

EMOTIONAL INTELLIGENCE

Communications

Team building !!!

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Objectives

- At the conclusion of the session:
- Become aware of EQ concepts
- Be able to assess role of EQ & communication in teamwork
- Be cognizant of the importance of the ability to adapt and change

Emotions

The 3 Key Elements of Emotion

- a n
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Subjective Experience



Physiological Response



Behavioral Response



tances,
of
ments:
vioral or
basic
disgust,



LIST OF EMOTIONS



SAD

- Depressed
- Desperate
- Dejected
- Heavy
- Crushed
- Disgusted
- Upset
- Hateful
- Sorrowful
- Weepy
- Frustrated

HAPPY

- Amused
- Delighted
- Glad
- Pleased
- Charmed
- Grateful
- Optimistic
- Content
- Joyful
- Enthusiastic
- Loving

HURT

- Jealous
- Betrayed
- Let down
- Tender
- Wounded
- Impaired
- Damaged
- Criticized
- Abused
- Punished
- Rejected

CONFIDENT

- Strong
- Brave
- Assured
- Certain
- Prepared
- Successful
- Encouraged
- Peaceful
- Secure
- Relaxed
- Comforted

ENERGIZED

- Strengthened
- Motivated
- Focused
- Invigorated
- Determined
- Inspired
- Creative
- Healthy
- Renewed
- Vibrant
- Refreshed

PANIC

- Anxious
- Troubled
- Uncomfortable
- Stunned
- Mixed up
- Unsure
- Stuck
- Hurt
- Frozen
- Desperate

ANGER

- Annoyed
- Agitated
- Raging
- Furious
- Livid
- Bitter
- Fed up
- Irritated
- Mad
- Critical
- Resentful

TIRED

- Indifferent
- Bored
- Drained
- Exhausted
- Dull
- Weary
- Powerless
- Dejected
- Listless
- Burned out
- Fatigued

STRONG

- Dynamic
- Tenacious
- Hardy
- Sure
- Certain
- Unique
- Secure
- Empowered
- Ambitious
- Powerful
- Confident

HELPED

- Cherished
- Befriended
- Appreciated
- Understood
- Commended
- Empowered
- Accepted
- Blessed
- Healed
- Loved
- Saved

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.

***GREAT LEADERS START
OFF AS GREAT FOLLOWERS***



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- **“He who has never learned to obey cannot be a good commander.” -Aristotle**

GROUP ACTIVITY 1

- **What qualities would you want in a friend?**
- State an adjective that describes your ideal friend:

■ -----

■ -----

■ -----

Emotional Intelligence

- Your ability to recognize and understand your emotions, and your skill in using this awareness to manage yourself and your relationship with others!
- Emotional intelligence is the “something” in each of us that is a bit intangible.
- It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results

Emotional Intelligence

	What I see	What I do
Personal competence	Self-awareness	Self-Management
Social competence	Social Awareness	Relationship management

Personal competence is self-awareness and self-management skills, which focus more on you individually than on your interactions with other people.

Personal competence is your ability to stay aware of your emotions & manage your behavior & tendencies.

Social competence is social awareness and relationship management skills; social competence is your ability to understand other people's moods, behavior, and motives in order to improve the quality of your relationships.

Emotional Intelligence

- **Self-awareness** – the ability to accurately perceive your own emotions **in the moment** and understand your tendencies across situations.
- **Self-management** – ability to control one's emotional reaction & impulses to situations & people; **adapt** to changing circumstances while directing your behavior positively.
- **Social awareness** – the ability to sense & accurately **pick-up** emotions in other people and understand what is really going on in the moment.
- **Relationship management** – the ability to use your awareness of your emotions and those of others to manage **interactions successfully**.

Self-Awareness

- The ability to accurately perceive your own emotions **in the moment** & understand your tendencies across situations.
- Can I accurately identify my emotions & tendencies to people & situations as I feel them?
- Self awareness allows you to:
 - Understand your reaction
 - Take back control of what happens to you
 - Handle stress sooner and better
 - Make better choices

Who scored highest in this category

Self-Awareness

- ▣ Delphic oracle: “Know thyself”
- ▣ Deep understanding of one’s emotions strength, weaknesses, needs, drives
- ▣ Be honest with yourself (know when to ask for help)
- ▣ Neither overly critical nor unrealistically hopeful
- ▣ Recognize and speak about how your feelings affect them, others, and performance
- ▣ Decisions mesh with values (accept a job for the right reasons)

Self-Management

- Ability to control one's emotional reaction & impulses to situations & people; **adapt** to changing circumstances while directing your behavior positively.
 - Can I manage my emotions and behavior to a positive outcome?
 - **Self management allows you to:**
 - Adapt and handle change
 - Take responsibility for contribution to a situation
 - Prevent making a bad situation worse
 - Take back control of difficult moments
 - Take initiative
- Who scored highest in this category

Self-Management

- ▣ Biological impulses drive our emotions
- ▣ Can't do away with them but we can manage them
- ▣ Ongoing inner conversation
- ▣ Frees you from being prisoner of feelings, & find way to control & channel them in useful ways
- ▣ **Pick words carefully**
- ▣ Signs:
 - Propensity for reflection and thoughtfulness
 - Comfort with ambiguity and change
 - Integrity (ability to say no to impulsive urges)

