

# Emotional Intelligence

.....  
**IN YOUR ORGANIZATIONAL CULTURE, PATIENT SAFETY  
AND PATIENT EXPERIENCE**

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Carilion Clinic & Virginia Tech Carilion School of Medicine



***Please note that the views expressed are those of the conference speakers and do not necessarily reflect the views of the American Hospital Association and Health Forum.***



# Objectives

- List the elements of Emotional Intelligence (EI)
- Describe the importance of EI on professional success and leadership
- Implement an EI focus into your personal and professional life



# Disclosure

I have no disclosures or conflicts of interest related to this topic



# Emotional Intelligence



“The rules for work are changing. We’re being judged by a new yardstick: not just by how smart we are, but by how we handle ourselves and each other.”

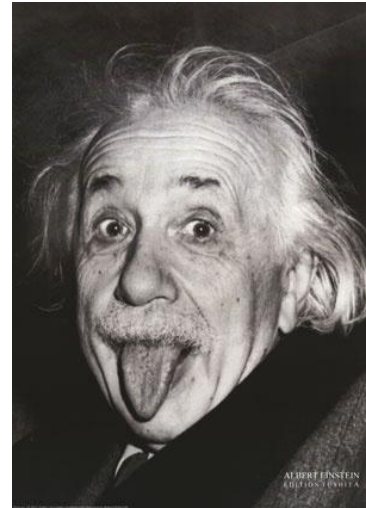
Daniel Goleman, Ph.D.  
Psychologist, and noted expert on  
emotional intelligence



# Why “EI” Matters

Zero or negative correlation between scores on entrance exams and eventual career success

- Harvard graduates:
  - Law
  - Medicine
  - Teaching
  - Business



# EI/EQ – IQ Paradox

- Among pool of people smart enough to handle the most cognitively demanding fields:  
**SUCCESS**
  - IQ least powerful predictor
  - EI/EQ more powerful the higher the intelligent barriers for entry into a field
- In careers where professional selection focuses exclusively on intellectual abilities, EI outweighs IQ in determining who emerges as a leader



# What is Emotional Intelligence (EI)?

- The capacity for recognizing our own feelings and those of others, for managing emotions well in ourselves and in our relationships, and for motivating ourselves and others.
- 5 components of emotional intelligence at work:
  - Self Awareness
  - Self Regulation
  - Motivation
  - Empathy
  - Social Skill





# EI Component #1: Self Awareness

## Definition

- The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others

## Hallmarks

- Self-confidence
- Realistic self-assessment
- Self-deprecating sense of humor



- *Harvard Business Review*, Nov/Dec 1998

# EI Component #1: Self Awareness

- Our Emotional Intelligence habits are routines that operate without us thinking about them- for better or worse
- Autopilot
- “Self-awareness lets us deliberately focus consciously on what has become unconscious”





“High self-awareness is **the** basic building block of emotional intelligence.”

Hendrie Weisinger, *Emotional Intelligence at Work*



# Self Awareness



# Professional Wellness



# How Are You?

*Burn-out ..... Survival ..... Fine ..... Well ..... Thriving*



# How Are You?

*Burned-out ..... Survival ..... Fine ..... Well ..... Thriving*

*How would a spouse, loved one,  
staff, colleague, or patient say  
you were.....?*



# EI Component #2: Self Regulation

## Definition

- The ability to control or redirect disruptive impulses and moods
- The propensity to suspend judgment – to think before acting

