Emotional Intelligence sets apart effective leaders.
Transformational leadership serves collective interests and develops and empowers others...

...emotional intelligence is its driving force!

(Power et al, 2004)
We are being judged by a new yardstick:

not just by how smart we are, or by our training and expertise...

...but also by how well we handle ourselves and each other.

Daniel Goleman
Emotional intelligence has moved from “nice to have” to “need to have.” Improvement in patient safety requires healthcare professionals to evolve from emotional unawareness to emotional intelligence.

This will not only benefit the professional, the healthcare team, and the wider organisation but, most importantly, has the potential to improve patient safety.

(Stanton and Noble, 2010)
Emotional Intelligence sets apart effective leaders.
What is Emotional Intelligence?
What is Emotional Intelligence?

Emotional Intelligence is a set of emotional and social skills that collectively establish how well we:

- Perceive and express ourselves
- Develop and maintain social relationships
- Cope with challenges
- Use emotional information in an effective and meaningful way

It is a predictor of success in life and work.
the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions effectively in ourselves and others.’

(Power et al, 2004)
In other words, EQ is about......

- Knowing how you and others feel and what to do about it;
- Knowing what feels good and what feels bad, and how to get from bad to good;
- Possessing emotional awareness, sensitivity and the leadership / management skills that will help us to survive & thrive in the ‘permanent white water’ of the workplace.
Bar-On Model of Emotional Intelligence
Self-Perception

Consists of the following sub-categories:

- **Self-Regard** – confidence
- **Self-Actualization** – continuous development
- **Emotional Self-Awareness** – understanding my emotions
Self - Expression

Consists of the following:

- **Emotional Expression** – saying how you feel
- **Assertiveness** – standing up for yourself effectively
- **Independence** – standing on your own two feet
Interpersonal

Consists of the following:

• **Interpersonal Relationships** – developing and maintaining good relationships

• **Empathy** – recognizing and appreciating how others feel

• **Social Responsibility** – contributing to society
Decision Making

Consists of the following:

- **Problem Solving** – effectively managing emotions when solving problems
- **Reality Testing** – seeing things as they really are
- **Impulse Control** – ability to resist or delay impulses
Stress Management

Consists of the following:

• **Flexibility** – adapting to change effectively
• **Stress Tolerance** – successfully coping with stressful situations
• **Optimism** – having a positive outlook
Happiness

- Feeling satisfied, enjoying life
- An indicator of overall well-being
- Impacts overall EQ-i, closely linked to:
  - Self-Regard
  - Optimism
  - Interpersonal Relationships
  - Self-Actualization
In hard times, the soft stuff often goes away. But emotional intelligence, it turns out, isn't so soft. If emotional obliviousness jeopardizes your ability to perform, fend off aggressors, or be compassionate in a crisis, no amount of attention to the bottom line will protect your career.

Emotional intelligence isn't a luxury you can dispense with in tough times. It's a basic tool that, deployed with finesse, is the key to professional success.
The Emotional Bank Account
Emotional Bank Account

- Understanding the individual
- Attending to the little things
- Keeping commitments
- Clarifying expectations
- Showing personal integrity
- Apologising sincerely when you make a withdrawal
## The Emotional Bank Account

<table>
<thead>
<tr>
<th>Deposits</th>
<th>Withdrawals</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Seek first to understand.</td>
<td>• Assume you understand.</td>
</tr>
<tr>
<td>• Show kindness, courtesy, respect.</td>
<td>• Show unkindness, discourtesy, disrespect.</td>
</tr>
<tr>
<td>• Keep promises.</td>
<td>• Break promises.</td>
</tr>
<tr>
<td>• Be loyal to the absent.</td>
<td>• Be disloyal, badmouth.</td>
</tr>
<tr>
<td>• Set clear expectations.</td>
<td>• Create unclear expectations.</td>
</tr>
<tr>
<td>• Apologize.</td>
<td>• Be proud and arrogant.</td>
</tr>
<tr>
<td>• Give feedback (&quot;I&quot; messages).</td>
<td>• Give no feedback or evaluate character (&quot;you&quot; messages).</td>
</tr>
<tr>
<td>• Forgive.</td>
<td>• Hold grudges.</td>
</tr>
</tbody>
</table>
To become more emotionally intelligent, what would my colleagues ask me to:

• stop doing
• do differently
• continue doing?
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Final Thoughts
Bar-On Model of Emotional Intelligence
How will I think, feel or act differently as a result of today’s Action Learning Set?
...and finally!
Emotional Intelligence sets apart effective leaders.
Emotionally intelligent leaders look out of the window to apportion credit - they acknowledge colleagues, and admit to a fair dose of good luck. But they look in the mirror to assign responsibility - they never blame outside events when things go wrong.

In contrast, less emotionally intelligent leaders tend to do the opposite - they look out of the window for factors to blame, but they gaze in the mirror to credit themselves when things go well.
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In contrast, less emotionally intelligent leaders tend to do the opposite - they look out of the window for factors to blame, but they gaze in the mirror to credit themselves when things go well. 

Which one am I?
Velindre NHS Trust Leadership Programme

Action Learning Set

Diolch

Thank You