Self-Management

- ▣ Why is it so important in a leader?
 - Being reasonable creates environment of trust & fairness
 - Reduces politics while increasing productivity
 - Trickle-down effect
 - Important for competitive reasons – able to adjust to changes in the field
 - Enhances personal integrity (less likely to cheat people and more likely to build lasting relationships)
- ▣ It's **not** a lack of passion

Motivation

- ▣ Effective leaders are motivated to **achieve** beyond expectations (not by salaries or status)
- ▣ Signs:
 - Passion for work
 - Love to learn
 - Take great pride in their work
 - High energy to do better
 - Eager to explore new approaches
 - Raise the performance bar & keep score (even optimistic if score is against them – using self-regulation too!)
 - Commitment

Social Awareness

- ❑ Ability to accurately pick up on emotions in others & understand what is really going on with them
- ❑ Perceiving what others are thinking and feeling especially if you don't feel the same way
- ❑ Staying focused and absorbing critical information
- ❑ Anthropology: watching others in their natural state without letting your own thoughts & feelings disturb the observation
- ❑ Signs:
- ❑ Stop talking Who scored highest in this category
- ❑ Clear your mind monologue
- ❑ Listen
- ❑ Spot & understand people's emotion while you're there in the middle of it

Relationship Management

- ❑ Friendliness - WITH A PURPOSE- Networking
- ❑ Clear communication & effective handling of conflict
- ❑ Building rapport with people , even those you are not fond of
- ❑ Bond built as a result of:
 - ❑ History that you share Who scored highest in this category
 - ❑ How you understand people
 - ❑ How you treat them
- ❑ Culmination of the other parts of emotional intelligence
- ❑ Effective leaders manage relationships by understanding & controlling their own emotions & empathize with feelings of others
- ❑ In the workplace; greatest challenge during times of stress when frustrations & anger boil causing conflicts & misunderstandings

Emotional Intelligence's Four Abilities & Associated Skills

Quadrant 1: Self-Awareness

- Emotional self-awareness
- Accurate self-assessment
- Self-confidence

Quadrant 3: Social-Awareness

- Empathy
- Organizational awareness
- Service orientation

Quadrant 2: Self-management

- Emotional self-control
- Transparency
- Adaptability
- Achievement orientation
- Initiative
- Optimism

Quadrant 4: Relationship management

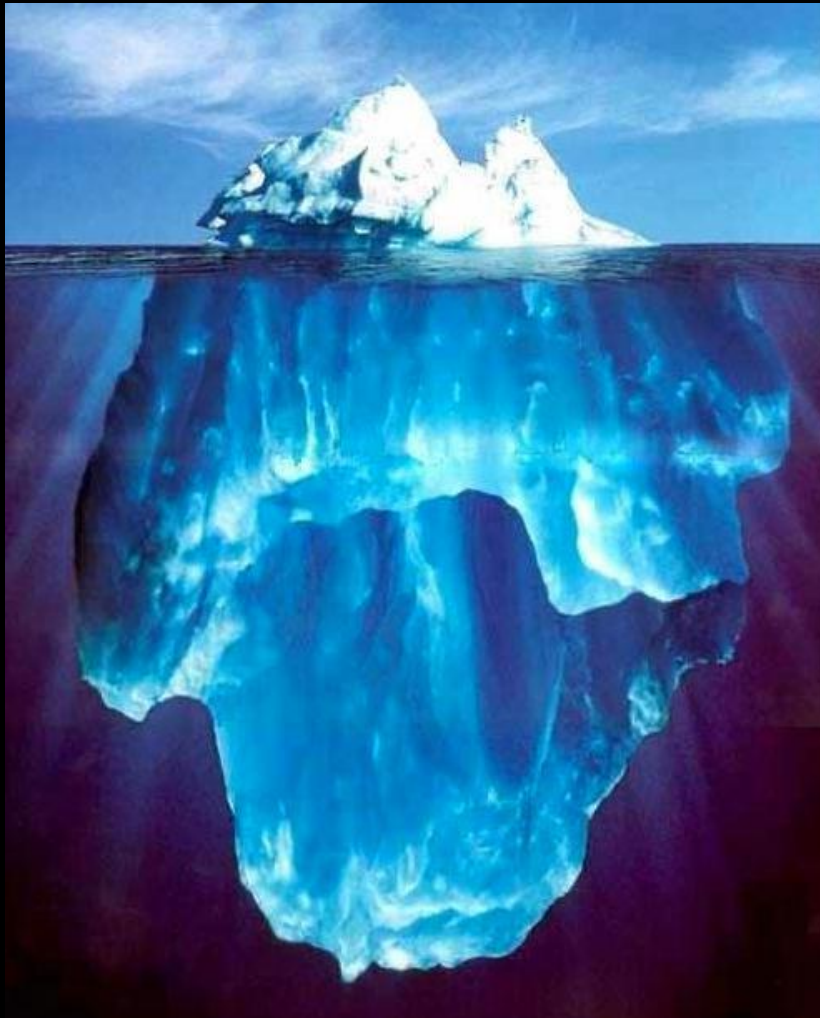
- Developing others
- Inspirational leadership
- Influence
- Teamwork and collaboration
- Change catalyst
- Conflict resolution

GROUP ACTIVITY 2

See the whole picture

When you deal with other:

One observation may not tell the whole story



- What is above the surface ?
- Give examples

- What is the below the surface?
- Give examples

DEFINITION

According to the Oxford English Dictionary, **mutual respect** is defined as “a proper regard for the dignity of person or position.”



