GAINING EMOTIONAL INTELLIGENCE: A PROCESS IN EVOLUTION

Basil Schaheen
Anyone can become angry - that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way - that is not easy.

-Aristotle
Disclosures

• None
• Define the concept of emotional intelligence (EI)
• Introduce EI skills
  1. Self-awareness
  2. Self-regulation
  3. Motivation
  4. Empathy
  5. Social skills
• Briefly outline the current research
• Can low emotional intelligence lead to errors in decision making?
• Is there hope?
Emotional Intelligence (EI/EQ)

- Concept described in 1990 by John Mayer and Peter Salovey
- The concept created a paradigm shift in the study of human intelligence, IQ → EQ
- A mainstay of primary education: Established EI skills available grade k-12
- Prevalent role in business, Rutgers University-based Consortium for Research on Emotional Intelligence in Organizations (CREIO) has been repetitively used by major corporations
Self-Awareness

• Recognize a feeling as it happens
• Understand how others perceive you
• Know what things you perceive as a threat
• Understand how your feelings effect you, your colleagues, and your job performance
• Ask for more criticism
• Learn to laugh at yourself

Me: Why do people think I'm mad all the time?

Also me:
Self-Regulation

• High propensity for reflection

• Deny impulsive urges and moods

• Control their feelings which creates an environment of trust and fairness

• High levels of self regulation = high integrity

Self-Regulation Cont.

- https://www.youtube.com/watch?v=dfxtb39kmPs
Motivation

• Develop a love for what you do, not just the end result

• Try to find excitement in the challenges instead of anxiety

• Maintain your drive to improve

• Stay optimistic and enthusiastic despite failures
Empathy

- Creates an emotional bridge that results in pro-social behavior

- Studies of heart rate and skin conductance shows physicians and patients are highly reactive to one another

- This autonomic arousal could be in concordance or discordance

- Physiological concordance relates to patient’s perception of empathy

Empathy Cont.

• Randomized 99 residents to traditional GME education or augmented education

• Empathy ratings were assessed by patients one month pre-education and 2 months post-education

• Post intervention the augmented education group had greater empathy scores, and increased ability to decode facial expressions

Social Skills

• A manager’s/leader’s job is to get work done through other people

• Persuasiveness

• Networking

• Team leadership

• Communication
### System to Analyze Verbal Interactions

**SAVI® Grid**

<table>
<thead>
<tr>
<th>PERSON</th>
<th>1 FIGHTING</th>
<th>2 OBSCURING</th>
<th>3 COMPETING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Attack/Blame</td>
<td>Mind-Reading</td>
<td>Yes-But</td>
</tr>
<tr>
<td></td>
<td>Righteous Question</td>
<td>Negative or Positive</td>
<td>Discount</td>
</tr>
<tr>
<td></td>
<td>Sarcasm</td>
<td>Prediction</td>
<td>Leading Question</td>
</tr>
<tr>
<td></td>
<td>Self Attack/Defend</td>
<td>Gossip</td>
<td>Oughtitude</td>
</tr>
<tr>
<td></td>
<td>Complaint</td>
<td>Joking Around</td>
<td>Interrupt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thinking Out Loud</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Ritual</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSON</th>
<th>4 INDIVIDUALIZING</th>
<th>5 FINDING FACTS</th>
<th>6 INFLUENCING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Personal Information</td>
<td>Facts &amp; Figures</td>
<td>Opinion</td>
</tr>
<tr>
<td></td>
<td>Current Past</td>
<td>General Information</td>
<td>Proposal</td>
</tr>
<tr>
<td></td>
<td>Personal Information</td>
<td>Narrow Question</td>
<td>Command</td>
</tr>
<tr>
<td></td>
<td>Past</td>
<td>Broad Question</td>
<td>Social Reinforcement</td>
</tr>
<tr>
<td></td>
<td>Personal Opinion/EXplanation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Personal Question</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSON</th>
<th>7 RESONATING</th>
<th>8 RESPONDING</th>
<th>9 INTEGRATING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Inner Feeling</td>
<td>Answer Question</td>
<td>Agreement</td>
</tr>
<tr>
<td></td>
<td>Feeling Question</td>
<td>Clarify Own Answer</td>
<td>Positives</td>
</tr>
<tr>
<td></td>
<td>Answer Feeling Question</td>
<td>Paraphrase</td>
<td>Build on Other’s Ideas or Experience</td>
</tr>
<tr>
<td></td>
<td>Mirror Inner Experience</td>
<td>Summarize</td>
<td>Work Joke</td>
</tr>
<tr>
<td></td>
<td>Affectionate Joke</td>
<td>Corrective Feedback</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Self Assertion</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSON</th>
<th>Silence, Laughter, Noise</th>
<th></th>
<th></th>
</tr>
</thead>
</table>
Why Should Surgeons Care About EI?

- At high levels of performance the technical skills/IQ differences are often negligible
- The soft skills set us apart
- Documented rates of burnout are 60-65%
- High rates of depression amongst trainees
- Emotions are a principal driver of behaviors
- We work in the land of the sick where emotions reign supreme and fear/anger are dominant reactions
EI and Emotional Wellness

Lin et al. Emotional Intelligence as a Predictor of Resident Well-Being
EI and Job Satisfaction

• Surgical Residents at University of Alabama

• Global EI was assessed and their standardized test performance was evaluated

• No significant difference in global EI scores by age, gender, marital status, PGY, or operative case numbers

• There was no strong association between ABSITE scores and EI

• Overall job satisfaction scores were significantly correlated with global EI scores

Emotional Intelligence Training for Residents


Press Ganey Patient Satisfaction Survey scores 3 years before and 6 years after EI Training
Emotional Intelligence in the OR

- Awareness of his/her actions and their effect on the team
- Calmness and steadiness of hand despite unforeseen complications or events
- Ability to maintain control of the OR
- Is it the excellent bedside manner of a surgical professor

EI and Judgment Errors

• Decisions making is composed of a process that neuroscientists refer to as emotional tagging and pattern recognition

• Emotional tagging: emotional information attaches itself to thoughts and experiences in our memories
  - Results in creation of superior memory for emotional events relative to neutral ones, with emotional memories being significantly less likely to be forgotten over time

• Emotion based medicine, the antithesis of evidence based medicine
Flawed Decision Making

- Emotional tagging moves us to action before a more formal factual analysis has taken place

- Red flag behaviors
  1. Inappropriate self-interest biases the emotional importance we place on the information (your brain creates a pattern you would like)
  2. Distorting attachments (bonds to persons, places and things)
  3. Misleading memories causing us to overlook or undervalue differentiating factors if our decision made prior in a similar scenario worked we will more likely overlook the key differences

There is Hope

- Surgical residents in general have higher levels of emotional intelligence than their age matched peers
- Retrospectively assessing your actions and emotional drives increases your EI with little effort
- EI increases with age = wisdom
Improving Your EI

- Work to identify your areas of weakness
- Understand your emotions before they hijack your behavior
- Find the few people with the courage to tell you about your emotional impact
- Ask for criticism from everyone especially after difficult interactions
- Adopt a communication tool to analyze your conversations and practice staying in the green light behaviors
In Summary

Improving your EI might…

• Allow you to recognize feelings as they happen
• Prevent emotional hijacking, keep you out of trouble
• Bolster your optimism and enthusiasm
• Decrease fumbled communications
• Increase your job satisfaction
• Improve your overall wellness
• Prevent flawed decision making
Thank You