Developing Your Emotional Intelligence

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ACOI Board of Directors
Resident & Fellow Representative 2017 to Present

Mountain Vista Medical Center
Chief Gastroenterology Fellow
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.

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

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

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.

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

Bradberry, T, Greaves J. Emotional Intelligence 2.0. Talent Smart. San Diego, CA; 2009.
Sizing Up the Whole Person

Bradberry, T, Greaves J. Emotional Intelligence 2.0. Talent Smart. San Diego, CA; 2009.
Does EI Impact Me Professionally?

EMOTIONAL INTELLIGENCE
STATISTIC

EQ IS RESPONSIBLE FOR
58%
of your job performance

90% of top performers have high EQ

$29,000
people with high EQ make
$29,000 more annually than
their low EQ counterparts

By Dr. Travis Bradberry

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

- Personal Competencies
- Self Awareness
- Self Management
- Social Competencies
- Social Awareness
- Relationship Management
Self Awareness

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

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

• Using awareness of emotions to direct your behavior.

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

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

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

• Using awareness of you own emotions and those of others to manage interactions successfully.

• Achieve long term or larger goals.

Bradberry, T, Greaves J. Emotional Intelligence 2.0. Talent Smart. San Diego, CA; 2009.
Why Is Relationship Management So Challenging?

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

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

Bradberry, T, Greaves J. Emotional Intelligence 2.0. Talent Smart. San Diego, CA; 2009.
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**
  - Worried, Temperamental,
  - Self-conscious, Emotional

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

- **Conscientiousness**

- **Agreeableness**

- **Openness to Experience**
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

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

• Check Yourself
• Know Who & What Pushes Your Buttons

Bradberry, T, Greaves J. Emotional Intelligence 2.0. Talent Smart. San Diego, CA; 2009.
Self Awareness:
Check Yourself

• Facial expressions
• Posture
• Demeanor
• What you wear

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

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

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

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

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

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

• Watch Body Language
• Catch the Mood of the Room
Social Awareness: Watch Body Language

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

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

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

• Explain Your Decisions, Don’t Just Make Them
• Tackle a Tough Conversation

Bradberry, T, Greaves J. Emotional Intelligence 2.0. Talent Smart. San Diego, CA; 2009.
Relationship Management: Explain Your Decisions, Don’t Just Make Them

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

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

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

Severe Burnout: 51% (n=41)

— Higher in females and at beginning of academic year

Can EI Predict Resident Burnout?

<table>
<thead>
<tr>
<th>Protective Against Burnout</th>
<th>Independent Predictors of Lower Burnout</th>
</tr>
</thead>
<tbody>
<tr>
<td>High EI Score (p&lt;0.001)</td>
<td>High EI Score (p&lt;0.01)</td>
</tr>
<tr>
<td>Positive Job Experience (p&lt;0.01)</td>
<td>Positive Job Experience (p&lt;0.01)</td>
</tr>
<tr>
<td>Agreeableness (p=0.003)</td>
<td></td>
</tr>
</tbody>
</table>

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?

- 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)

Johnson, DR. Int J Med Educ. 2015;
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)

Monroe ADH, English AE. AMA J of Ethics, Virtual Mentor. 2013
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

Monroe ADH, English AE. AMA J of Ethics, Virtual Mentor. 2013
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
Thank You