantic</td>
<td>Disgraced</td>
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<tr>
<td></td>
<td>Ecstatic</td>
<td>Hopeless</td>
<td></td>
<td>Shocked</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td>Cheerful</td>
<td>Distressed</td>
<td>Upset</td>
<td>Apprehensive</td>
<td>Embarrassed</td>
</tr>
<tr>
<td></td>
<td>Satisfied</td>
<td>Melancholy</td>
<td>Frustrated</td>
<td>Uneasy</td>
<td>Apologetic</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Glad</td>
<td>Blue</td>
<td>Annoyed</td>
<td>Cautious</td>
<td>Shy</td>
</tr>
<tr>
<td></td>
<td>Pleased</td>
<td>Disappointed</td>
<td>Perturbed</td>
<td>Worried</td>
<td>Meek</td>
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The Four EQ Skills

- Personal Competence
  - What I See: Self Awareness
  - What I Do: Self Management

- Social Competence
  - What I See: Social Awareness
  - What I Do: Relationship Management
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 Strategies

1. Quit Treating Your Feelings as Good or Bad
2. Observe the Ripple Effect of Your Emotions
3. Lean into Your Discomfort
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
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<th>Example</th>
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<tr>
<td>Quit treating Feelings as Good of Bad</td>
<td>Feeling falsely confident</td>
</tr>
<tr>
<td>Don’t be fooled by Good Mood</td>
<td>Feeling besieged when you stand up for what’s right</td>
</tr>
<tr>
<td>Don’t be fooled by Bad Mood</td>
<td></td>
</tr>
<tr>
<td>Consider the Ripple Effect of Your Emotions</td>
<td>What happens when emotions are expressed?</td>
</tr>
<tr>
<td>Lean into Your Discomfort</td>
<td>Need to feel comfortable exploring the negatives. Acceptance begets further exploration, growth</td>
</tr>
<tr>
<td>Know Who, What pushes your Buttons. And Why...</td>
<td>Can we be honest with our trigger points, anticipate them and have strategies for managing them?</td>
</tr>
<tr>
<td>Step and Look at Yourself</td>
<td>See the whole picture</td>
</tr>
<tr>
<td>Ask Why you Do the Things you Do</td>
<td>Get to the source of your feelings</td>
</tr>
<tr>
<td>Revisit Your Values</td>
<td>Is what you value in alignment with how you conduct yourself?</td>
</tr>
<tr>
<td>Seek &amp; Accept Feedback</td>
<td>Step out from merely your own perspective</td>
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</table>
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-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
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<td>Self Possession</td>
<td>Count to Ten, Breathe, Sleep on It</td>
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<tr>
<td>Distinguish Emotion from Rational</td>
<td>Allows you to take account of the importance of emotions without letting them control you. Allows both to operate</td>
</tr>
<tr>
<td>Make Your Goals Public</td>
<td>Holds You as Well as Others to Accountability</td>
</tr>
<tr>
<td>Talk to a Skilled Self Manager</td>
<td>Advisors, Mentor, Coach</td>
</tr>
<tr>
<td>Set Aside Time for Problem Solving</td>
<td>Don’t rush to “quick fix”</td>
</tr>
<tr>
<td>Take Control of Your Self-Talk</td>
<td>The tapes that play in our heads that can bring us down or hold us back</td>
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<tr>
<td>Visualize Yourself Succeeding</td>
<td>Picture yourself in that right space</td>
</tr>
<tr>
<td>Focus on Your Freedom, Not your Limitations</td>
<td></td>
</tr>
<tr>
<td>Take Time to Re-Charge Mentally</td>
<td>Gain Perspective</td>
</tr>
<tr>
<td>Improve your Sleep Habits</td>
<td>Don’t just Sleep, Sleep Well</td>
</tr>
<tr>
<td>Learn Something From Everyone</td>
<td>Are Your Interactions with Others Debates or Dialogues?</td>
</tr>
</tbody>
</table>
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.
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
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<tr>
<td>Greet People by Name</td>
<td>Opens the door to your awareness and knowledge of those around you</td>
</tr>
<tr>
<td>Catch Mood of the Room</td>
<td>Assess and Interpret</td>
</tr>
<tr>
<td>Read Body Language</td>
<td></td>
</tr>
<tr>
<td>Seek the Whole Picture</td>
<td></td>
</tr>
<tr>
<td>Understand the Rules of the Culture</td>
<td>Prepare ahead</td>
</tr>
<tr>
<td>Clear Away Distractions</td>
<td>If they stand between you and what you are meant to be focusing on</td>
</tr>
<tr>
<td>Don’t Take Written Notes</td>
<td></td>
</tr>
<tr>
<td>Be in the Moment</td>
<td></td>
</tr>
<tr>
<td>Focus on What’s Before You</td>
<td></td>
</tr>
<tr>
<td>Timing is Important</td>
<td>Don’t be in/say the right place/right thing at the wrong time!</td>
</tr>
<tr>
<td>Plan Ahead for Social Moments</td>
<td>Frees up your mental energy to allow you to be present</td>
</tr>
<tr>
<td>Put Yourself in Their Shoes</td>
<td>Empathize, empathize, empathize</td>
</tr>
<tr>
<td>Test for Accuracy</td>
<td>Be sure you have it right. Shows you are listening</td>
</tr>
</tbody>
</table>
Using awareness of your emotions and the emotions of others to manage interactions successfully.
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)
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

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

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?