



## Tuning in to Your Emotional Intelligence Skills



The speaker has no conflict to disclose.



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## Defining Our Terms

Emotional Intelligence (EI) is the ability to recognize and to positively manage emotions in oneself, in others, and in groups.



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## Clarifying Our Assumptions

Emotions are powerful organizers of thought, action.

Emotions are contagious.

Leaders establish a work unit's emotional climate.



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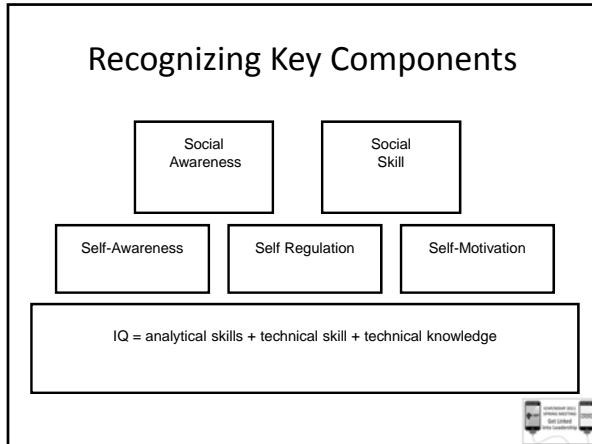
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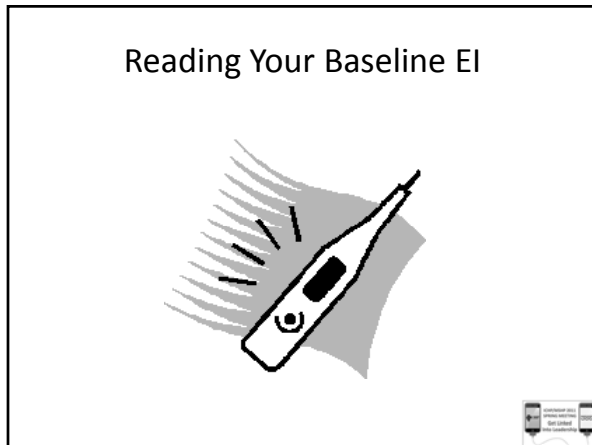
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### Capturing MA

1. What is happening right now?
  - Thinking?
  - Feeling?
  - Doing?
2. What do I want right now?
3. What am I doing **to prevent myself** from getting what I want? *Take a deep breath and move on.*

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## Cultivating Flexible Optimism

Negative Explanatory Style explains bad events as,

**Stable** = will last forever

**Global** = affects everything else

**Internal** = my fault

*Changing your mind can change your life!*



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## Tuning In To Nonverbal Communication

- You are never not communicating!



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## Using Eight "A" Technique

- Absorb
- Ask
- Acknowledge
- Agree
- Appreciate
- Assert
- Ask
- Act



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# **2011 ICHP/MSHP Spring Meeting**

## ***Tuning in to Your Emotional Intelligence***

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## **Understanding the Key Components Of Emotional Intelligence**

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**PERSONAL (INTRAPERSONAL) COMPETENCE: These capabilities determine how we manage ourselves.**

### **Self-Awareness**

- *Emotional self-awareness*: Reading your own emotions and recognizing their impact; using “gut sense” to guide decisions
- *Accurate self-assessment*: Knowing your strengths and limits
- *Self-confidence*: A sound sense of your self-worth and capabilities

### **Self-Management**

- *Emotional self-control*: Keeping disruptive emotions and impulses under control
- *Transparency*: Displaying honesty and integrity, trustworthiness
- *Adaptability*: Flexibility in adapting to changing situations or overcoming obstacles
- *Achievement*: The drive to improve performance to meet inner standards of excellence
- *Initiative*: Readiness to act and seize opportunities
- *Optimism*: Seeing the upside in events

**SOCIAL (INTERPERSONAL) COMPETENCE: These capabilities determine how we manage relationships.**

### **Social Awareness**

- *Empathy*: Sensing others’ emotions, understanding their perspective, and taking active interest in their concerns
- *Organizational awareness*: Reading the currents, decision networks, and politics at the organizational level
- *Service*: Recognizing and meeting customer, client, or follower needs

### **Relationship Management**

- *Inspirational leadership*: Guiding and motivating with a compelling vision
- *Influence*: Drawing on a range of tactics for persuasion
- *Developing others*: Bolstering others’ abilities through feedback and guidance
- *Change catalyst*: Initiating, managing, and leading in a new direction
- *Conflict management*: Resolving disagreements
- *Building bonds*: Cultivating and maintaining a web of relationships
- *Teamwork and collaboration*: Cooperation and team building

## ***Assessing Your Emotional Intelligence***

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### **Part One**

For each item, rate how well you are able to display the ability described. Before responding, try to think of actual situations in which you have been called on to use the ability.