Disrespectful Actions

- **When I am ignored**
- **When I am not consulted about the plan of care**
- **Gossip**
- **Knowledge and skill level unrecognized**
- **Confrontations as opposed to communication**
- **Demeaned; spoken to like a child; called pet names like “honey,” “sweetie” or “mamacita.”**



WHAT DO WE WANT?

Resident and RN Feedback

- **To be treated as a professional**
 - Listen to and value my professional opinion
 - Respect for my professional skills
- **Acknowledgement**
 - In the hallway
 - In the patient's room
- **Direct communication-(no more gossip)**
- **Communication not confrontation**
- **Collaborate more and dictate less**
- **Maintain the integrity of the team**
 - United front
 - No disagreements at the bedside.
 - Manage Up

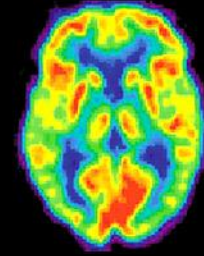
Emotional Intelligence Is Linked to Performance. (TalentSmart)

- EQ is the single biggest predictor of performance in the workplace and the strongest driver of leadership & personal excellence.
- **90%** of top performers are also high in EQ.
- On the flip side, just **20%** of bottom performers are high in EQ.
- The link between EQ and earnings is so direct that every point increase in EQ adds **\$1,300** to an annual salary.
- These findings hold true for all industries, at all levels, in every region of the world. We haven't yet been able to find a job in which performance and pay aren't tied closely to EQ.

EQ: Fore brain & Limbic system

- **Communication between your emotional and rational “brains” is the physical source of emotional intelligence.**
- **Primary senses must travel to frontal lobe before you can think rationally about your experience.**
- **First they travel through the limbic system, where emotions are generated.**
- **We have an emotional reaction to events before our rational mind is able to engage.**
- **Emotional intelligence requires effective communication between the rational & emotional centers of the brain.**
- **Emotional high jacking !!!!!**