## Hallmarks

- Trustworthiness and integrity
- Comfort with ambiguity
- Openness to change

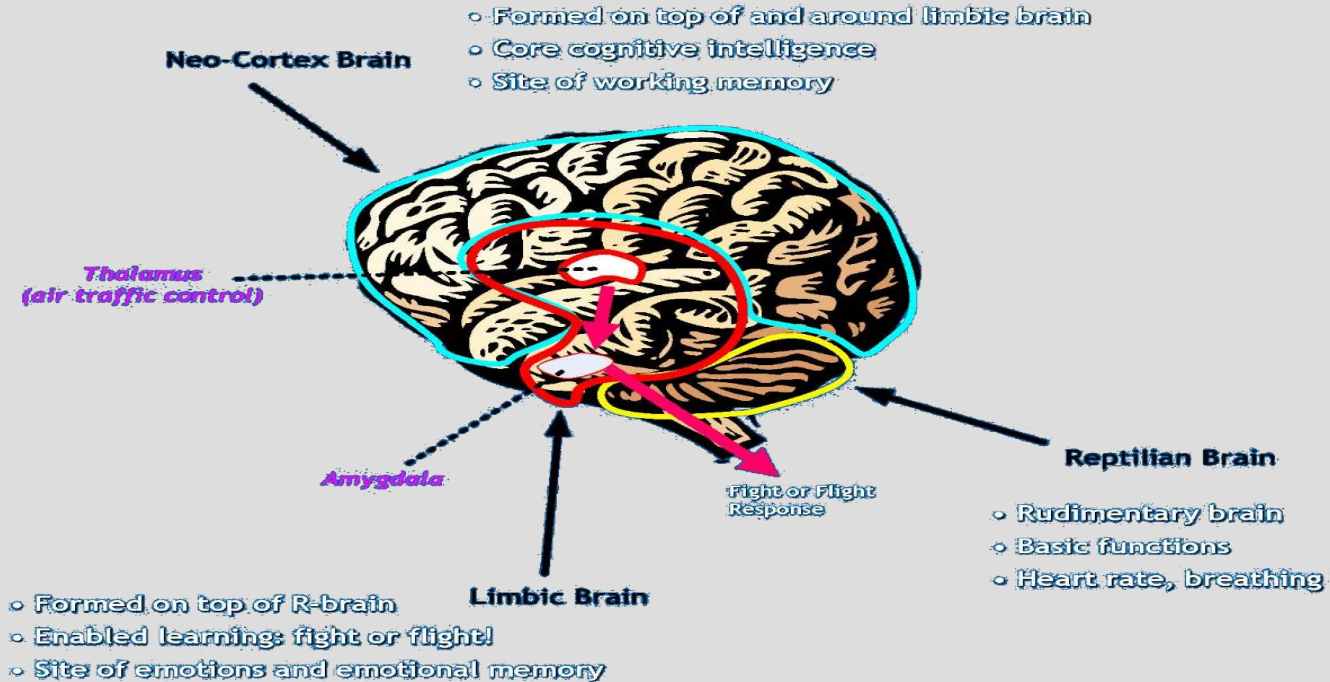




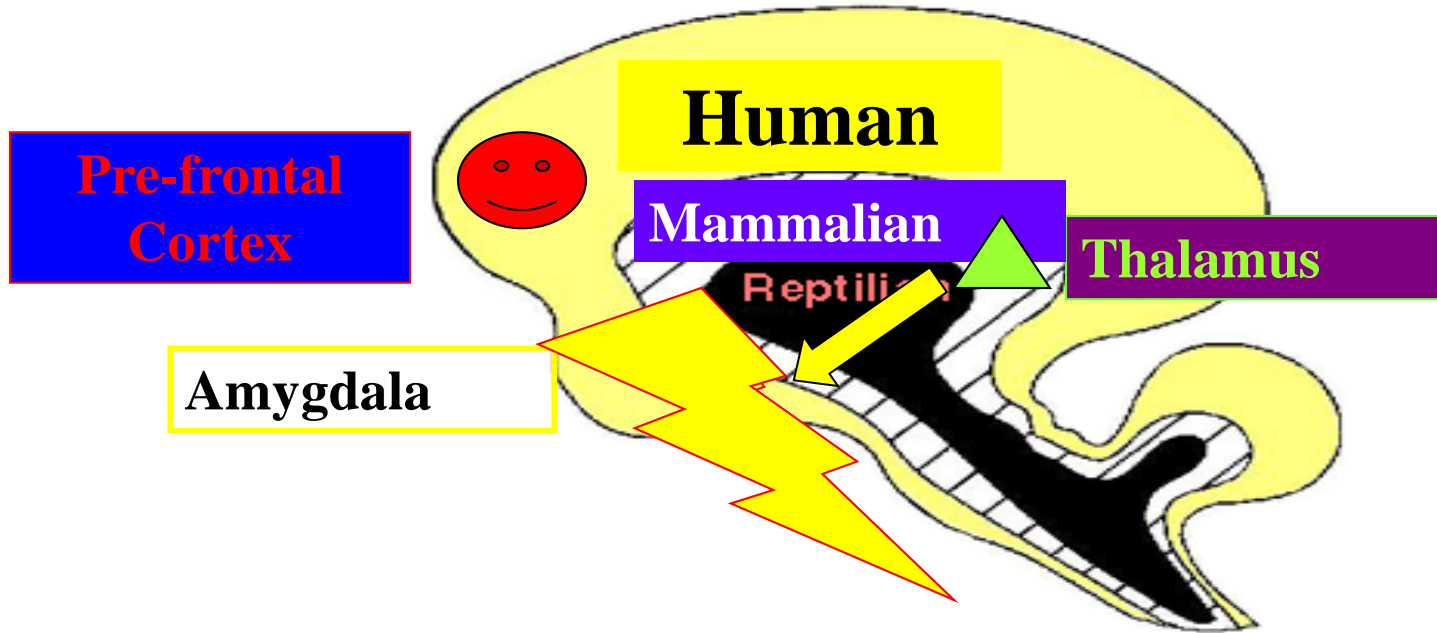
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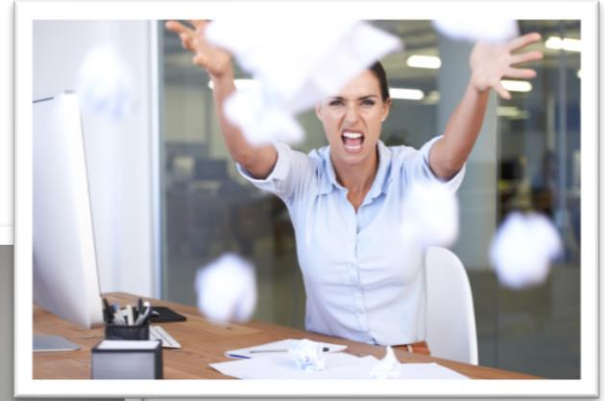
# Our Three Brains . . .



