

Developing Your Emotional Intelligence

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Disclosures

- Nothing to declare

Objectives

- Understand the 4 EI skills
- Identify EI areas for self improvement
- Apply EI strategies to personal and professional relationships
- Discuss EI curriculum building

What Determines Who Will Succeed?

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



- Something else?

What Is Emotional Intelligence (EI or 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

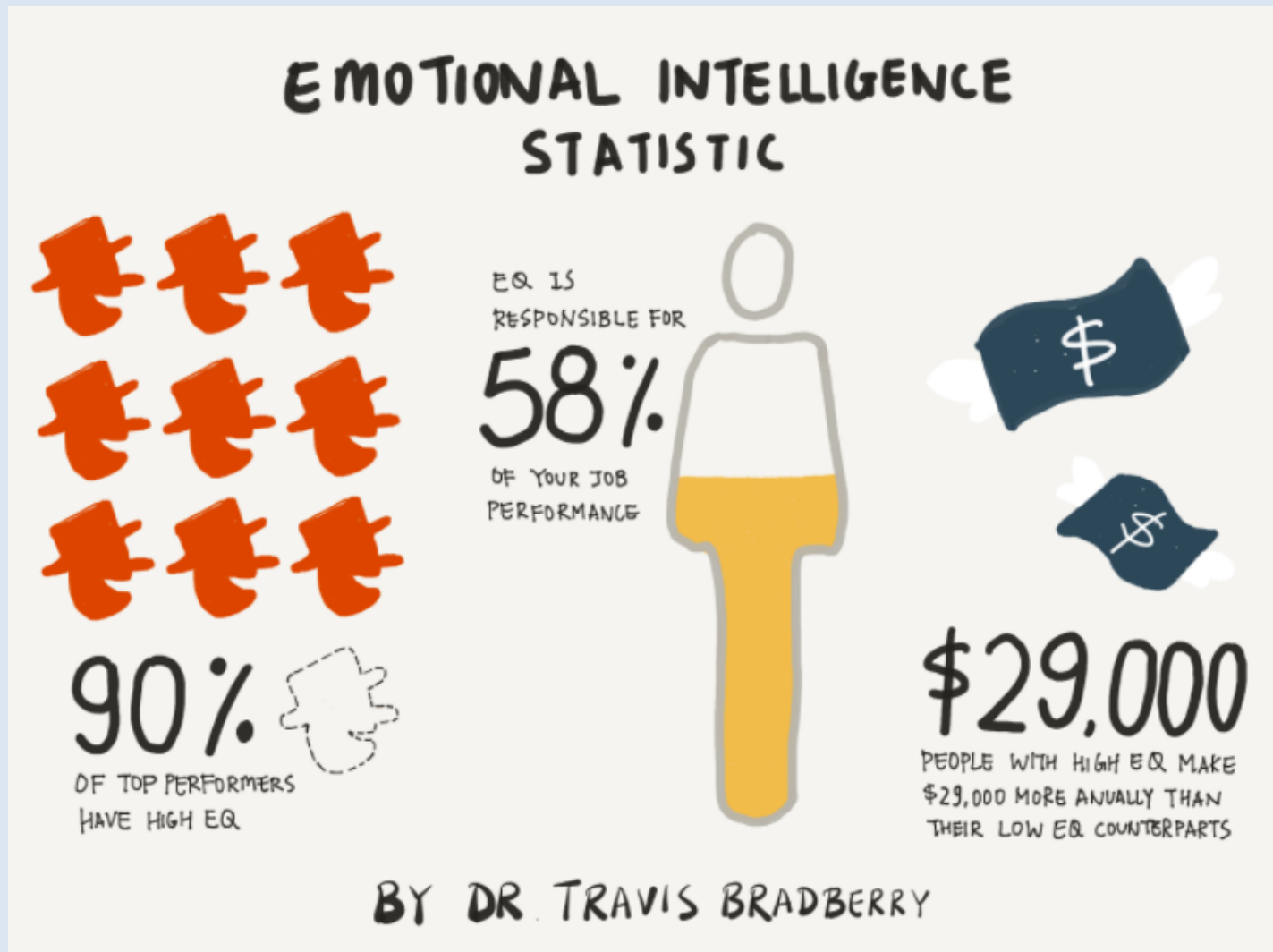
- We are hard-wired to have an emotion be our first reaction.
- But you control what happens next...
 - **If you are aware of it.**

“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



Does EI Impact Me Professionally?



