

# **Enhancing Emotional Intelligence Abilities In the Health Care Workplace**

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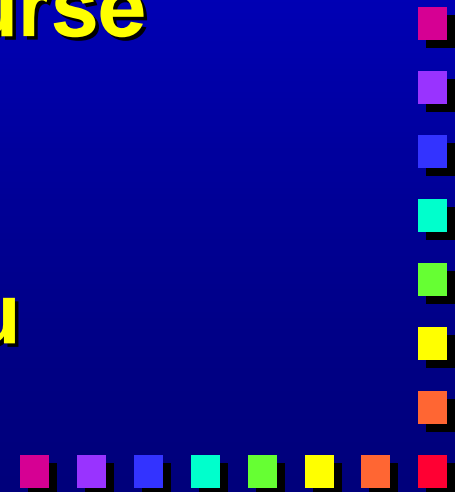
**Emotions and Emotional  
Intelligence in Nursing  
Leadership-  
Dissertation by Dr. Nancy Molter**

**Leadership Practices and  
Emotional Intelligence of Nurse  
Leaders-**

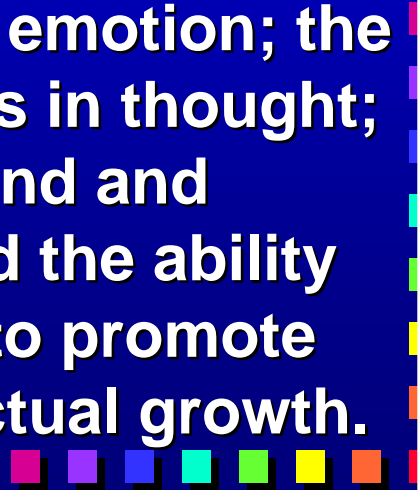
**Dissertation by  
Dr. Joan M. Vitello-Cicciu**

Fielding Graduate Institute, 2001

Santa Barbara, Ca,

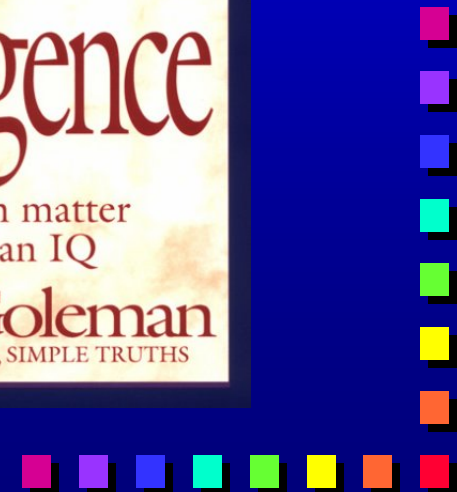
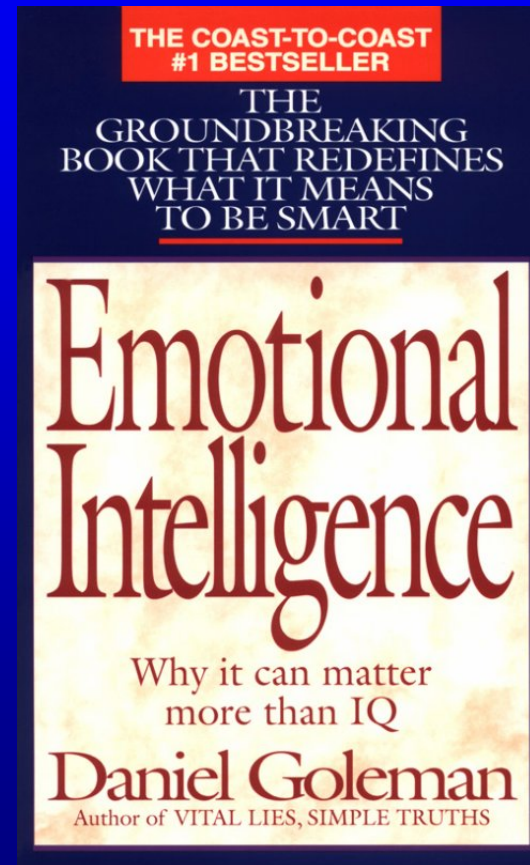