# The Brain Made Ridiculously Simple



# Self Regulation



THE NATIONAL BESTSELLER

Working  
with You  
Is Killing  
Me

Freeing Yourself  
From Emotional Traps

KATHERINE CROWLEY AND KATHI ELLER

"A thoughtful approach to regaining control of work situations that are out of hand."  
—USA Today

THE NEW YORK TIMES,  
WALL STREET JOURNAL, AND  
BUSINESSWEEK BESTSELLER

With a NEW CHAPTER  
on the Rule and Its  
Surprising Impact

THE  
NO ASSHOLE  
RULE

*Building a Civilized Workplace  
and Surviving One That Isn't*

delete

ROBERT I. SUTTON, PH.D.  
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PEOPLE YOU  
CAN'T STAND *with*

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How to Bring Out the Best  
in People at Their Worst

Dr. Rick Brinkman and Dr. Rick Kirsch



# EI Component #3: Motivation

## Definition

- A passion to work for reasons that go beyond money or status
- A propensity to pursue goals with energy and persistence

## Hallmarks

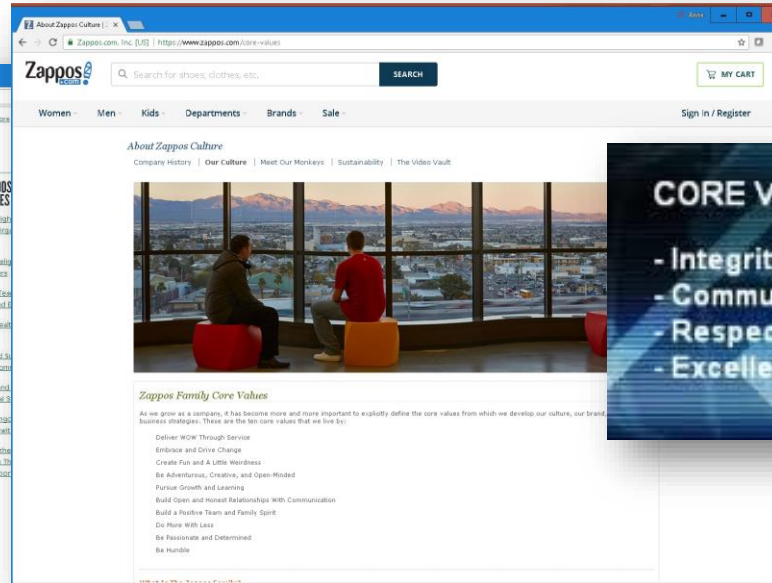
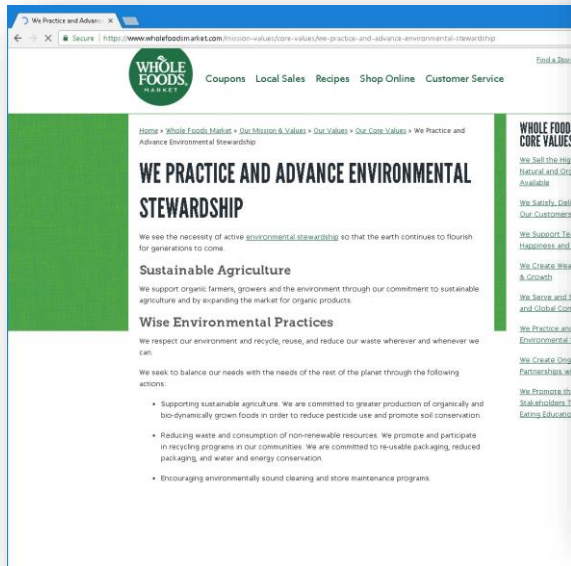
- Strong drive to achieve
- Optimism, even in the face of failure
- Organizational commitment





# Motivation, Mission, and Patient Experience

- What is your organization's "why?"
- Is it authentic?





# EI Component #4: Empathy

## Definition

- The ability to understand the emotional makeup of other people
- Skill in treating people according to their emotional reactions

## Hallmarks

- Expertise in building and retaining talent
- Cross-cultural sensitivity
- Service to clients and customers