<b>Low ability</b>					<b>High Ability</b>	
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
1. Identify changes in physiological arousal.						_____
2. Relax when under pressure in situations.						_____
3. Act productively when angry.						_____
4. Act productively in situations that arouse anxiety.						_____
5. Calm yourself quickly when angry.						_____
6. Associate different physical cues with different emotions.						_____
7. Use internal “talk” to affect your emotional states.						_____
8. Communicate your feelings effectively.						_____
9. Reflect on negative feelings without being distressed.						_____
10. Stay calm when you are the target of anger from others.						_____
11. Know when you are thinking negatively.						_____
12. Know when your “self-talk” is instructional.						_____
13. Know when you are becoming angry.						_____
14. Know how you interpret events you encounter.						_____
15. Know what senses you are currently using.						_____
16. Accurately communicate what you experience.						_____
17. Identify what information influences your interpretations.						_____
18. Identify when you experience mood shifts.						_____
19. Know when you become defensive.						_____
20. Know the impact that your behavior has on others.						_____
21. Know when you are communicating incongruently.						_____
22. “Gear up” at will.						_____

23. Regroup quickly after a setback. \_\_\_\_\_

**Low ability**

**1**

**2**

**3**

**4**

**5**

**High Ability**

**6**

**7**

24. Complete long-term tasks in designated time frames. \_\_\_\_\_

25. Produce high energy when doing uninteresting work. \_\_\_\_\_

26. Stop or change ineffective habits. \_\_\_\_\_

27. Develop new and more productive patterns of behavior. \_\_\_\_\_

28. Follow words with actions. \_\_\_\_\_

29. Work out conflicts. \_\_\_\_\_

30. Develop consensus with others. \_\_\_\_\_

31. Mediate conflict between others. \_\_\_\_\_

32. Exhibit effective interpersonal communication skills. \_\_\_\_\_

33. Articulate the thoughts of a group. \_\_\_\_\_

34. Influence others, directly or indirectly. \_\_\_\_\_

35. Build trust with others. \_\_\_\_\_

36. Build support teams. \_\_\_\_\_

37. Make others feel good. \_\_\_\_\_

38. Provide advice and support to others, as needed. \_\_\_\_\_

39. Accurately reflect people's feelings back to them. \_\_\_\_\_

40. Recognize when others are distressed. \_\_\_\_\_

41. Help others manage their emotions. \_\_\_\_\_

42. Show empathy to others. \_\_\_\_\_

43. Engage in intimate conversations with others. \_\_\_\_\_

44. Help a group to manage emotions. \_\_\_\_\_

45. Detect incongruence between others' emotions or feelings and their behaviors. \_\_\_\_\_

## Part Two

The charts below indicate which items reflect which competencies. Circle the question numbers in which you scored **4 or lower**. (Note that some question numbers appear in more than one category.)

### *Intrapersonal*

Self-Awareness	Managing Emotions	Self-Motivation
1,6,11,12,13,14, 15,17,18,19,20,21	1,2,3,4,5,7,9,10 13,27	7,22,23,24,25,26, 27,28

### *Interpersonal*

Relating Well	Emotional Mentoring
8,10,16,19,20,29 30,31,32,33,34,35, 36,37,38,39,42,43, 44,45	8,10,16,18,34,35, 37,38,39,40,41, 44,45



## ***Managing Yourself***

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Along with *MA* (Moments of Awareness), here are some other tips for enhancing your self management skills.

- Self management creates the emotional climate in which you operate. Imagine emotional climate as a song or type of music that comes from you. What kind of music or songs do you create? What kind of music or songs do you wish to create? Think about the types of music you actually create. List the types of music you would like to create.
- Ask yourself, “If I express my emotions here without thoughtful purpose, what is the risk?” Also ask yourself, “If I express my emotion here with thoughtful purpose, what is the benefit?”
- If you are reserved, practice expressing a positive emotion in a situation in which you would normally hold back. If you are usually outgoing, practice holding back a negative statement until you have taken time to get over the immediate reaction.
- Ask a trusted friend to spot you on emotional control. Ask them to observe and give you feedback based on how you conduct yourself in meetings, at lunch, or at other similar events.
- Practice positive expression of emotions. If you are happy or grateful, let others know.
- When you feel stress, practice breathing techniques.
- Mentally rehearse staying calm in a crisis.
- Ask yourself, “How is my thinking distorted right now?”
- List ten situations in which you could have benefited by expressing positive emotions to others.
- Given your personality, think about ways in which you could authentically express positive emotions.
- Recall a time when someone expressed emotion to you in the workplace and it was a positive experience. Write down how you felt.
- Recall a time when someone expressed emotion to you in the workplace and it was a negative experience. Write down how you felt.