# What is Emotional Intelligence?

| Researchers                           | Definition   |
|---------------------------------------|--|
| <b>Jack Mayer &amp; Peter Salovey</b> | The ability to recognize the meaning of emotions and their relationships; and to reason and problem solve on the basis of them. Identified four abilities.   |
| <b>Four Abilities Model</b>           | The ability to perceive accurately, appraise and express emotion; the ability to use emotions in thought; the ability to understand and analyze emotions; and the ability to regulate emotions to promote emotional and intellectual growth.<br> |

# Definition of EI By Goleman

- EI refers to the capacity to motivate oneself and persist in the face of frustration; to control impulses and delay gratification; to regulate one's moods and keep distress from swamping ability to think; to empathize and to hope.

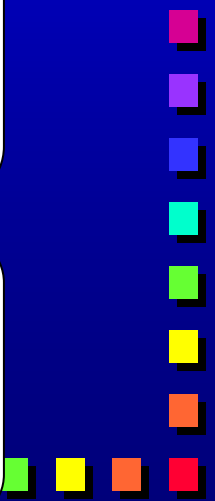
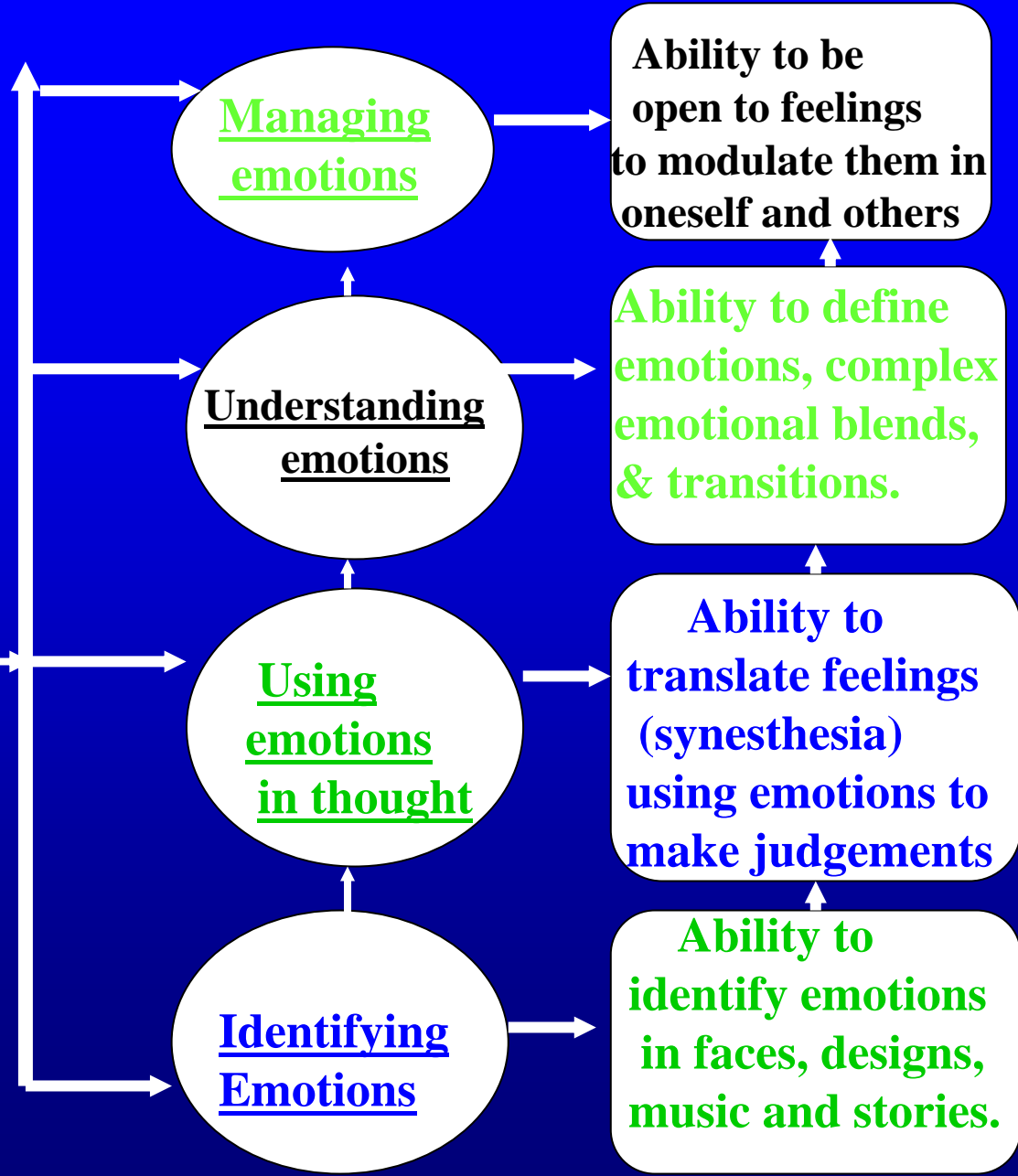