Amygdala and emotions



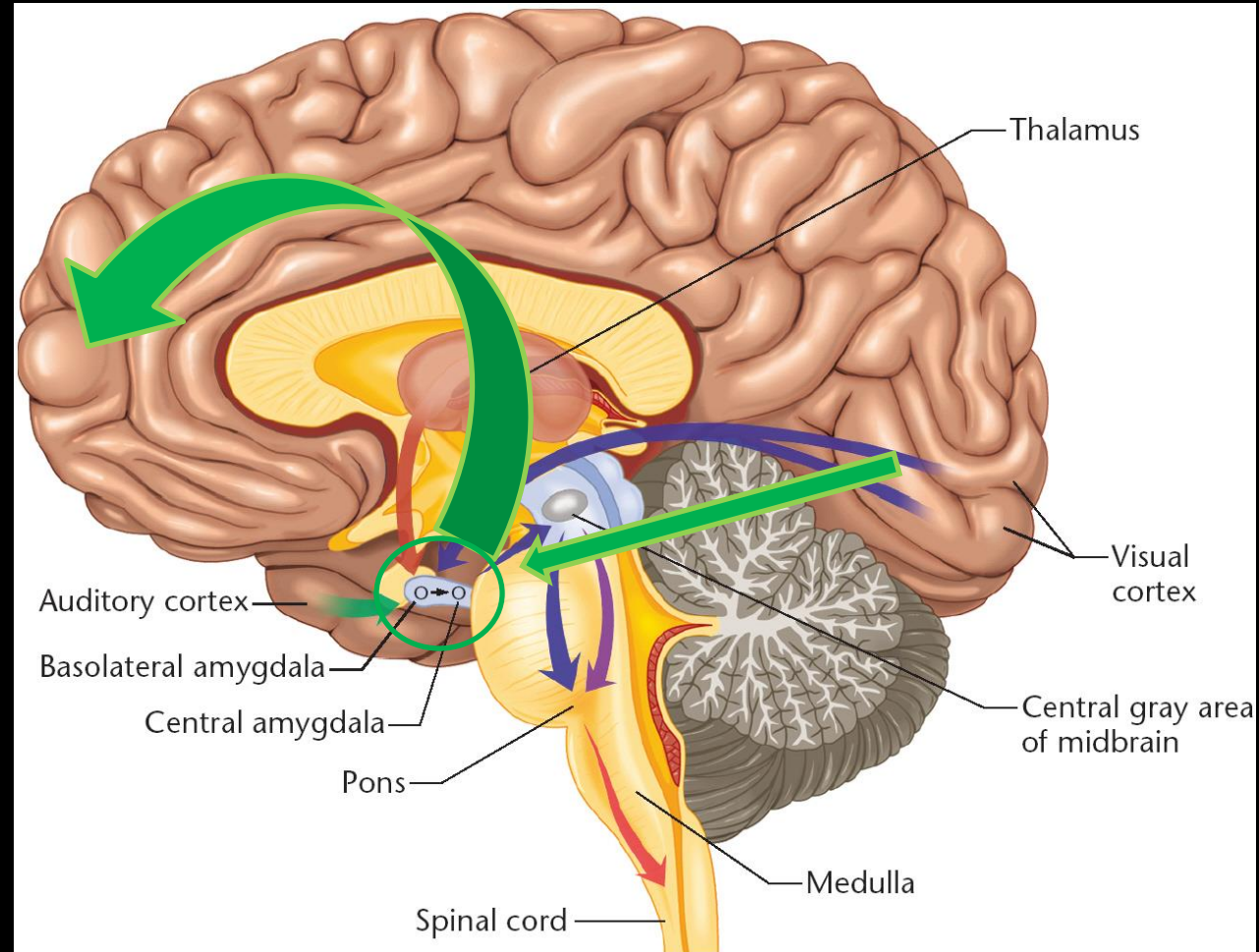
Amygdala hijack



HPA Axis



Stress hormones



How Emotion Affects Our Actions

Trigger Event

Emotional Reaction

Acting without thinking

Self-Talk



Negative Impact on...

- Relationships
- Results
- Commitment & Teamwork

Positive Impact on...

- Relationships
- Results
- Commitment & Teamwork



EMOTIONAL
INTELLIGENCE

combines the

RATIONAL brain

&

LIMBIC system

■ What do they say about you?



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Do you roar or do you meow?
What do you see in the mirror?



What Self-Management Looks Like

- Ken; Chair OBGYN; Self-management score = 93
- What people who work with him say:
- “Ken actively listens & responds with knowledge & wisdom during heated, emotionally charged meetings.”
- “Ken is great one-on-one. He communicates well, thinks on his feet & reacts well to crisis. His ability to separate emotion from logic makes him a good tactical chair. I wish there were many more of him.”

What Self-Management Looks Like

- Dan, Director of Nursing: Self-management score = 91
- What people who work with him say:
- “Jan handles stressful & confrontational situations well. She is able to work with residents & nurses who are ‘difficult’. She deals politely & pleasantly with them, even though she has reason to be upset.”
- “Jan never speaks negatively about anyone. A lot of talking behind peoples’ back happens around here; she doesn't give into the temptation, even when she feels strongly about an issue.”

What a Lack of Self-Management Looks Like

- Joe, Chief resident, OBGYN Self-management score = 59
- What people who work with him say:
- “When something goes wrong, Joe responds too quickly or disjointedly. He means well but panics when he is stressed. His reactions trickle down onto his team.”
- “Joe lets his emotions rule his behavior. Many times situations resolve themselves or aren't as urgent, but before you know it, he's heightened the intensity with a flurry of messages.”

What a Lack of Self-Management Looks Like

- Ann, Unit Director, Self-management score=61
- What people who work with her say:
- “Ann needs not be so honest! She radiates stress & as a leader, it impacts her team negatively.”
- “Ann is focused & driven to personally succeed that she takes on too much. She has a demanding workload but she needs to hold her emotions back when dealing with residents & nurses.”

What Relationship Management Looks Like

- Gail, Chief Medical Director, Relationship-management score=95
- What people who work with her say:
- Gail always manages to maintain a pleasant & professional manner even when her workload is demanding.
- When someone is upset; she asks just enough questions to get a handle on the situation and then is able to give advice & makes them feel 100% better.
- Gail makes you feel smart & confident when she gives you feedback even when you made a mistake.
- Gail, seems to feel what you are feeling when she is talking to you, which helps you feel that she relates to you & understands you
- People know they can count on gail, & what they say to her in confidence will be respected and not repeated.

What a Lack of Relationship Management Looks Like

- Bui, Clerkship Director, Relationship -management score=61
- What people who work with him say:
- If Bui doesn't see eye-eye with someone, he makes it apparent that it is not worth developing the relationship. He is very clear about his opinions of others especially if he feels they cannot be trusted.
- Bui gets over-excited when meeting new people, which may be a good trait but some people may not respond and they pull back from him.
- Bui reacts to people instead of responding to them. His approach is nearly always direct which can be difficult for some people to handle.



GROUP ACTIVITY

Self-reflection Activity 3

- You are the intern on a service. On the first day, you ask the chief resident how to help the team; but he says he is busy and will talk to you later. However, the day passes and he did not come back all day to talk to you. You go into a room and talk to a patient and the nurse yells at you.
- There is code blue and the PGY2 asks you to start the EKG machine but you fumbled. The senior resident remarks that the new interns are not helpful and just want to be spoon-fed. You go and get dinner, by the time you get back; the residents are rounding with the attending. The attending remarks that you need to be a team player.
-
- How will you respond using:
 - Self-awareness
 - Self-Management
 - Social Awareness
 - Relationship management

GROUP ACTIVITY

- In groups
- Discuss how we can improve:
 - Self-awareness
 - Self-Management
 - Social Awareness
 - Relationship management



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DISC

The DISC is a four-quadrant model & contains 28 boxes of 4 adjectives of forced choices to assess:

High D are direct, result focused, assertive, active and fast paced; they try to change, fix, or control things.