4 EI Skills

Personal Competencies

Self Awareness

Self Management

Social Competencies

Social Awareness

**Relationship
Management**

Self Awareness

Self
Awareness

- Accurately perceive your own emotions
- Understand your tendencies across situations
- Clear motivations
- Clear idea of what people/things push their buttons.

Self Management

**Self
Management**

- Using awareness of emotions to direct your behavior.

Social Awareness

**Social
Awareness**

- Ability to pick up accurately on emotions in other people
 - Listen, observe

Relationship Management

Relationship
Management

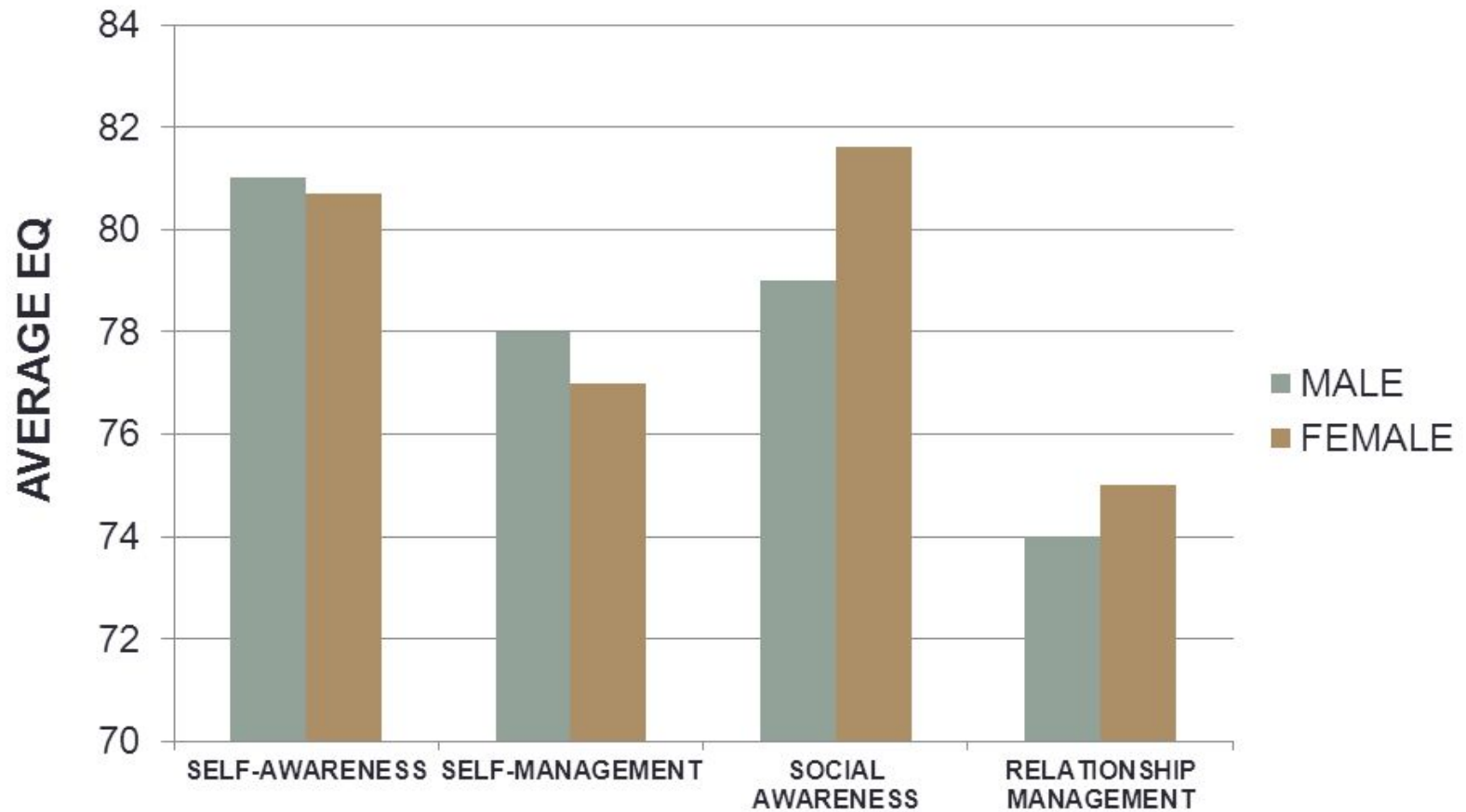
- Using awareness of you own emotions and those of others to manage interactions successfully.
- Achieve long term or larger goals.