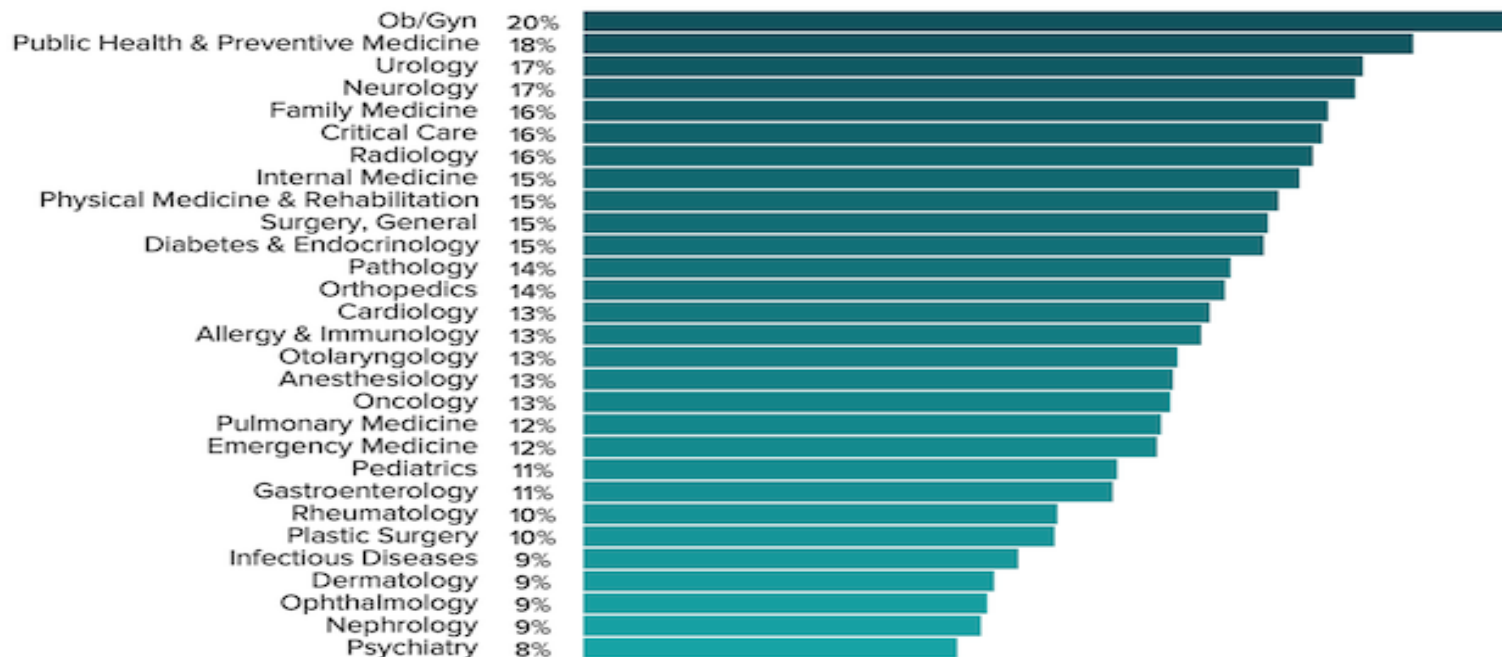
# Of Course We're At Risk!

- High Workload
- High Stress
- Isolating
- Fast Paced
- Long Hours
- Rapid Change
- High Expectations
- External Demands
- Emotionally and Physically Draining