# What is Emotional Intelligence?

| <b>Researchers</b>                             | <b>Definition</b>   |
|--|---|
| <b>Reuven Bar-On</b>                           | <b>An array of non-cognitive capabilities, competencies &amp; skills, that influence one's ability to succeed in coping with environmental demands and pressures.</b> |
| <b>Robert Cooper<br/>&amp;<br/>Ayman Sawaf</b> | <b>The ability to sense, understand &amp; apply the power and acumen of emotions as a source of human energy, information, connection and influence</b>               |



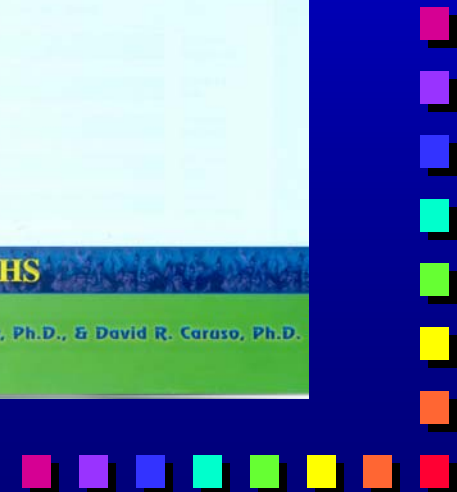
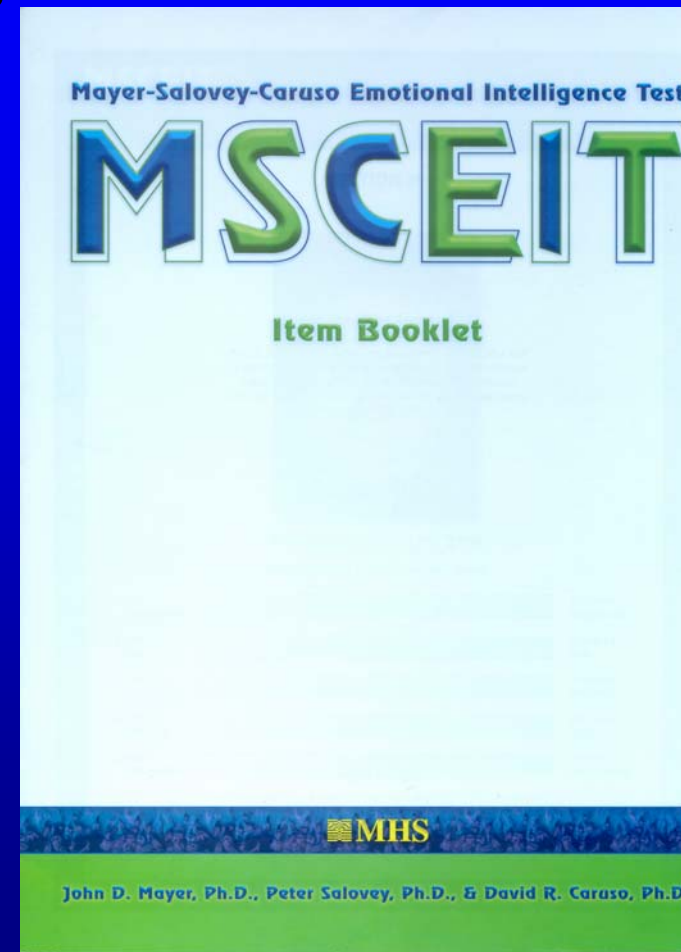
**Mayer  
&  
Salovey  
Ability  
Model**