Why Is Relationship Management So Challenging?

Relationship
Management

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

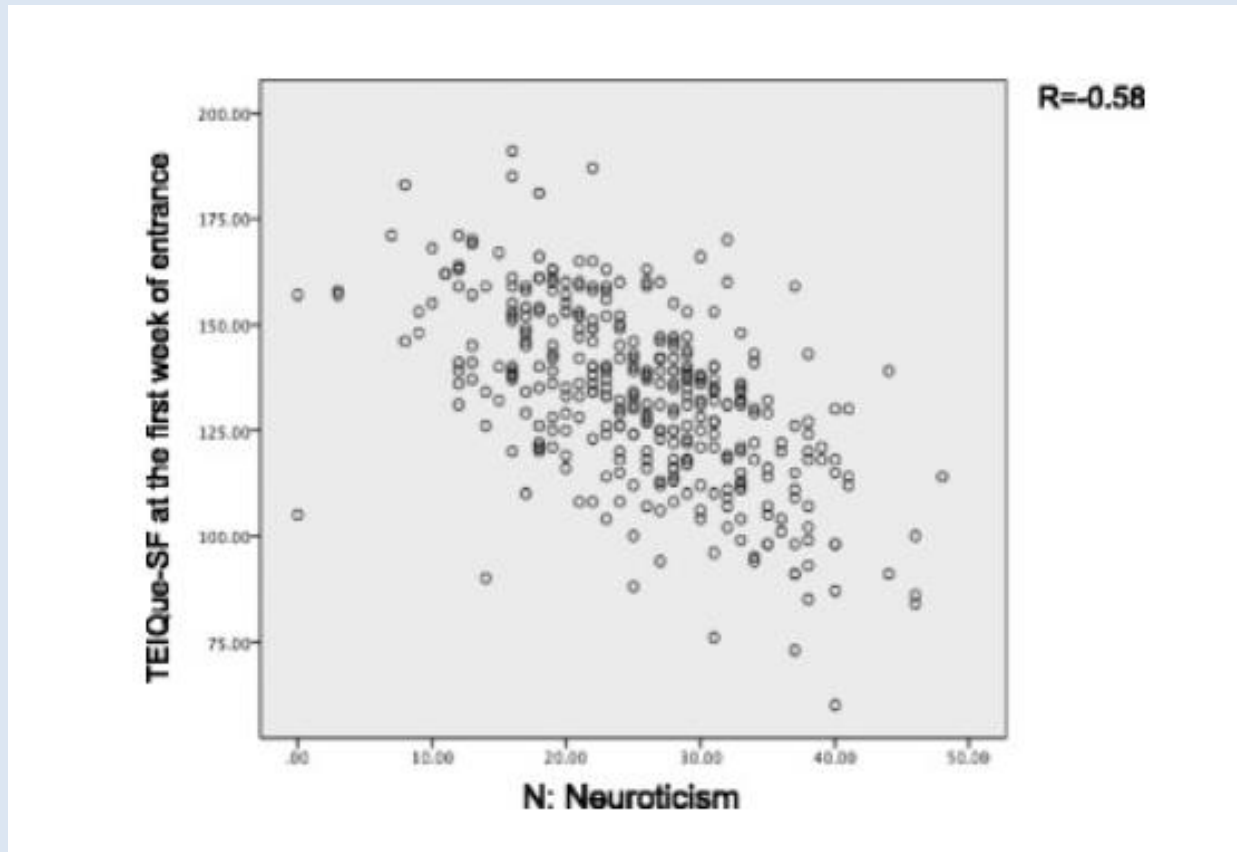
Gender Differences in EI



EI in Medical Education

- 357 1st year medical students in Japan
- Self report questionnaires with 3 validated instruments measuring EI, personality
 - 2 tests showed females with higher empathy, agreeableness
 - Personality influences EI most
 - Neuroticism negatively affects EI

EI in Medical Education



- **Goal: Reduce neuroticism to enhance EI**

Neo-Five Factor Theory

Extroversion

Neuroticism

Conscientiousness

Agreeableness

Openness to Experience

- **Worried, Temperamental,**
- **Self-conscious, Emotional**

- **Trusting, Lenient,**
- **Soft-hearted, Good-natured**

How Can You Develop Your EI?

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

Self Awareness Strategies

Self
Awareness

- Check Yourself
- Know Who & What Pushes Your Buttons

Self Awareness: Check Yourself

Self
Awareness

- Facial expressions
- Posture
- Demeanor
- What you wear

Self Awareness:

Know Who & What Pushes Your Buttons

Self
Awareness

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

Self Management Strategies

Self
Management

- Visualize Yourself Succeeding
- Learn a Valuable Lesson From Everyone You Encounter

Self Management:

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

Self Management:

Self
Management

Learn a Valuable Lesson From Everyone

- Think about a time you were reprimanded.
- Think about a time you reprimanded someone.
 - Defensive?
 - Fearful?
 - Guilty?
 - Saddened?
- What can you learn?
 - Feedback
 - How they behave

Social Awareness Strategies

Social
Awareness

- Watch Body Language
- Catch the Mood of the Room

Social Awareness: Watch Body Language

Social
Awareness

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

Social Awareness:

Catch the Mood of the Room

Social
Awareness

- 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

Relationship
Management

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

Relationship Management:

Explain Your Decisions, Don't Just Make Them

Relationship
Management

- Ask for ideas
- Explain why
- Plan ahead for big decisions to be made in the next 3 months
- Promotes shared decision making

