

Emotional Intelligence

Sara Ancello, DO

ACOI Board of Directors
Resident & Fellow Representative 2017 to Present

ACOI Council on Education and Evaluation
Resident & Fellow Representative 2015 to 2017

Mountain Vista Medical Center
Chief Gastroenterology Fellow

Objectives

- 1) Understand the 4 EQ skills
- 2) Identify EQ areas for self improvement
- 3) Apply EQ strategies to personal and professional relationships

What Determines Who Will Succeed?

- Education?
- Experience?
- Knowledge?
- Intellect?

What Is Emotional Intelligence (EQ)?



Can You Identify Emotions?

- Only 36% of people tested globally can accurately identify their emotions.

5 Core Emotions

ADAPTED FROM AND REPRODUCED BY PERMISSION FROM JULIA WEST.

Intensity of Feelings	HAPPY	SAD	ANGRY	AFRAID	ASHAMED
HIGH	Elated Excited Overjoyed Thrilled Exuberant Ecstatic Fired up Passionate	Depressed Agonized Alone Hurt Dejected Hopeless Sorrowful Miserable	Furious Enraged Outraged Boiling Irate Seething Loathsome Betrayed	Terrified Horrified Scared stiff Petrified Fearful Panicky Frantic Shocked	Sorrowful Remorseful Defamed Worthless Disgraced Dishonored Mortified Admonished
MEDIUM	Cheerful Gratified Good Relieved Satisfied Glowing	Heartbroken Somber Lost Distressed Let down Melancholy	Upset Mad Defended Frustrated Agitated Disgusted	Apprehensive Frightened Threatened Insecure Uneasy Intimidated	Apologetic Unworthy Sneaky Guilty Embarrassed Secretive
LOW	Glad Contented Pleasant Tender Pleased Mellow	Unhappy Moody Blue Upset Disappointed Dissatisfied	Perturbed Annoyed Uptight Resistant Irritated Touchy	Cautious Nervous Worried Timid Unsure Anxious	Bashful Ridiculous Regretful Uncomfortable Pitied Silly

The five core emotions run left to right across the top of the table. Manifestations of each emotion based upon the intensity felt are described down each of the columns in the table.

Intensity Matters

- Emotional hijacking.



Emotion is the First Reaction

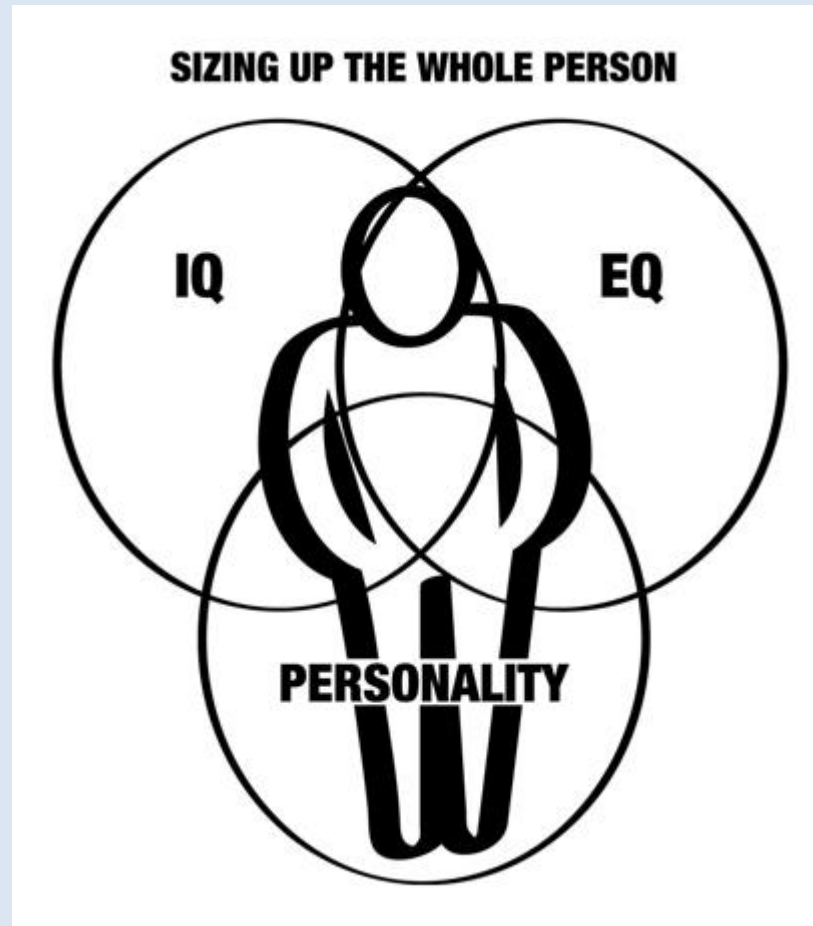
- We are hard-wired to have an emotion be our first reaction.
- But you control what happens next...
 - **If you are aware of it.**

“Anyone can become angry- that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way- that is not easy.” -Aristotle

Sizing Up the Whole Person

- Using this awareness to manage interactions and relationships.