# Assessing Emotional Intelligence

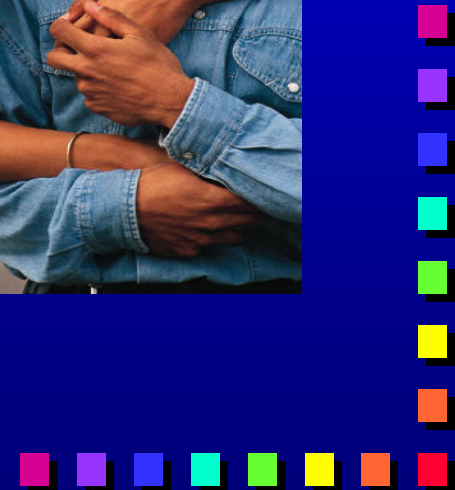
- Many tests available for all models.
- All are self-report for the mixed models
- The Mayor-Salovey-Caruso Emotional Intelligence Test is only ability test

<http://www.emotionaliq.org/MSCEIT.htm>



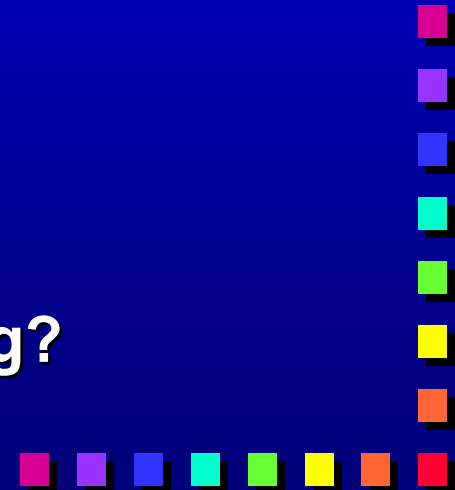
# Enhancing Ability to Identify Emotions

- Using a journal to reflect on emotions
- Engaging in people watching- looking at non-verbal cues
- Analyzing facial expressions/validating these expressions
- Listening to pitch and tone of voice
- Caring for critically ill/terminal pts.



## Reflection- Using An Emotional Reflective Journal

- What am I feeling now?
- What are the non-verbal cues/verbal cues that I used to assess this emotion?
- What kind of energy level does this emotion generate?
- What activities should I engage in while feeling this emotion?
- What's impact could there be if this emotion persists?
- What should I do about it if anything?
- What can I learn from having this emotion?



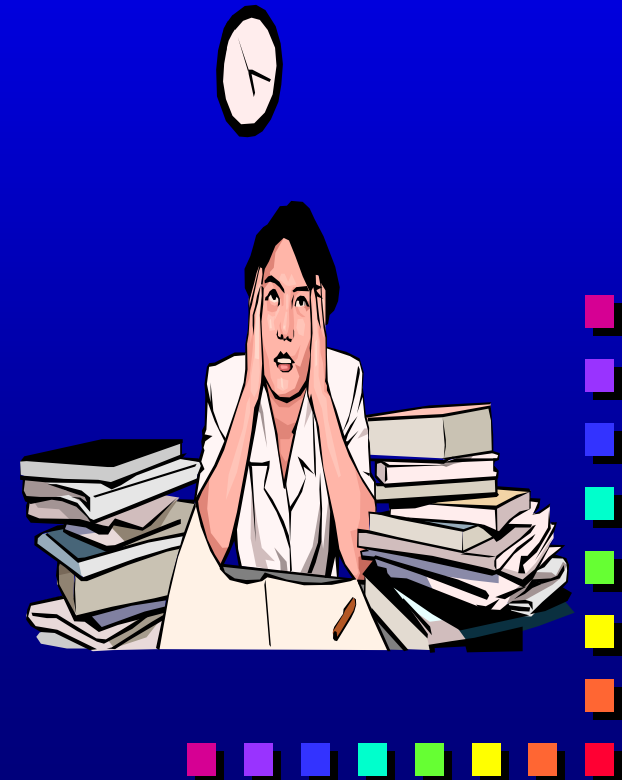
# Enhancing Ability to Integrate Emotions into Thought