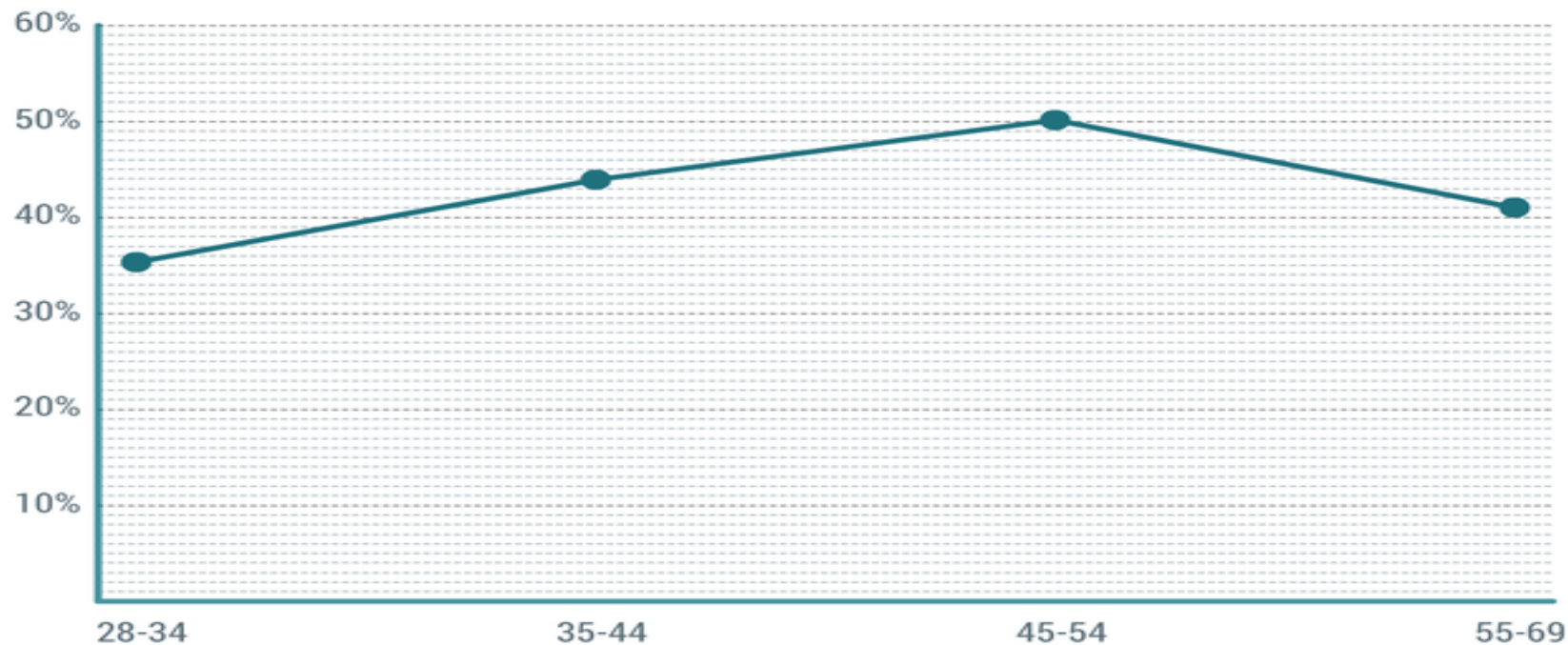
**DUH!**



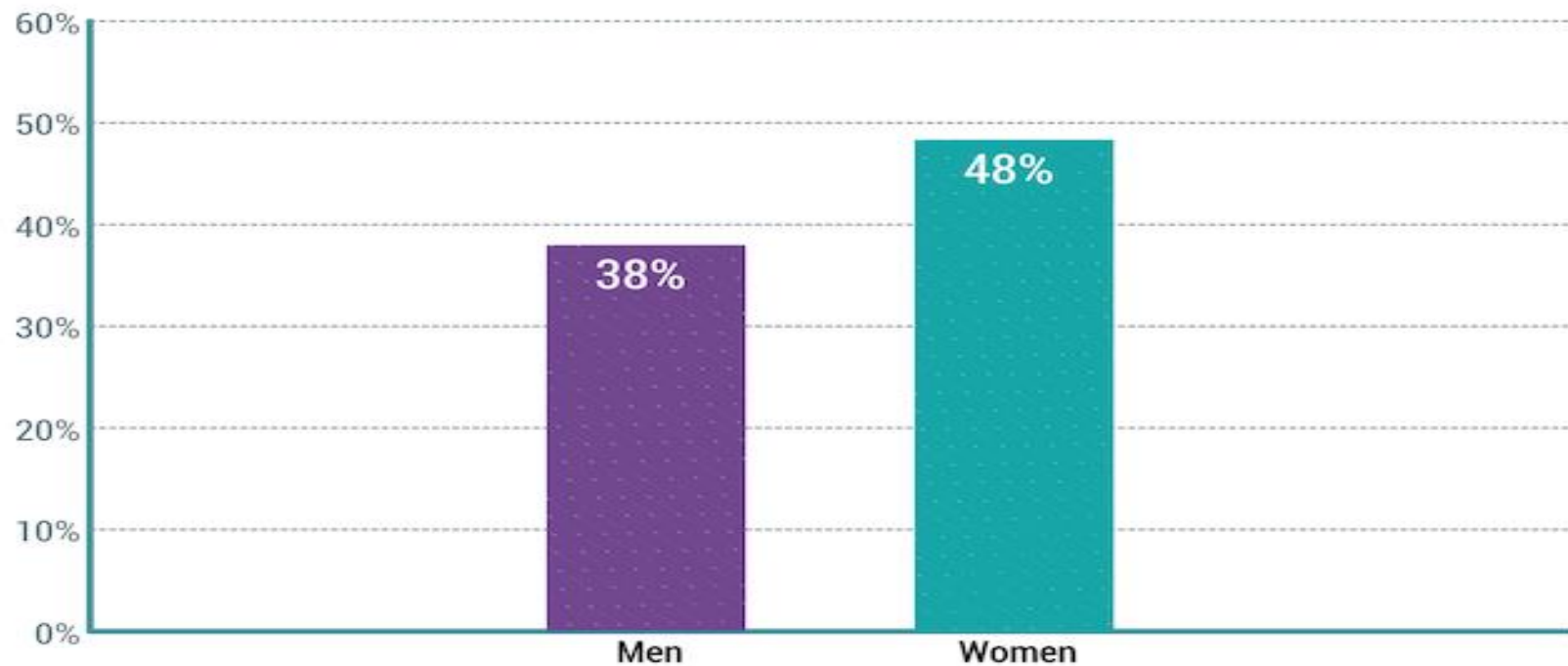
## Which Physicians Experience Both Depression and Burnout?