Sizing Up the Whole Person



Bradberry, T., Greaves J. Emotional Intelligence 2.0. Talent Smart. San Diego, CA; 2009.

Does EQ Impact Me Professionally?

- YES.
- Communication
- Decision Making
- Leadership
- Personal Excellence

What Are the Stats?

- 90% of high performers are also high EQ
- 20% of low performers are high EQ
- People with high EQ make on average \$29K more annually than low EQ

4 EQ Skills

PERSONAL
COMPETENCIES

Self-
Awareness

Self-
Management

SOCIAL
COMPETENCIES

Social
Awareness

Relationship
Management

Self Awareness

- Ability to accurately perceive your own emotions in the moment and understand your tendencies across situations

Self Awareness

- High self awareness people are remarkably clear about what motivates them, satisfies them and what people/things push their buttons.
- Spend time thinking about how you react.

What Self Awareness Looks Like... And What It Doesn't...

- “Emily is calm and collected during codes and RRTs. When advising her Interns, she knows how to be firm and still kind at the same time. She is always aware of her tone.”
- “At codes and RRTs, Pete’s sense of urgency and stress is projected on other people. He sometimes comes off as defensive when receiving advice, even when he doesn’t mean to be. He is not usually aware of his tone.”

Self Management

- Using awareness of emotions to direct your behavior.
- Using this to achieve long term or larger goals.

What Self Management Looks Like... And What It Doesn't...

- “Krishna is great with the nurses. When the labs were not drawn on time, he was polite and professional. I have never seen him speak negatively about other Residents or staff.”
- “When Justin disagrees with an Attending’s order, he lets everyone know. He is hoping to sign on as a hospitalist here, but I’m not sure if that will happen.”

Social Awareness

- Ability to pick up accurately on emotions in other people and understand what is really going on with them.
 - Listen
 - Stop talking
 - Stop thinking
 - Observe
 - Really WATCH

What Social Awareness Looks Like... And What It Doesn't...

- “Chen reads his patients very well. He is able to adjust to different situations. He builds a good rapport because he can read how to lead a conversation.”
- “Emma needs to listen better. She often talks over patients and brushes their questions aside so she can tell them what she thinks. Patients complain that she doesn't listen.

Relationship Management

- Ability to use your awareness of you own emotions and those of others to manage interactions successfully.

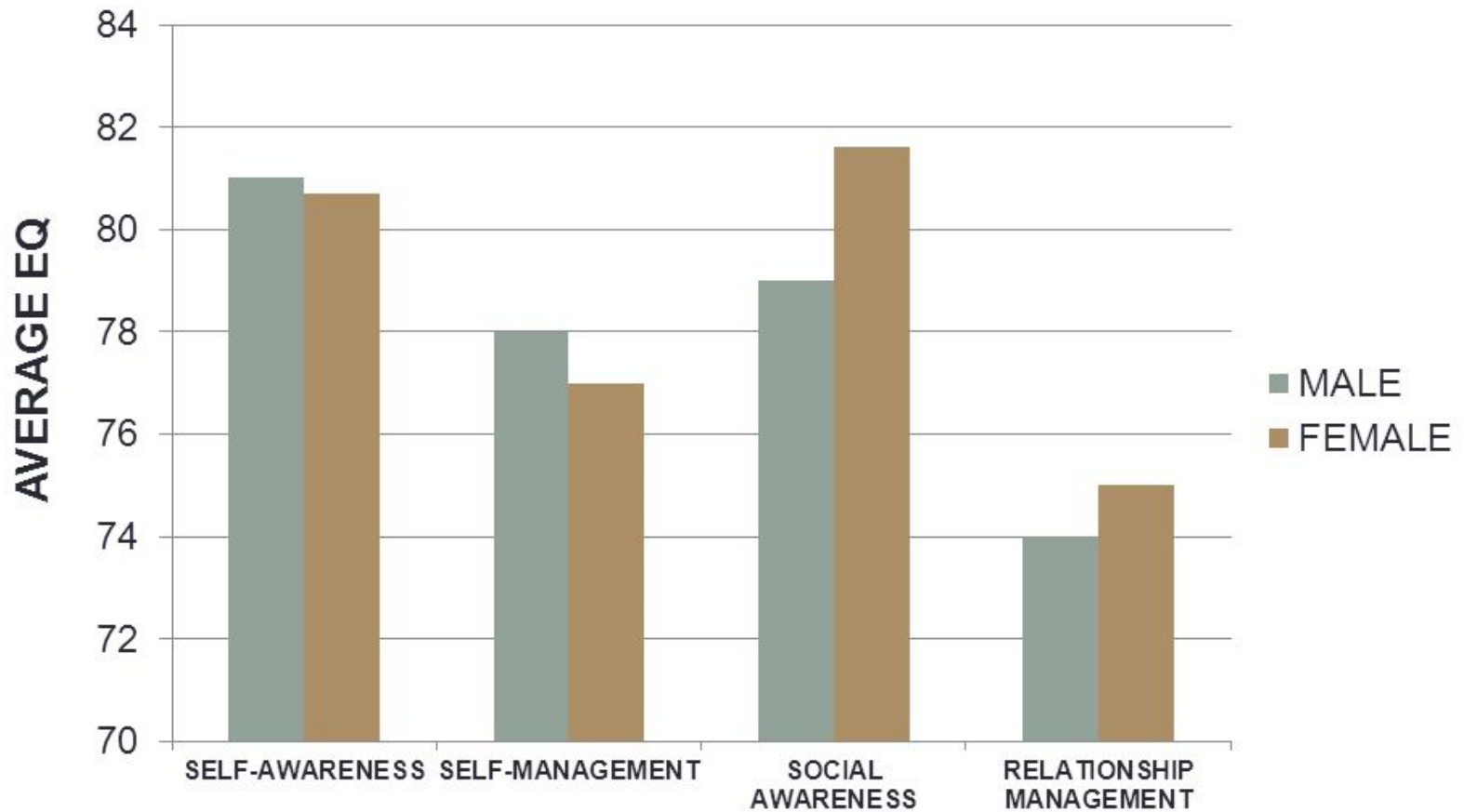
Why Is Relationship Management So Challenging?