- Using positive imagery
- Acquiring more active listening skills
- Reflecting on past experiences
- Understanding impact of moods-positive /negative
- Knowing that positive moods enhance brainstorming and innovative ideas



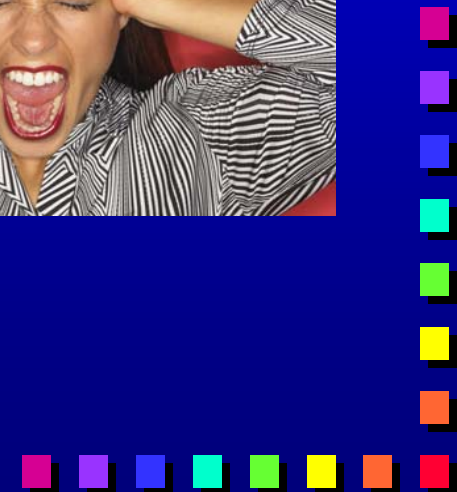
# Enhancing the Ability to Understand Emotions

- Learn that emotions convey meaning about relationships, or events
- Understand likely transitions of patient or staff emotions-the What if???
- Role playing of emotional situations
- Stories or narratives of difficult leadership situations
- Mentoring of less skilled EI leaders



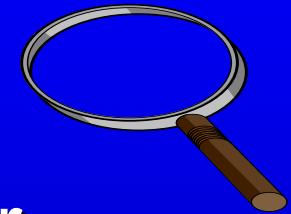
# Enhancing the Ability to Manage Emotions

- Using relaxation techniques
- Engaging in stress/anger management
- Engaging in self-talk
- Employing exercise
- Using self-help books
- Reflecting on situations that went well and learning from situations that did not go well.



# Heightened Emotional Awareness of Self and Others

J. Vitello, 2001



- This is the ability to recognize your emotions and to differentiate them, to know what emotion you are feeling and why and to know what caused your emotion.
- Know thyself
- Take one's emotional temperature



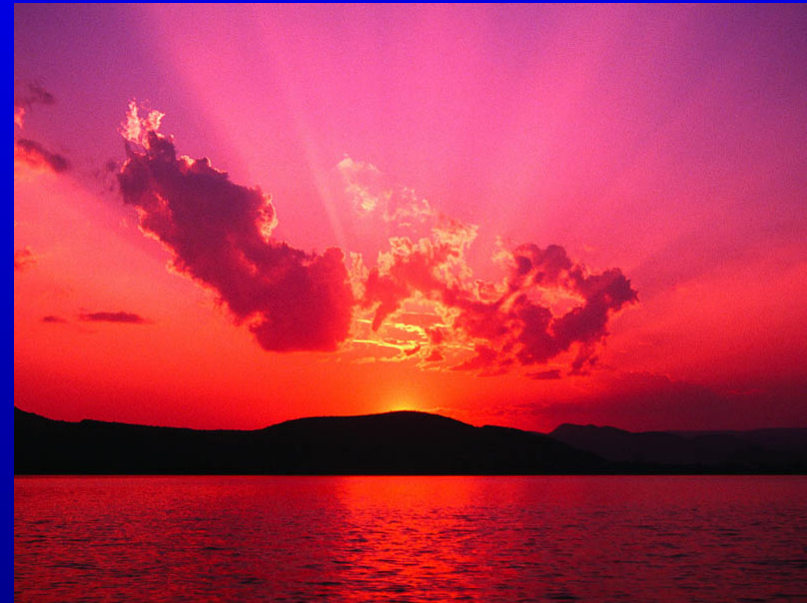
# Heightened Emotional Awareness of Self and Others

- Cornerstone that underlies an individual's ability to become emotionally intelligent.
- Being aware of your own emotions and other's emotions
- Being sensitive to these emotions
- Evaluating why these emotions exist
- Understanding their effect on others
- Responding to these emotions appropriately.