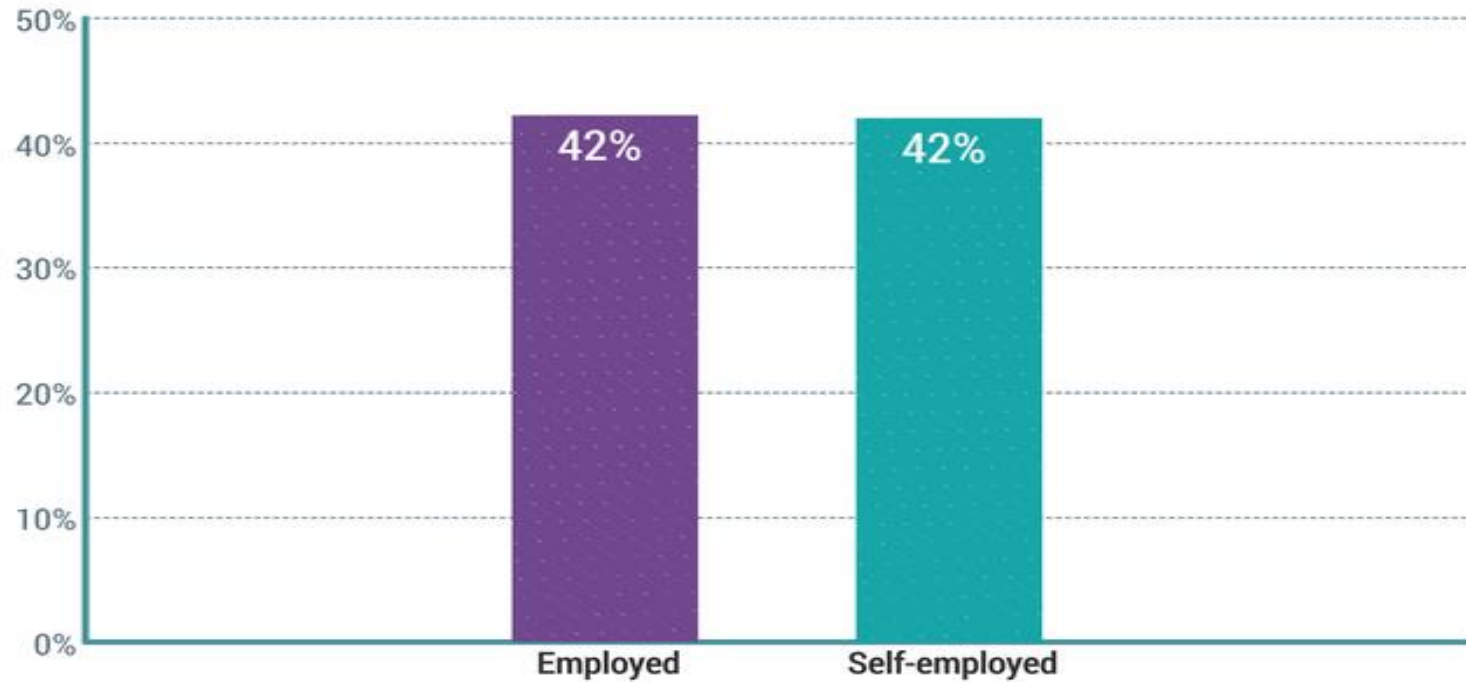
## Are Older or Younger Physicians More Burned Out?



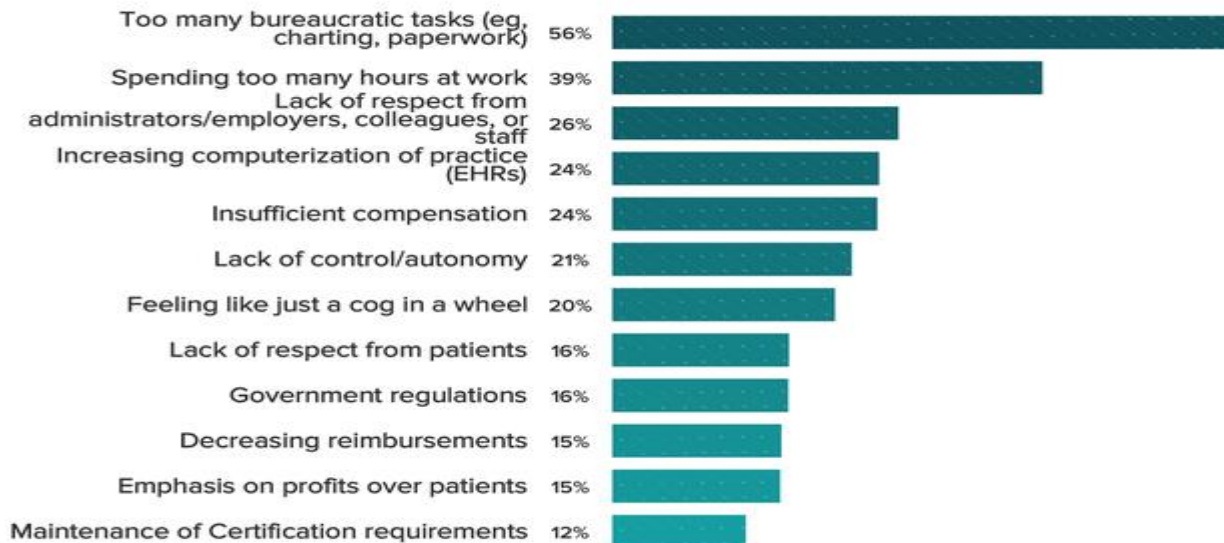
## Are Male or Female Physicians More Burned Out?