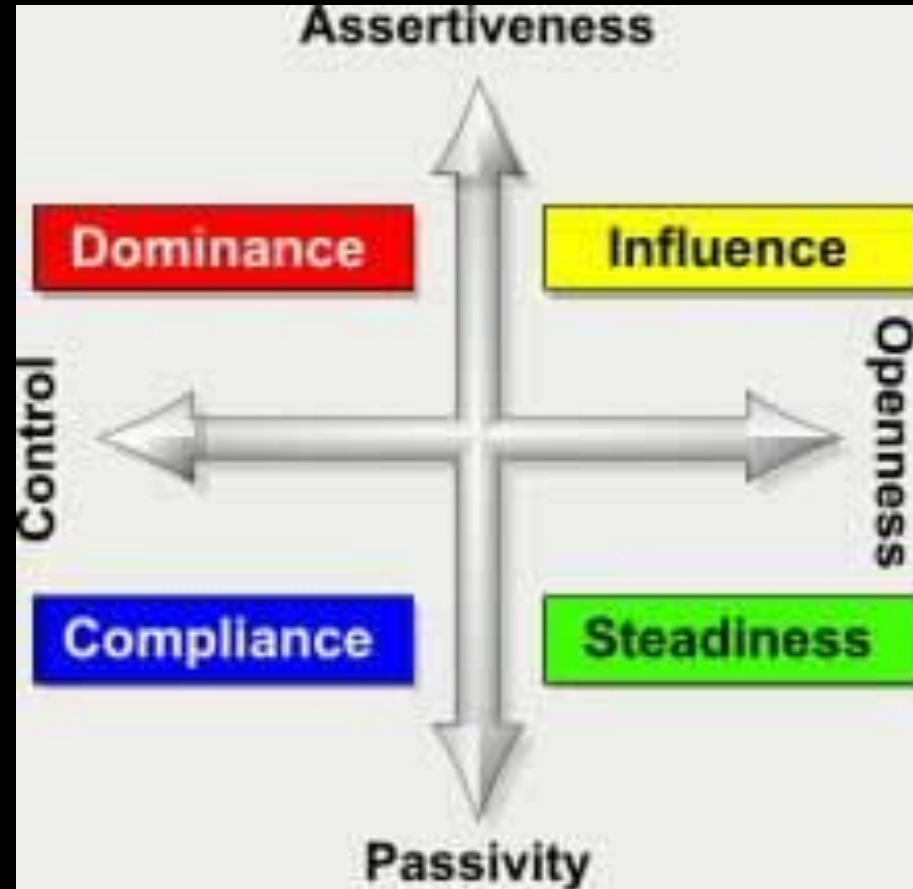
High I are enthusiastic, sociable, assertive, and active and fast paced; they try to persuade, promote, or influence others.

High S is patient, empathetic, calm and soft spoken and they try to be cooperative, supportive, and agreeable while keeping things stable.

High C is accuracy focused, analytical, calm and soft spoken and they try to work within established rules, guidelines, and procedures to ensure accuracy and quality.

**Direct, Fast paced, Assertive,
Bold**

**Questioning
Logic focused
Skeptical
Challenging**



**Accepting
People focused
Receptive
Agreeable**

Thoughtful, Moderate paced, Calm, Careful

Understanding behavior

D DOMINANT DIRECTING

1. High Ego strength
2. Tendency to be impatient
3. Fears being taken advantage of
4. Motivated by concrete results
5. Desires change
6. Needs direct answers & to be confronted

I INFLUENCING INTERACTING

1. Emotional, optimistic
2. Tendency to be disorganized
3. Fears loss of social approval
4. Motivated by social recognition
5. Desires friendly relationships & favorable conditions
6. Needs priorities & deadlines

C CONSCIENTIOUS COMPLIANT

1. High standards/perfectionist
2. Tendency to be sensitive
3. Fears criticism of their work
4. Motivated by doing it right
5. Desires accuracy & logical approach
6. Needs many explanation to convince & detailed information

S STEADINESS SUBMISSIVE

1. Steadfast, predictable, quiet
2. Tendency to be indecisive
3. Fears loss of security
4. Motivated by long-standing practices
5. Desires sincere appreciation, stable & safe environment
6. Needs planned change – slow to change



What is your
communication
style?



“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.

