

Emotional Intelligence and Communication for Healthcare Professionals Practicing in Long-Term Care

Janice Hoffman Simen, PharmD, EdD, APh, BCGP, FASCP
Associate Professor of Pharmacy Practice and Administration
Western University of Health Sciences, College of Pharmacy
President, California Association of Long-Term Care Medicine
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Disclosure Statement

Janice Hoffman, Pharm.D., EdD, APh, BCGP, FASCP has no financial relationships with ineligible companies to disclose.

Objectives

- Describe the four domains of Goleman's Emotional Intelligence (EQ) model.
- Compare the four domains of individual EQ to Team EQ
- Understanding whole communication concepts, nonverbal, verbal and listening skills.



Emotional Intelligence

- Daniel Goleman 1998

“ The capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.”



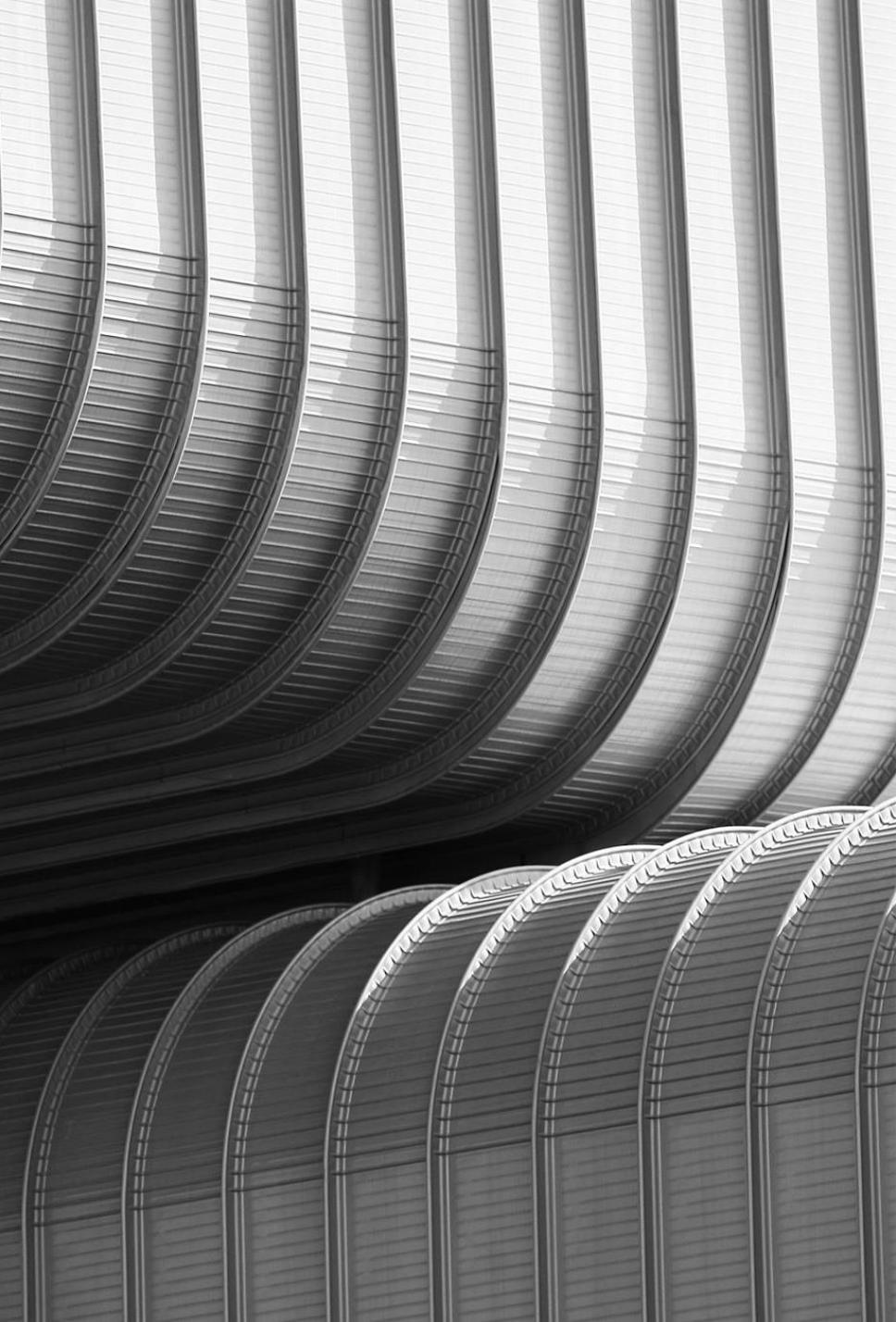
Emotional Intelligence

- 1998 Goleman - IQ and EQ
- Emotional intelligence predicts success
- Emotional competencies can be developed
- It takes time to acquire new competencies



Emotional Intelligence

- Seen as the fundamental key to success and leadership - and it can be learned!
- Working with people
 - Not just about being nice
 - Managing one's own emotions
 - Ability to handle encounters
 - Teamwork
 - Leadership



Emotional Intelligence is....

A deep understanding of self and others

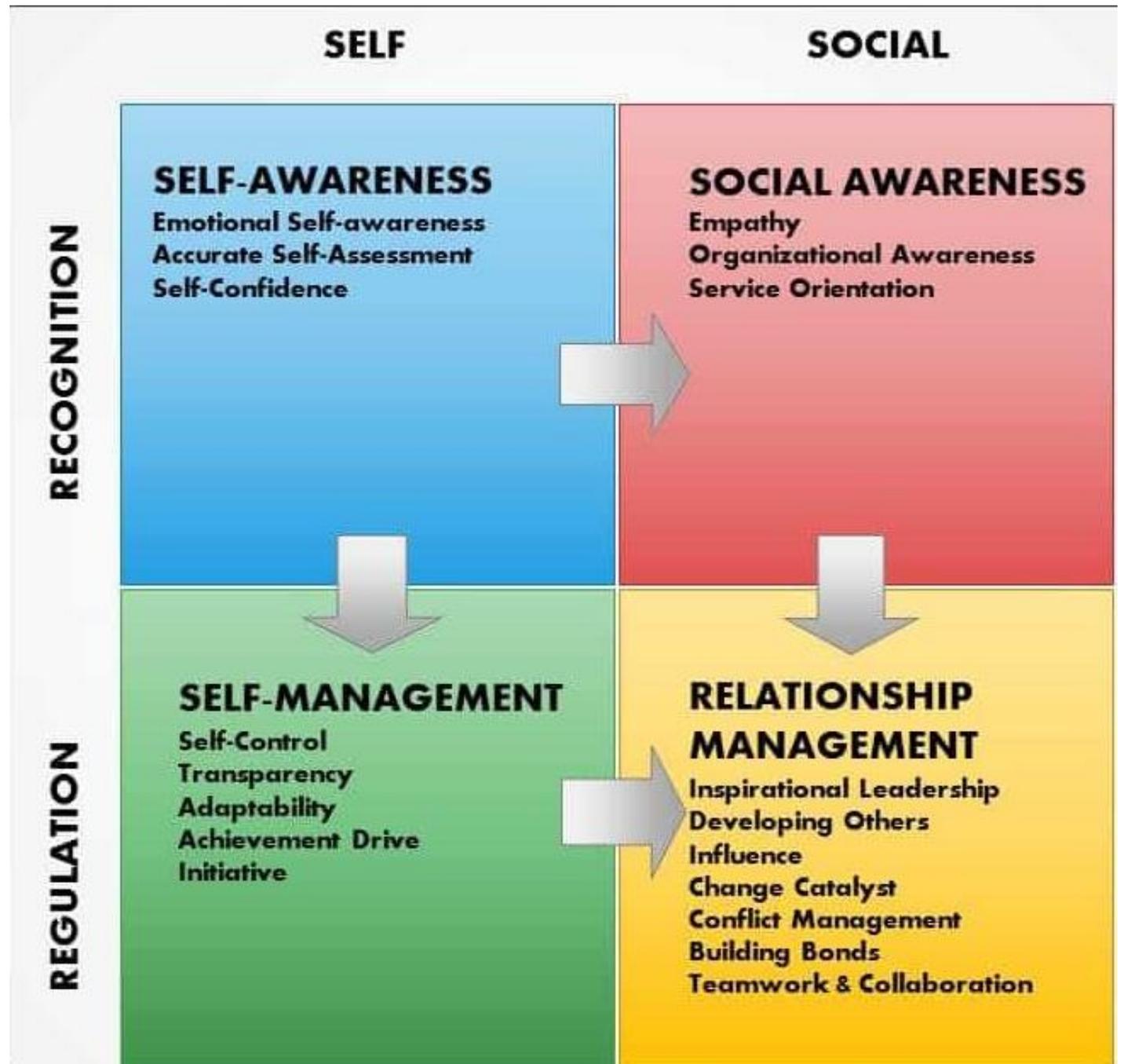
That little something that some people have that helps them successfully navigate interactions in:

- Social
- Professional
- Personal situations

Being able to show empathy

Express your own feelings appropriately

Goleman's
EQ
Competencies
Model



The Two Sides of Emotional Intelligence

- **Personal Competence**

- **Manage self**

- **Self Awareness** – know

- ✓ Strengths
- ✓ Weaknesses

- **Self Regulation**

- Trustworthiness
- Responsibility
- Adaptability

- **Social Competence**

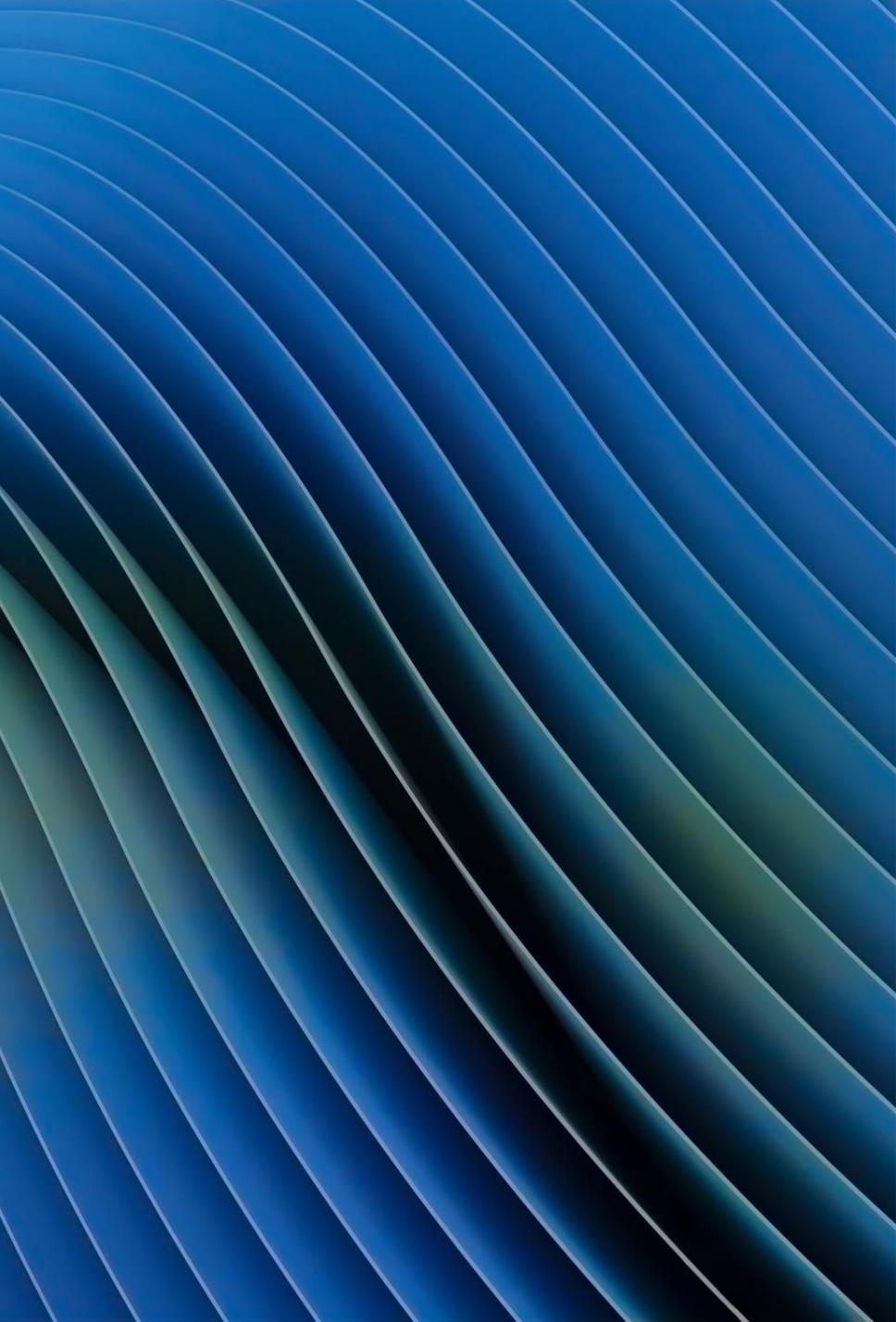
- **Manage relationships**

- **Empathy** - awareness of other's

- v Feelings
- v Concerns

- **Social Skills**

- Communication
- Conflict management
- Cooperation



Job Success, Not Survival

Growth and prosperity
run parallel

Hard work does NOT
promise job security



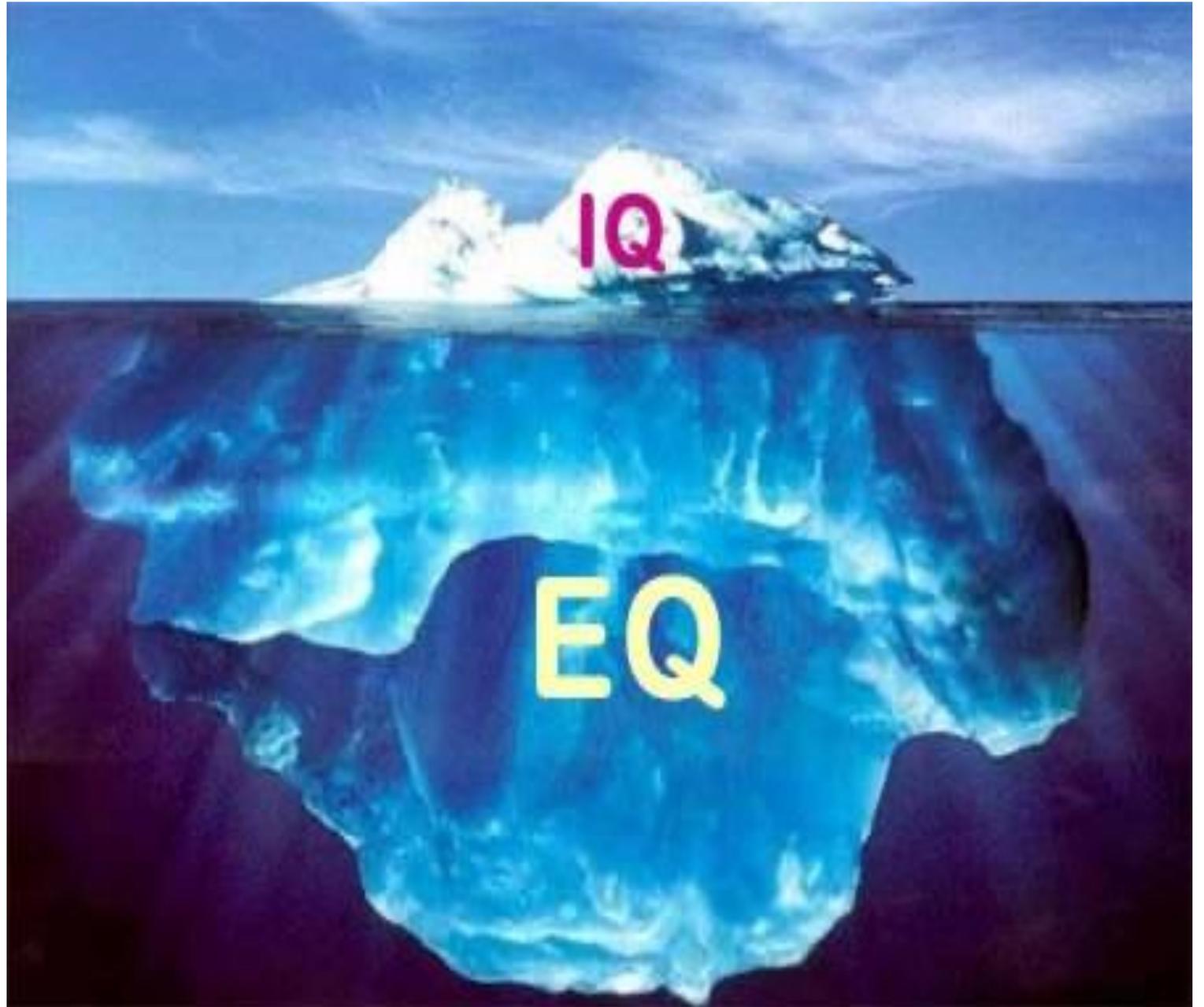
Common Employer Complaints

- Lack of:
 - Social skill
 - Motivation to keep learning
- Inability to take criticism
- Leads to plateaued or derailed careers because of crucial gaps in EQ (EI)