## Burnout Among Employed vs Self-employed Physicians

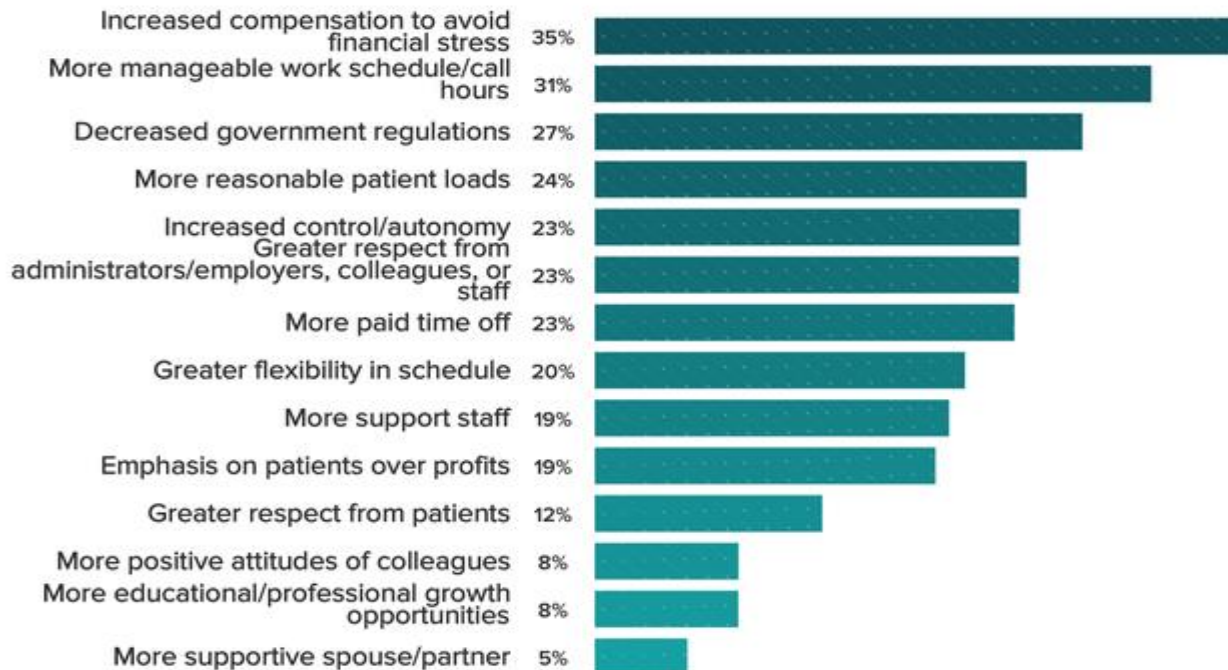


## What Contributes to Physicians' Burnout?

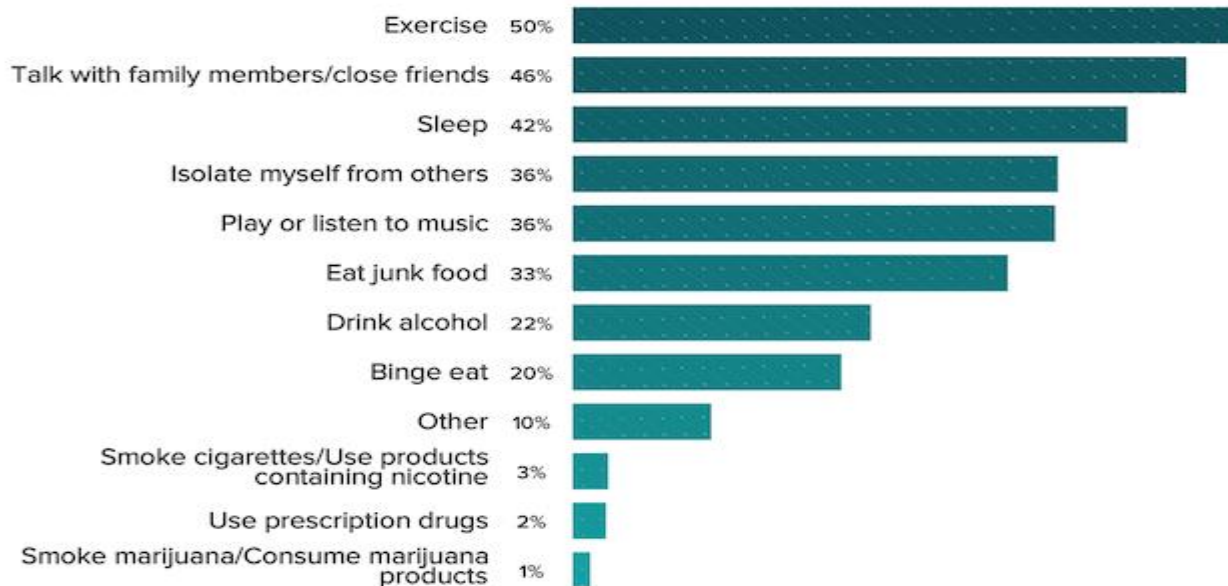




## What Would Reduce Your Burnout?



## How Do Physicians Cope With Burnout?





# The Consequences?

**Substance  
Abuse**

**Disengagement**

**Poor Health**

**Relational  
Stress**

**This is a  
Quality and Safety  
Issue!**

**Staff  
Turnover  
Errors**

**Absenteeism**

**Complaints**

**Near  
Misses**

**Anger/Frustration**

**Apathy**



# Your “Secret” Weapons...

What Factors make Doctors more Satisfied?