BOLD Communicator

High Ego Strength, Direct, Decisive, Efficient, Blunt, **Get results**, Challenging, Desires Change, Problem solver, Practical, Independent, Competitive, Don't listen, No details

Pushy
Impatient
Domineering
Attacks first
Tough
Harsh



SYMPATHETIC Communicator

Quiet, calm, Listen,
Dependable, Supportive,
Sincere team player, Amiable,
Loyal (part of a group), Reserved
No change, Want appreciation,

Unsure
Insecure
Awkward
Possessive
Conforming
Wishy-washy



EXPRESSIVE Communicator

Relate to others , Be popular,
Positive, Optimistic, Good presenter,
Public recognition, Persuade others,
Emotional, Enthusiastic, Animated,
Talkative, People oriented, Stimulating

Disorganized
Undisciplined
Manipulative
Excitable
Reactive
Vain



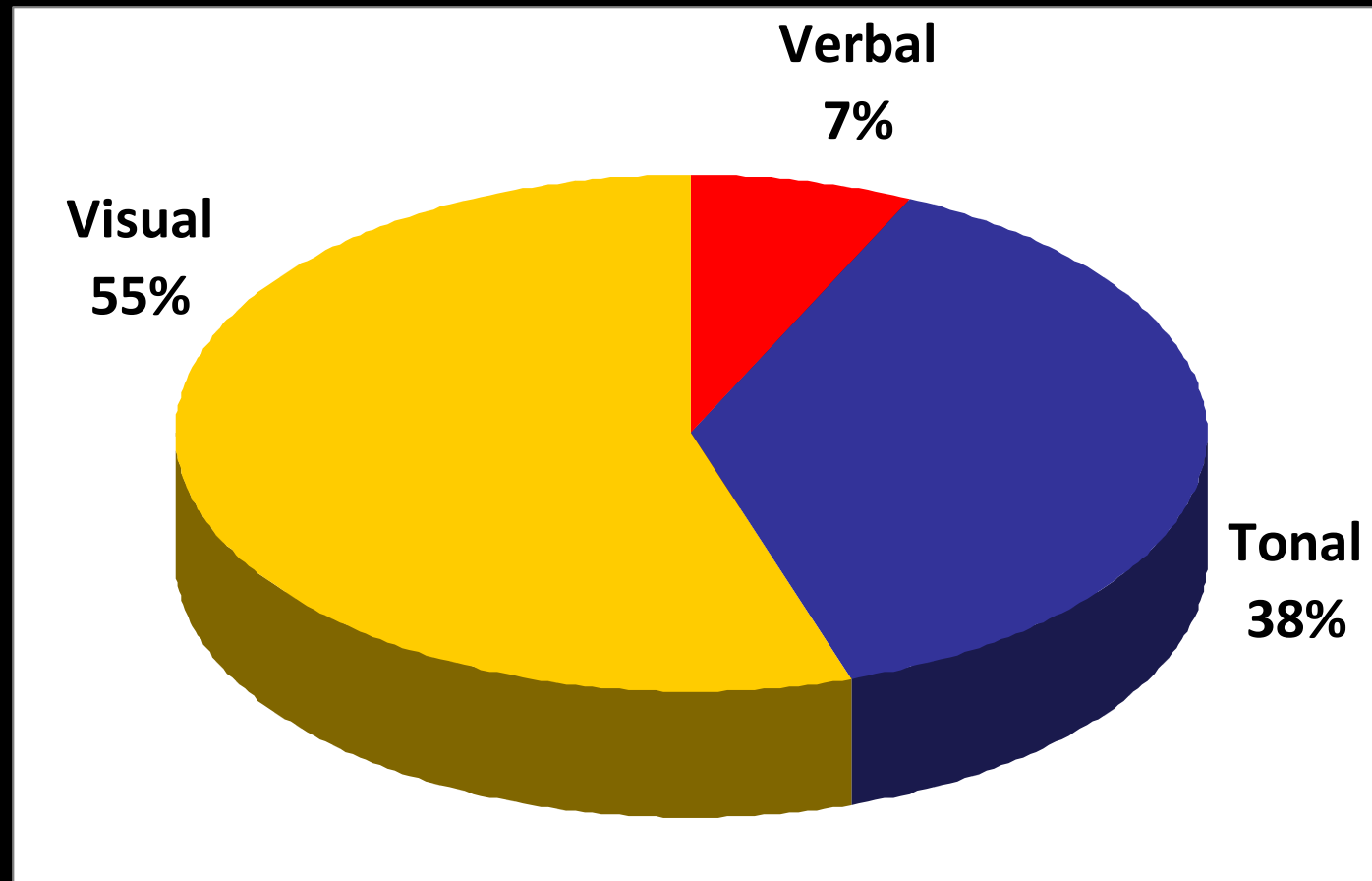
TECHNICAL Communicator

Accurate; Details
Sensitive, Logic, Serious
See small parts (follow procedures),
Persistent; Perfectionists,
Orderly, Cautious,
Overlook human aspect

Picky
Stuffy
Critical
Judgmental
Fears criticism
Slow to make decision



Channels of Communication



Communication Skills

Speaking Well

- Maintain good eye contact
- Speak with confidence
- Find the right speed and volume
- Enunciate (don't mumble)
- Make messages specific & complete
- Use direct, unambiguous language
- Be succinct (don't ramble)
- Use pauses to ensure understanding