# Five Strategies for Being More Emotionally Aware of Oneself and Others

- Reflection
- Meditation
- Visualization
- Appreciative Inquiry
- Empathic listening



# Emotional Reflective Journal (Looking Within)

- What am I feeling now?
- What are the non-verbal cues/verbal cues that I used to assess this emotion?
- What kind of energy level does this emotion generate?
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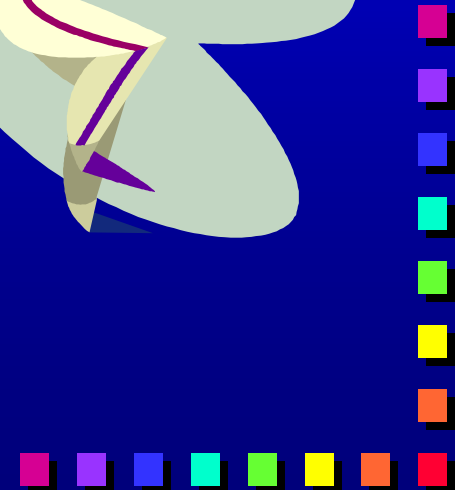
# Engaging in Meditative Practices

- Raja Yoga (BKSW.com)
- Mindfulness Meditation
- Open or close eyes
- Bring attention to your breathing
- Practice daily
- Mornings are best

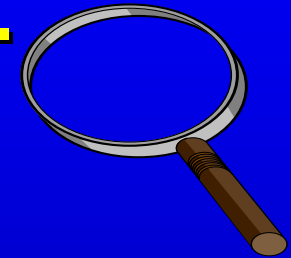


# Positive Visioning

- Clearly illustrated in sports
- Rehearsal in one's mind and holding a clear mental image of oneself performing at peak levels.
- Being in the flow
- Projecting a positive picture



# Appreciative Inquiry



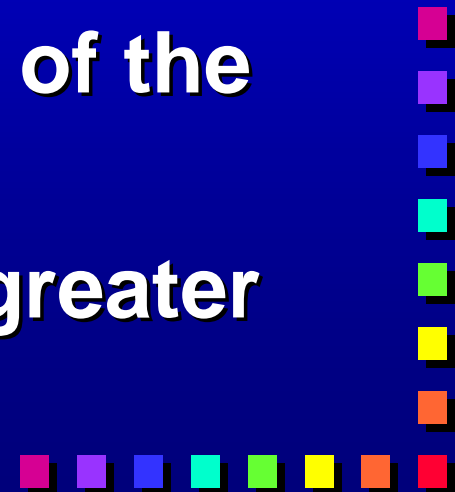
Human systems move in  
the direction of what we ask  
questions about.

Cooperrider & Srivastara

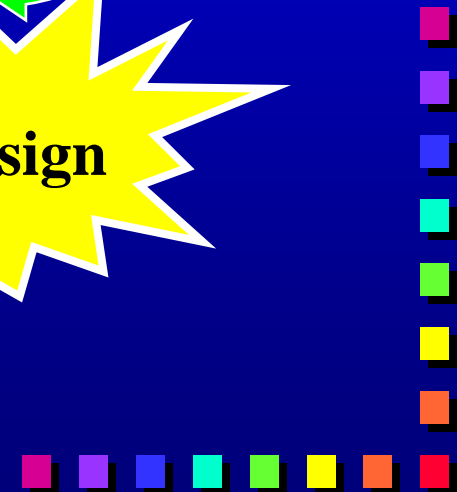


# Basic Premise of AI

- Change begins at the moment we ask the question
- An organization is an open book, not a machine
- Deep change starts with positive images (words and pictures) of the future
- Positive questions result in greater and longer lasting changes.