A group of business professionals in an office setting. A woman in a grey blazer is in the center, looking at a tablet. To her left, a man in a dark suit and tie is also looking at the tablet. In the foreground, another person's hands are visible, holding a tablet with a chart on the screen. There are coffee cups on the table. The text "The more complex the job, the more EQ (EI) matters!" is overlaid in white.

The more complex the job, the more
EQ (EI) matters!

Why don't those
with higher
IQs always
succeed?



Team Emotional Intelligence

How We Feel	How We Connect
<p>Emotional Awareness</p> <ul style="list-style-type: none">-Recognize tendencies to responding people situations-Understanding reactions<ul style="list-style-type: none">→ Increased team satisfaction→ feeling respected→ belonging→ productivity	<p>Internal Relationships</p> <ul style="list-style-type: none">- Connections amongst the team- Bonding – how work together on good/bad days- Strengthening team relationships leads to:<ul style="list-style-type: none">- Healthy, fun- Productive- Ability to support group through challenges
<p>Emotion Management</p> <ul style="list-style-type: none">-how team members behave in response to emotions-Teams ability to response to uncomfortable emotions and influence in a constructive manner-Mobilizing best feelings to stimulate peak team performance	<p>External Relationships</p> <ul style="list-style-type: none">-Connections outside the team-Expand the sphere of influences <p>Find solutions and resources available outside team</p> <ul style="list-style-type: none">-Redefine and expand the “we-mindset” <p>MORE ABOUT GIVING THAN TAKING</p>

The Importance of Team Leadership

- *“The uniquely important part of the team leader’s role is their responsibility to set the emotional tone for the team”*
- Followers absorb negative emotional displays from their leaders
- Your team’s performance will benefit when as a leader you work on your individual EQ skills
 - Improved self awareness → identify the moods that positively/negative affect your team
 - Improved self management → your bad mood shouldn’t distract/worry your team
 - Improved social awareness → help you to know when and how to speak up at a team meeting
 - Relationship management → learning how to resolve conflict between team members and negotiate win-win