*Relationships with Patients* Relationships with Colleagues

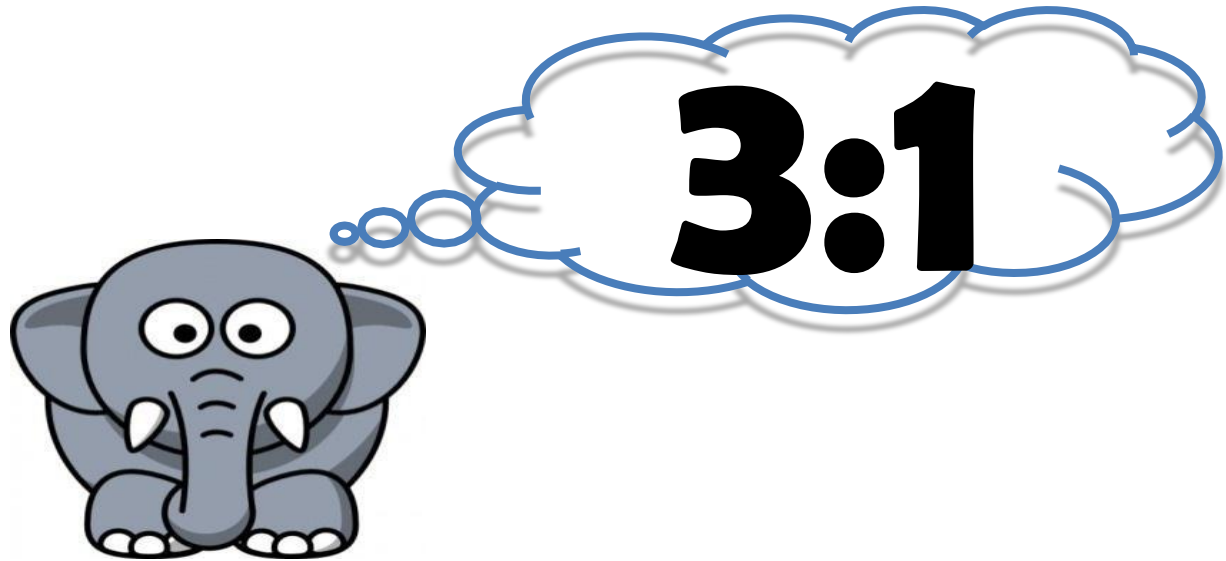
Relationships with Loved Ones Relationship with Self ....



# Creating Thriving Culture?

**Remember:**

“Magic Ratio” of Uplifts to Hassles



# EI Component #5: Social Skill

## Definition

- Proficiency in managing relationships and building networks
- An ability to find common ground and build rapport

## Hallmarks

- Effectiveness in leading change
- Persuasiveness
- Expertise in building and leading teams







**From:** Carilion Clinic Physicians  
<[noreply@patients.pgssurveying.com](mailto:noreply@patients.pgssurveying.com)>  
**Date:** December 3, 2017 at 1:59:59 AM EST  
**To:** <[pmweiss@carilionclinic.org](mailto:pmweiss@carilionclinic.org)>  
**Subject: Carilion Clinic would like your feedback!**

Dear Patrice:

You recently received a survey about your visit to *Carilion Clinic* with DOE, JOHN. If you have already taken the survey, please accept our thanks and disregard this email. Otherwise, please take a few minutes to give your feedback. By sharing your thoughts and feelings, you can help us improve the care we provide. If you have received this email regarding a child's visit, please complete the survey on his or her behalf.



**From:** Carilion Clinic Physicians  
<[noreply@patients.pgssurveying.com](mailto:noreply@patients.pgssurveying.com)>  
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To ensure confidentiality, this survey is administered by an independent third-party, Press Ganey Associates, Inc. Your participation will help us to improve the quality of care that we provide to you, your family, friends, and neighbors.  
[Click here to begin your survey.](#)

Thank you for your feedback.

Sincerely,

**Patrice M. Weiss, MD**  
**Chief Medical Officer**  
**Executive Vice President**



# Culture: Your Organization's EI

- How do you end your emails?
- How do you start your meetings?
- What do people in your organization do when they encounter a visitor who appears lost or confused?
- When was the last time someone told you they are sorry?
- How many low performers have you been able to retain and turn into good or high performers in different roles?

## **And finally...**

- If you put a new employee on one of your units, and didn't tell the new employee anything about your organization... what would they say if they were asked two hours later to name your organization's mission?



# Leadership Lessons

- Treat people as your most important resource – because they are.
- Do your job and empower others to do theirs.
- Be truthful, transparent, and authentic.
- Listen more than you talk.
- Remember there are always at least two sides to every story.
- Remember that consistency trumps fairness.
- Never be afraid to make a mistake.

- **HUMILITY**





“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

— *Maya Angelou*



# Culture: Your Organization's EI



# Acknowledgements

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- Anne Shaver
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- Sondra James
- Our 13,000+ employees