## ***Listing Eight “A” Technique To Control Defensiveness***

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Self-management involves managing your emotions so they do more good than harm. It is about controlling them to give your rational side the time to make good behavioral choices. It is also about expressing emotions in socially acceptable ways. One of the best ways to increase your degree of this kind of self-control is to learn to listen better.

When you feel you are being attacked:

### **1. ABSORB what was said and felt.**

Control the urge to respond or counterattack.

Remain calm. Don't get drawn into a whirlwind of emotions.

If provoked, say something like, *“I’m not going to argue about this and jeopardize our relationship.”*

If necessary, delay. *“Time out. Let’s set this aside until we can discuss it calmly.”*

### **2. ASK questions to prompt, probe, or clarify.**

Ask,

- Prompting questions to get more input. *“How so?” “What else?” “Tell me more.”*

- Probing questions. *“What?” “How?”*

- Clarifying questions. *“What specifically do you mean by...?”*

- Decision questions to get them to take a stand. *“What do you want to do about it?”*

- Closed questions to get precise answers. *“When...?” “When did you...?”*

### **3. ACKNOWLEDGE what was said and felt.**

Summarize, paraphrase or clarify what you heard the person say.

*“So what I hear you saying is....” “It seems like you feel....” “Are you saying that...?”*

### **4. AGREE with something specific.**

Find common ground, something specific you can agree with.

Avoid agreeing with everything. *“Let me tell you what I do agree with....”*

If necessary, use fogging. *“Maybe so.” “You might be right.”*

**5. APPRECIATE their input.**

*"Thank you for that." "I appreciate your candor." [Note: Watch tone of voice!]*

**6. ASSERT your point of view with an "I" message.**

*"I saw..."*

*"I thought..."*

*"I felt..."*

*"I'd like to see..."*

**7. ASK for a response.**

*"So what do you think?"*

**8. ACTION PLAN together.**

Work towards win-win. Ask, *"How can we resolve this?"*

## ***Increasing Empathy***

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Here are some ways to develop your empathetic responsiveness.

- When someone is talking to you, ask yourself what emotion is underlying their words.
- Try to anticipate the emotional reactions of people in a team meeting or in another work situation.
- Watch people's nonverbal reactions. Note what you think they are feeling.
- Watch a television show without the volume. Record it for later review. Try to read the emotions that the characters are portraying. Then watch the show again with the sound to determine how accurate your assessment was.
- When someone says something you disagree with, stay silent about your views. Instead, draw the other person out and ask them to tell you more.
- When listening to someone, ask them to clarify the feelings behind their statements, not just the facts.
- List the people you think are extremely empathetic (or not). Observe their interactions with others and list the qualities, both verbal and nonverbal, that you observe.
- Ask someone whom you think is very empathetic to coach or mentor you.
- Ask your internal customers what more you could do to help them.
- Study others in the organization who are trusted mentors or advisers. Observe how they interact with people. Assess how you are similar to and different from those trusted mentors.
- Seek out people you normally don't talk to. Solicit their opinions. Determine the effect your questions had on them.
- Express your sincere gratitude, even for simple things. Watch to determine the effect of your words.
- Think about how a request might make someone feel before asking.
- Try to determine a person's reaction to a change before it is announced.
- Remember times when you have jumped to a wrong conclusion. Jot down what you have learned from those experiences.

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Post Test Questions:

1. Increasing your Emotional Intelligence is vital in a health-system pharmacy because:
  - a) You must never express your emotions at work.
  - b) We are not doing group therapy.
  - c) You must learn to manage your emotions so as to express them appropriately.
  - d) Nobody cares about how you feel.
  
2. The **four key components** of Emotional Intelligence are:
  - a) Self awareness, self management, listening well, controlling others.
  - b) Self disclosure, self denial, relationship management, trust building.
  - c) Self awareness, self management, awareness of others, managing relationships.
  - d) Self scrutiny, self denial, monitoring others, staying calm.
  
3. The ***Eight A Technique*** is all about:
  - a) Making sure you are not exploited.
  - b) Listening well so as to minimize defensiveness.
  - c) Being sure to get what you want in any situation.
  - d) Always accommodating to the other person's needs.
  
4. When you practice self management by using the ***Remember Ma Technique***, the key step is when you can mentally say:
  - a) I am choosing my own behavior.
  - b) I respond to your actions.
  - c) I do what you want me to do.
  - d) I am not paying attention to what's going on so I can stay in control.
  
5. Cultivating a **positive explanatory style** means that:
  - a) You consider setbacks as part of the game of life.
  - b) You lose patience when communicating with negative people.
  - c) You believe you can accomplish anything.
  - d) You choose to interpret negative situations as changeable, specific, and external.
  
6. Health-system pharmacists with high Emotional Intelligence recognize the importance of **nonverbal communication** because:
  - a) They pay careful attention to detail.
  - b) They know that you are never not communicating.
  - c) They keep a close eye on other people.
  - d) They are always ready to meet others' requests.