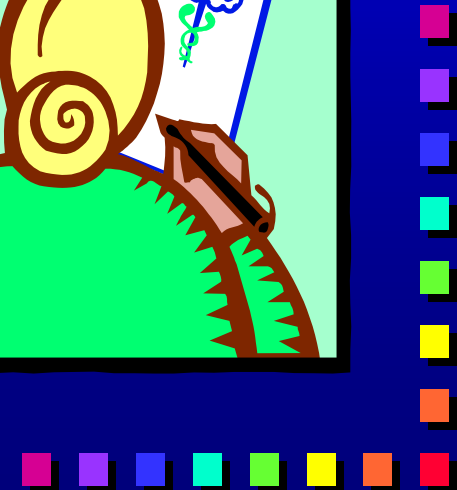


# Appreciative Inquiry-4D Cycle –David Cooperrider



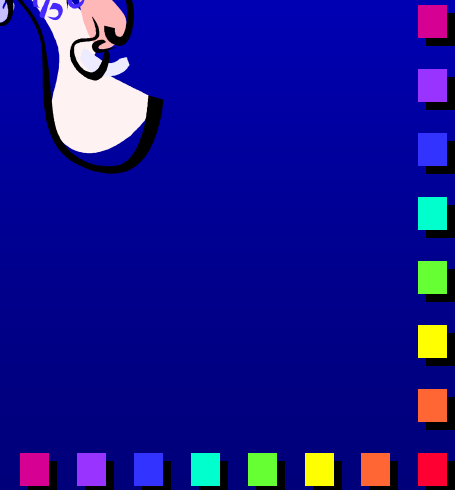
# Appreciative Inquiry : Positive Probes

- What were your hopes & aspirations when you chose this job?
- Describe a situation when you were at your high point and felt energized to perform at your peak level? When did this occur?
- What are the 3 things that you value about yourself?
- What is your dream for yourself?
- What actions could you take to make this dream a reality?



# Empathic Listening

- Defined as the ability to be aware of, to understand, and to appreciate the feeling of others.
- To tune into what another person is saying
- Seeking to understand and be sensitive to what is being said regardless of how that might differ from your own perceptions.



# Value of Emotions In The Workplace

“ Nurses are socialized to show care and concern and to suppress negative emotions to patients and physicians. If individual nurses, and those they interact with, do not have emotional intelligence and/or emotional competencies, or do not have the organizational support for the emotional work of caring, then the emotional work... may become overwhelming.”

Ashforth, B.E. & Humphrey, R. H. (1993) Emotional labor in service roles: The influence of identity. *Academy of Management Review*, 18 (1), 88-115.



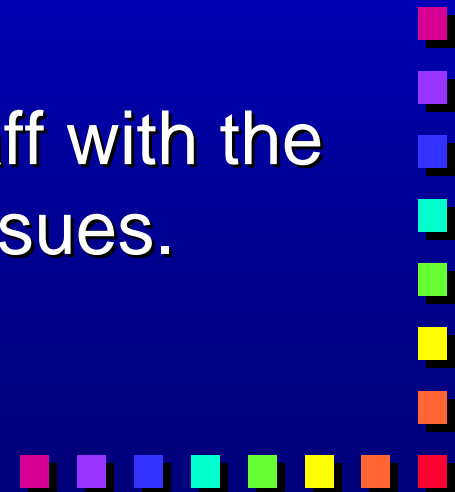
# The Work of Health Care Leaders

- Challenged to ensure that patient/family needs are met with caring, compassionate caregivers
- Challenged to ensure that the emotional labor of health care providers is minimized
- Challenged to ensure that the organizational culture supports the caring nature of the service



# EI Health Care Leaders

- Empathetic to staff members
- Enhance individual and group relationships
- Understand leadership emotional contagion
- Analyze the emotional side of issues
- Anticipate how people will react
- Create programs that will assist staff with the emotional impact of work-related issues.



This concludes this presentation.

Thank You!

