



CREATING TOMORROW'S SOLUTIONS, TOGETHER
PREPARING THE TRANSPLANT COMMUNITY TO SERVE EVERY PATIENT IN NEED.
2012 COUNCIL MEETING

Using Emotional Intelligence to Enhance Success

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Learning Objectives

- Define emotional intelligence
- Identify the skills to manage emotions
- Use emotional intelligence to boost influence and effectiveness in any environment

2012 COUNCIL MEETING 2

Emotional Intelligence



Answer this question...

How do you know you do a good job at something?

| Internal | External |
|-----------------|-----------------|
| Confidence | Flexibility |
| Drive | Empathy |

What Is EQ or Emotional Intelligence?

Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and our relationships."
Goleman, 1998

- EI & EQ
- The Old & The New
- Battery Levels
- Street Smarts

IQ

- A weak predictor for achievement, job performance success, overall success, wealth, & happiness
- Accounts for a major component of employment success according to numbers of studies covering career success; maybe as much as 20-25%.

Do you know any highly intelligent people who aren't socially adept?

Why Talk About Emotional Intelligence?

- EQ is the foundation
- Emotions are contagious
- Selection, Derailment, Success





Anyone can be 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



Effects

75% of the reasons careers get derailed are EI related.

- ✓ Unsatisfactory team leadership during challenging times.
- ✓ Instability to handle interpersonal issues.
- ✓ Inability to adapt to change.
- ✓ Inability to elicit trust.

History of Emotional Intelligence

- 1920's Thorndike: Social Intelligence
- 1940's Wechsler: Father of IQ – Non intellectual Aspects
- 1950's Maslow described how people could build emotional strength
- 1958 David Weschler developed WAIS
- 1983 Gardner published work on Multiple Intelligences
- 1985 Payne used term Emotional Intelligence in an unpublished thesis
- 1990 Salovey and Mayer announced Emotional Intelligence Theory
- 1995 Daniel Goleman published first Emotional Intelligence Book
- 2008 Over 200 documented studies about the effectiveness and importance of emotional intelligence.
- 2012 778 Results on Emotional Intelligence at B&N

2 Realms of Emotional Intelligence

Personal Competence

- Intrapersonal Intelligence

Social Competence

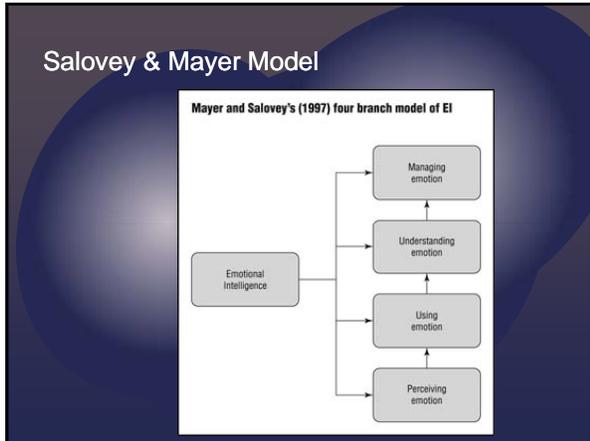
- Interpersonal Intelligence

3 Emotional Intelligence Models

- Goleman Model
- Salovey & Mayer Model
- Reuven Bar-On Model

Goleman Model (adapted from Primal Leadership)

| | Self | Other |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Knowledge | Self Awareness <ul style="list-style-type: none">• Emotional Awareness• Accurate Self-Assessment• Self-Confidence | Social Awareness <ul style="list-style-type: none">• Empathy• Service Orientation• Developing Others• Leveraging Diversity• Political Awareness |
| | Self Management <ul style="list-style-type: none">• Self-Control• Trustworthiness• Conscientiousness• Adaptability• Innovativeness• Achievement Drive• Commitment• Initiative• Optimism | Relationship Management <ul style="list-style-type: none">• Influence• Communication• Leadership• Change Catalyst• Conflict Management• Building Bonds• Collaboration and Cooperation• Team Capabilities |
| Skills | | |





- ### INTRAPERSONAL EQ (Self)
- Self-Regard
 - Self-Actualization
 - Emotional Self-Awareness
 - Emotional Expression
 - Assertiveness
 - Independence

INTERPERSONAL EQ (Other)

- Interpersonal Relationships
- Empathy
- Social Responsibility

DECISION MAKING EQ

- Problem Solving
- Reality Testing
- Impulse Control

STRESS MANAGEMNENT EQ

- Flexibility
- Stress Tolerance
- Optimism

Extremely High EQ

- Is insensitive.
- Demonstrates little empathy.
- Is uncomfortable to be around.
- Lacks integrity.
- Has rigid thinking.
- Has too much energy.
- Stands on a pedestal.
- Is a poor listener.
- Overly optimistic.
- Focuses on self rather than others.

Strong EQ

- Expresses feelings clearly and directly.
- Is not dominated by negative emotions.
- Balances feelings with reason, logic, and reality.
- Is interdependent.
- Is intrinsically motivated.
- Is emotionally resilient.
- Tends to feel optimistic, but is also realistic, and can feel pessimistic at times.
- Does not internalize failure.

Lower EQ

- Is insensitive.
- Demonstrates little empathy.
- Is uncomfortable to be around.
- Lacks integrity.
- Holds grudges.
- Has rigid thinking.
- Feels victimized.
- Has no energy.
- Is a poor listener.
- Has a hard time learning/retaining.
- Avoids connections with people.
- Overly pessimistic.
- Misses communicated emotions.
- Focuses on facts rather than feelings.

Emotional Intelligence & Healing

- Emotional Intelligence skills can help speed up the body's recovery from disease.
- Learning EI skills during treatment can produce faster recovery from heart disease and cancer.
- The amount of traffic flowing between the rational and emotional brain centers was found to have a real impact on size structure.

Sources: Harvard Review of Psychiatry, American Journal of Psychiatry, Journal of Clinical Oncology, Discovery Health

Gender Differences

- Conflicting Data.
- Females slightly higher scores than men.
- Women score higher in Relationship Management, Empathy, and Social Responsibility.
- Men score equal to women in Self Awareness.
- Men score higher in Self Regard / Stress Tolerance.

Sources: Daniel Goleman, Dr. Reuven Bar-On

Professional Differences

- Essentially no difference among the average scores of various professions.
- Unemployed often receive lowest scores.
- Customer service professionals often receive highest scores.
- Middle managers tend to have higher scores than CEOs.

Every 1% improvement in climate =
2% increase in revenue.

The Cost of Poorly Managed EI In Leadership

- lack of innovation and creativity
- unsuccessful reengineering and process improvement initiatives
- decreased productivity
- decreased customer satisfaction and customer loyalty
- career derailment
- high turnover

- stalled change initiatives
- declines in revenue
- increases in stress and healthcare costs
- negative organizational climate/culture
- workplace violence
- high levels of frustration, anger, sadness, and personal suffering

Applying Emotional Intelligence

- Teams
- Leadership / Influence
- Hiring
- Personal Relationships

Maintaining/Enhancing Emotional Intelligence

- Measure EQ.
- Recognize strengths and areas to enhance.
- Pick one - three behaviors or areas to focus on.
- Write down an EQ Plan.
- Think seconds a day.
- Remember internal and external modifications.
- Get feedback – learn, don't react.

The Future

- EI will be increasingly important – more need for team based collaboration across organizations, geography and cultures.
- EI used more frequently in the selection, assessment, training, and development of employees.