- Stressful situations at work.
- Avoidance leads to conflicts.
- People lack skills to address them.
- Conflicts explode.

What Relationship Management Looks Like... And What It Doesn't...

- “Abha is an empathetic listener. She is comforting to families when delivering bad news. She handles conflict with thoughtful insight. She is well respected by her co-Residents, Nurses and Attendings.”
- “When Jamie doesn't see eye-to-eye with someone, he makes it clear. He is very intelligent, but he often minimizes a person's point of view when it conflicts with his own.”

Gender Differences in EQ



How Can You Develop Your EQ?

- Pick 1 EQ skill to work on
- Pick 3 strategies to work on
- Choose an EQ mentor
- Expect success, not perfection
- Practice
- Be Patient

Self Awareness Strategies

- Check Yourself
- Know Who & What Pushes Your Buttons
- Get To Know Yourself Under Stress

Check Yourself

- Facial expressions
- Posture
- Demeanor
- What you wear

Know Who & What Pushes Your Buttons

- The outspoken one?
- The know-it-all?
- Pinpoint them.
- Jot down a list.
- Think about why they push your buttons.

Get To Know Yourself Under Stress

- Residency is stressful.
- Know your physical signs.

Self Management Strategies

- Visualize Yourself Succeeding
- Put a Mental Recharge in Your Schedule
- Learn a Valuable Lesson From Everyone You Encounter

Visualize Yourself Succeeding

- Before you go to bed
- Focus on the details that make it hard to control
- Picture the way you would like to see yourself react with positivity

Put a Mental Recharge in Your Schedule

- Exercise
- Relax
- Recharge
- “Maintenance for your brain”

Learn a Valuable Lesson From Everyone Your Encounter

- Think about a time an attending or senior resident reprimanded you.
 - Defensive?
 - Fearful?
 - Guilty?
 - Saddened?
- What can you learn?
 - Feedback
 - How they behave

Social Awareness Strategies

- Greet People By Name
- Watch Body Language
- Catch the Mood of the Room

Greet People By Name

- Basic, but personal, meaningful, engaging, breaks down barriers.
- PRACTICE. It's a brain exercise.
 - Unusual? Spell it.
 - Repeat it.

Watch Body Language

- Head to toe assessment
- Eyes
 - Contact or shifty?
- Smile
 - Authentic or forced?
- Shoulders
 - Slouched or upright?
- Extremities
 - Calm or fidgety?

Catch the Mood of the Room

- Scan it when you enter.
 - Energy or subdued calm
 - Are people alone or in groups
 - Talking and moving their hands
 - Level of animation
 - What is your gut telling you?

Relationship Management Strategies

- Take Feedback Well
- Explain Your Decisions, Don't Just Make Them
- Tackle a Tough Conversation

Take Feedback Well

- Surprise can catch us off guard.
- Consider the person giving the feedback.
 - Have seen your performance
 - Have interest in your success
- Listen.
- Ask clarifying questions.
- Thank them, whether you agree or not.
- Don't rush to action. Take TIME.

Explain Your Decisions, Don't Just Make Them

- Ask for ideas ahead of time.
- Don't just make change and expect others to accept it.
- Explain WHY.
- Look ahead at your big decisions to be made in the next 3 months.
 - Who will be affected?
 - Plan a meeting.

Tackle a Tough Conversation

- Start with agreement.
- Ask the person to help you understand their side.
- Resist the urge to plan a rebuttal.
- Help the person understand your side.
- Move the conversation forward.
- Keep in touch.

Take Home Points

- 4 Components of EQ
 - Self Awareness
 - Self Management
 - Social Awareness
 - Relationship Management
- EQ impacts us professionally
- Summary: UNDERSTAND YOURSELF.
UNDERSTAND OTHERS. GUIDE YOURSELF TO
SUCCESS.

Thank You