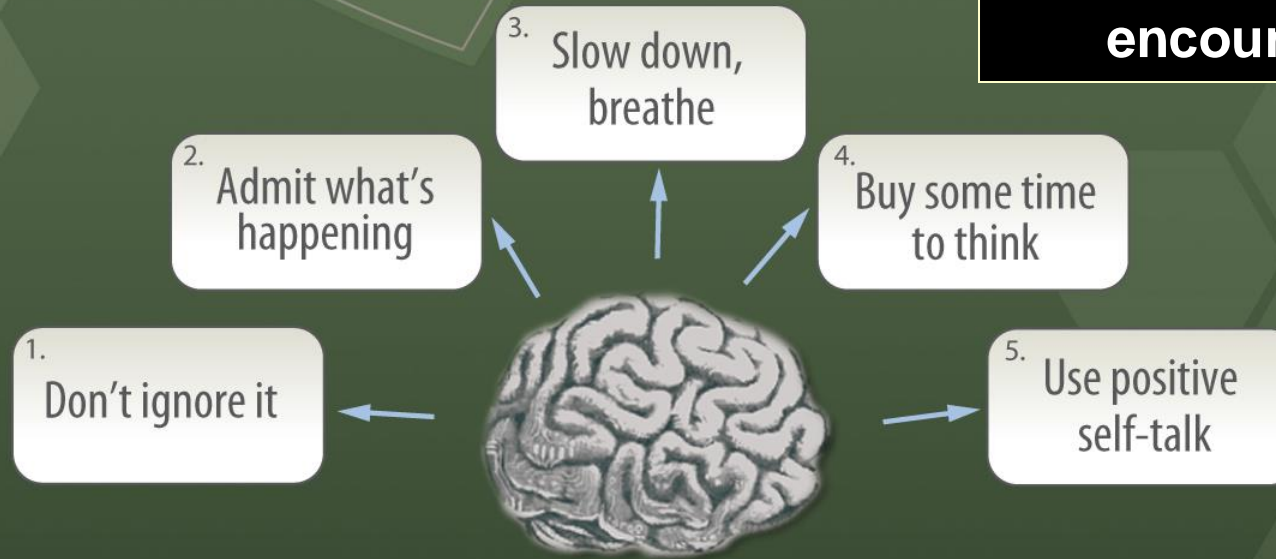
Listening Well

- Eliminate distractions
- Concentrate
- Focus on the speaker
- Maintain an open mind
- Look for nonverbal cues
- Listen for main ideas
- Listen critically
- Ask questions/ clarifications
- Avoid prejudices
- Listen to entire message before making judgment
- Take notes
- Paraphrase/summarize speaker