6 Signs Of An Emotionally Intelligent Team

1. *They re-clarify norms for new members.*

Rules that guide the team's behaviors

2. *They use curiosity to strengthen relationships.*

Use curiosity to stay focused

Weigh in → Buy in

3. *Their environment is psychologically safe.*

Psychological safety → EQ (more aware by learning) and trust ; won't be punished for mistakes

4. *They balance relationships with tasks.*

Smart teams operate along a spectrum

Goal achievement ← → healthy relationships

5. *They prioritize team learning.*

- After task reviews to identify three things:

What they intended to achieve

What they actually achieved

What caused the difference

Build the team's collective awareness about each other and the team's mission at hand

6. *They listen to each other.*

Actively listen without formulating in their minds what they want to say next.

Personal Benefits of Emotional Intelligence

- Greater career success
- Stronger personal relationships
- Increased optimism and confidence
- Better health



Professional Benefits of Emotional Intelligence

- **Effective leadership skills**
- Improved communication
- Less workplace conflict
- Better problem-solving skills
- Increased likelihood of promotion



Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

<https://www.youtube.com/watch?v=mKgy5W3S6nw>

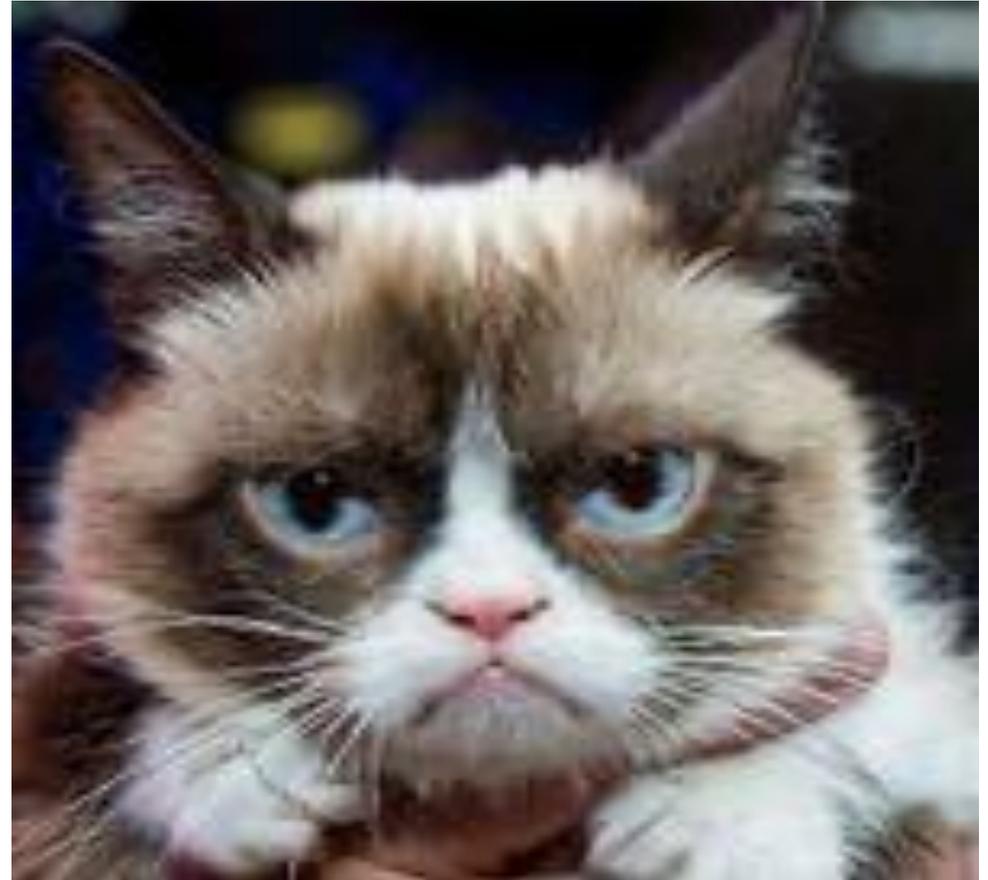
Want to Test Your EQ?