Relationship Management: Tackle a Tough Conversation

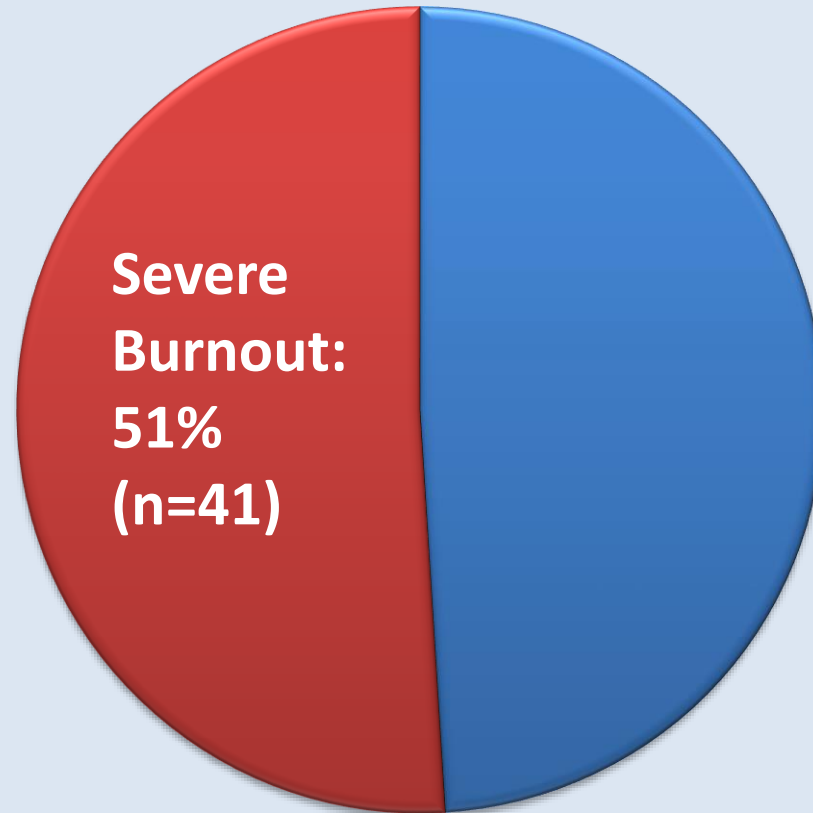
Relationship
Management

- 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.

Can EI Predict Resident Burnout?

- Longitudinal cohort study over 1 year
- 143 general surgery residents in the USA at tertiary academic centers in the Northeast
- Electronic surveys and 3 points in time throughout the year

Can EI Predict Resident Burnout?



– Higher in females and at beginning of academic year

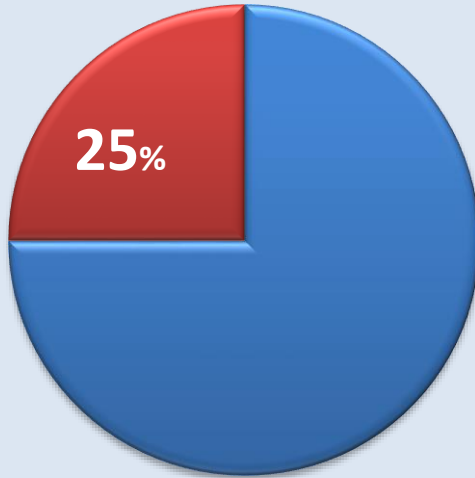
Can EI Predict Resident Burnout?

Protective Against Burnout	Independent Predictors of Lower Burnout
High EI Score (p<0.001)	High EI Score (p<0.01)
Positive Job Experience (p<0.01)	Positive Job Experience (p<0.01)
Agreeableness (p=0.003)	

Can EI Predict Resident Burnout?

- University of Alabama at Birmingham (UAB) general surgery residency program (n=40)
 - Maslach Burnout Inventory
 - Trait EI questionnaire
 - Job performance
 - Faculty evaluations
 - USMLE Step 3
 - ABSITE exam scores

Can EI Predict Resident Burnout?



– Burnout in
25% (n=10)

- Mean global EI lower in residents with burnout versus without (3.71 vs. 3.9, $p=0.02$)
- Self management EI score lower (3.3 vs. 4.06, $p<0.01$)

Can EI Predict Resident Burnout?

- No association of burnout with faculty evaluations, USMLE scores or ABSITE scores
- Conclusions
 - Traditional methods of assessing resident performance may not be capturing burnout
 - **Strategies to reduce burnout should consider targeting building EI**

Developing An EI Curriculum

- Develop precise learning objectives and outcome expectations
- Full integration into the curriculum
- Teaching staff development
- Use validated tools
 - Emotional and Social Competence Inventory (ESCI)
 - Trait EI questionnaire (TEI-Que)
 - Emotional Quotient Inventory (EQ-i 2.0)

Developing An EI Curriculum

- University of South Florida (USF) Morsani College of Medicine in Tampa and Lehigh Valley Health Network (LVHN) in Allentown, Pennsylvania
- SELECT (Scholarly Excellence, Leadership Experiences, Collaborative Training)

Developing An EI Curriculum

- Intensive faculty interviews for faculty mentors/coaches
- Medical students begin 5 day immersion course
- Incremental exposure to key EI concepts
- Evaluation at the end of each year
- Improved EI outcomes

Take Home Points

- Understanding yourself across situations will improve your own interactions
- Understanding your colleagues and residents will help you lead
- Implementing EI training can enhance your training program, help to achieve long term goals and guide you toward success

Self Awareness

Self
Management

Social
Awareness

Relationship
Management



Thank You