Self Management Strategies

Smile & laugh more

Learn a lesson from every encounter



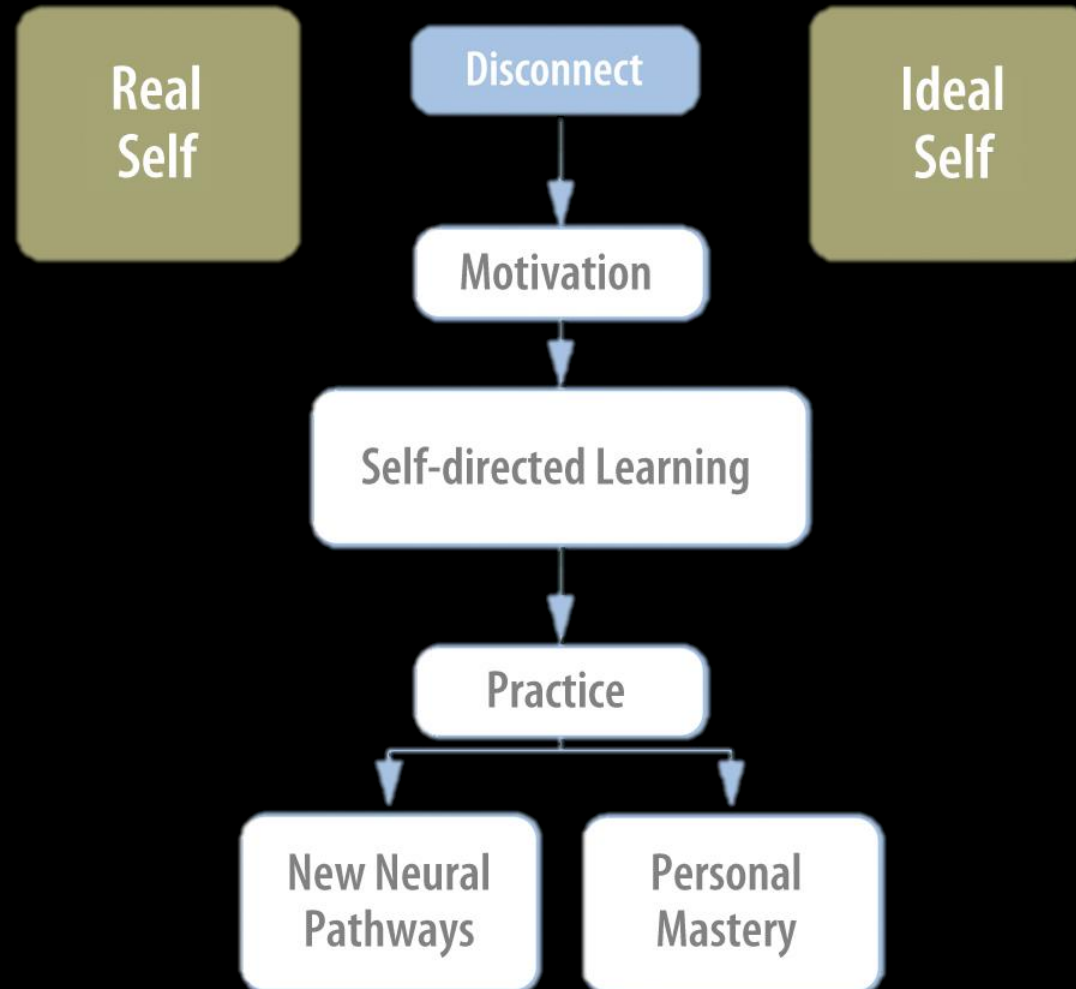
Emotional Reaction

My Actions

Accept that change is just round the corner


Create an emotion vs. reason list

Keep Practicing to make Permanent





**DON'T TAKE
IT
PERSONALLY
?**



**Be humble & admit that
you are wrong!**

**Be able to apologize
with an audience!**

**Apologize even
when you are RIGHT!**

We all make mistakes!

Do not wallow in your mistake.

**Get up, try & try again until you
succeed.**

**Success consists of going from failure to failure
without loss of enthusiasm. Winston Churchill**

**Develop success from failures. Discouragement and
failure are two of the surest stepping stones to
success. Dale Carnegie**

**A successful man is one who can lay a firm foundation
with bricks others have thrown at him. David Brinkley**

**Try not to become a man of success, but rather try to
become a man of value. Albert Einstein**

**The ONLY person you
can CHANGE is YOU!**

**When you CHANGE
YOU!!**

**You change the
WORLD!!!**

I am RESPONSIBLE

Our Words can KILL or HEAL!

A time to be quiet & a time to speak!

Think twice before you speak, because your words and influence will plant the seed of either success or failure in the mind of another. Napoleon Hill

You can change your world by changing your words... Death and life are in the power of the tongue. Joel Osteen

Better than a thousand hollow words, is one word that brings peace. Buddha

TEAM BUILDING, EMOTIONAL INTELLIGENCE

&



THE WORD!

Using psychology, the Bible, & organizational culture
to teach emotional intelligence principles
for improved workplace & community team building!

How to become
the awesome
leader,
communicator &
co-worker



DOTUN A. OGUNYEMI, MD

Post Survey

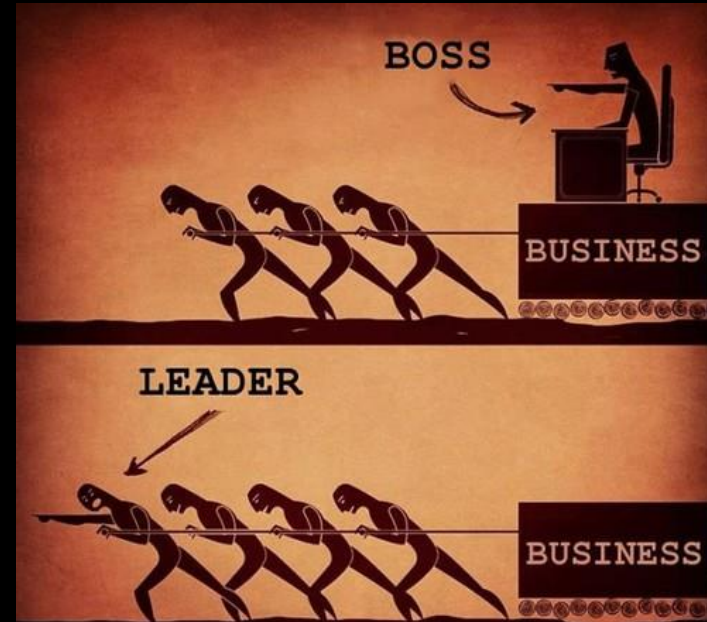
- 1) I can now see how my level of emotional intelligence (EQ) could have impacted my past failures.
- 2) I can now see how my level of emotional intelligence (EQ) could have boosted my past successes.
- 3) I can now see how I am perceived by others may have hindered me from getting the results that I feel I deserved
- 4) I now recognize how the EQ level of my supervisor or faculty has limited their ability to be most productive, engaged and to lead
- 5) I now realize how my EQ level affects my relationships and my family
- 6) I can remember at least one emotional hijacking experience that had a negative impact on my relationships, results, or my commitments
- 7) I have been guilty of miscommunications and conflicts that occurred because of my body language and tone of voice
- Behavior changing questions.
- 8) I feel that I have learned some skills from this workshop that can help me improve my EQ
- 9) I feel that I can make changes that can help in improving relationships, and defusing conflicts with those that I work with
- 10) I feel that I can help make changes in my family and social groups that can help to improve my relationships

THE END

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of leader
that you
would
follow.



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■ **THANK
YOU**