- www.talentsmart.com/products/ei.php?ID=18
 - Online test, compare your results, lots of additional services - \$34.95
 - Bradberry, T & Greaves J. ***Emotional Intelligence 2.0***, 2009
TalentSmartEQ about \$20 for hard back or audio tape (there is also a cheat sheet version) and usually comes with an access code for online test
- Goleman D, *Emotional Intelligence: Why It Can Matter More Than IQ* available in Paperback –2005 about \$16
- The Emotional Intelligence Quick Book
 - Barnes and Nobles , about \$15, you get the book and can take the online test for free

(I have no interest in any of these products)

Non-Verbal Communication

- Body language
- Facial expressions
- Movements
- Space
- Gestures
- Posture



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Verbal Communication

- The rules for the speaker include (Markman et al., 2004; Markman, Stanley & Blumberg, 2010):
 - The speaker should share his/her own thoughts, feelings and concerns—not what he/she thinks the listener’s concerns are.
 - Use “I” statements when speaking to accurately express thoughts and feelings.
 - Keep statements short, to ensure the listener does not get overwhelmed with information.
 - Stop after each short statement so that the listener can paraphrase, or repeat back in his/her own words, what was said to ensure he/she understands. If the paraphrase is not quite right, gently rephrase the statement again to help the listener understand.

Markman, H. J., Stanley, S. M., & Blumberg, S. L. (2010). *Fighting for your marriage*. San Francisco: Jossey Bass.

Markman, H. J., Stanley, S. M., Blumberg, S. L., Jenkins, N. H., & Whiteley, C. (2004). *12 hours to a great marriage: A for making love last*. San Francisco: Jossey Bass

Listening Skills

- The rules for the listener include:
- Paraphrase what the speaker is saying. If unclear, ask for clarification. Continue until the speaker indicates the message was received correctly.
- Don't argue or give opinion about what the speaker says—wait to do this until you are the speaker, and then do so in a respectful manner.
- While the speaker is talking, the listener should not talk or interrupt except to paraphrase after the speaker.

Markman, H. J., Stanley, S. M., & Blumberg, S. L. (2010). *Fighting for your marriage*. San Francisco: Jossey Bass.

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Summary

- ❖ EQ skills are highly depended on those around us
- ❖ The more we interact with others the more empathetic we become
- ❖ EQ is a learned skill
- ❖ EQ is susceptible to change (decline) in times of stress
- ❖ Middle managers typically have higher EQ than CEO's.
- ❖ The generational divide has more to do with life experiences and age than traits of the individual groups.
- ❖ Communication is nonverbal, verbal and listening skills

References

- Bradberry T, Graves J. *Emotional Intelligence 2.0*, CA, TalentSmart, 2009
- Greaves J, Watkins E. *Team Intelligence 2.0* TalentSmartEQ CA 2021
- Markman, H. J., Stanley, S. M., & Blumberg, S. L. (2010). *Fighting for your marriage*. San Francisco: Jossey Bass.
- Markman, H. J, Stanley, S. M., Blumberg, S. L., Jenkins, N. H., & Whiteley, C. (2004). *12 hours to a great marriage: A for making love last*. San Francisco: Jossey Bass.
- Videoclips taken from youtube.com
- Images clipped from googleimages.com
- <https://www.forbes.com/sites/jeffboss/2018/02/04/6-signs-of-an-emotionally-intelligent-team/?sh=8645dbd65c1a>
- Acknowledgements for slide development – Mary Euler, PharmD, Daniel Goleman, USC Center, Elizabeth Ahkparyan Park, PharmD



thank you

QUESTIONS

