



*How Emotional Intelligence Could Make You
a Rock Star in Healthcare!*

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AGENDA

Introduction

“Michael Scott” VS. Being a True Rock Star?

VUCA: What’s the Story I’m Trying to Tell?

What Do We Mean By Emotional Intelligence?

The Great Debate: IQ vs. EQ

Emotional Hijacking/Triggers

My Empirical Study: Hypotheses & Results

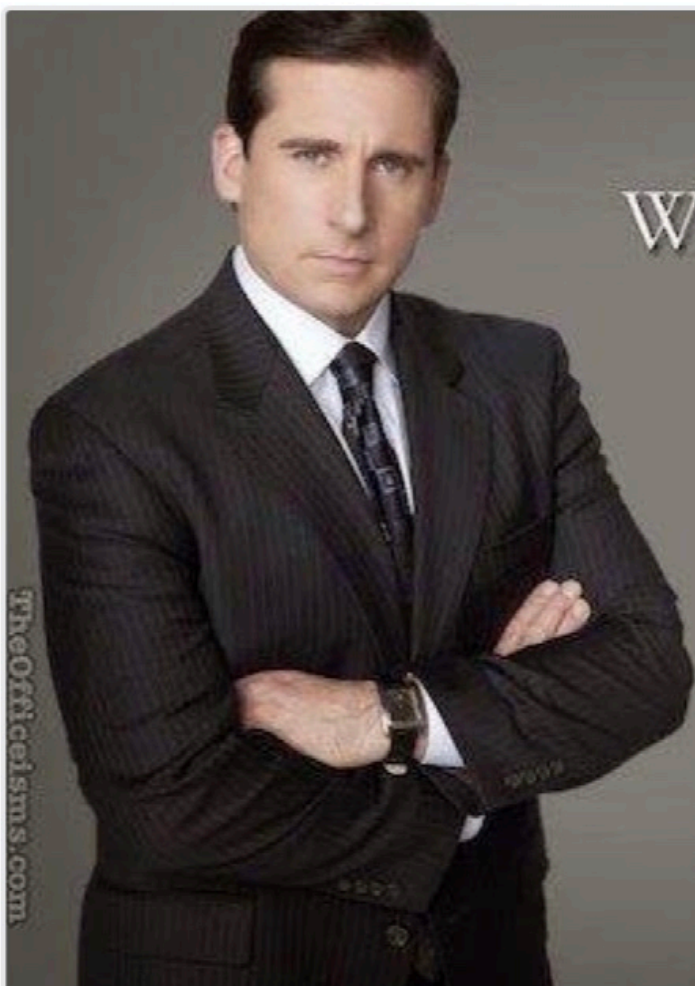
Becoming Adept at Exhibiting High EQ

Summary & Q/A

Introduction/Bio

- ❑ Research Chemist → Corporate HR Professional
- ❑ Telecommunications, Healthcare, Aviation/Aerospace, Healthcare
- ❑ Sports Fan – Tennis, Baseball, KU Jayhawks Basketball!
- ❑ Aspiring Servant Leader
- ❑ Lifelong Learner: Univ. of Kansas, Paris-Sorbonne, TCU, Stanford, UD
- ❑ Adjunct Professor
- ❑ Faith, Family, Friends
- ❑ Member of the 1st University of Dallas Doctoral Cohort!



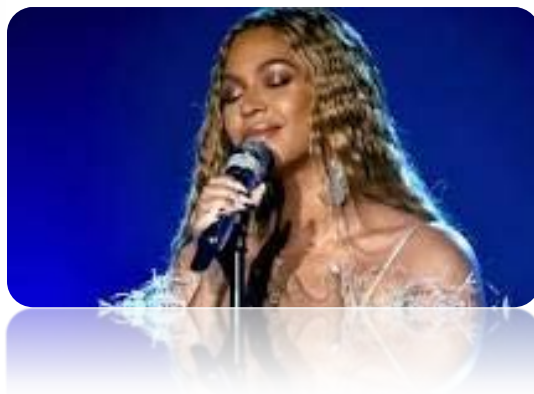


Would I rather be feared or loved?
Easy, both.

I want people to be afraid
of how much they love me.

-Michael Scott

Who Wants to Be a Rock Star?



VUCA

Volatility
Uncertainty
Complexity
Ambiguity



Emotional intelligence: Conceptualization



- ❑ *The ability to manage yourself and your relationships with others so that you truly live your intentions.*

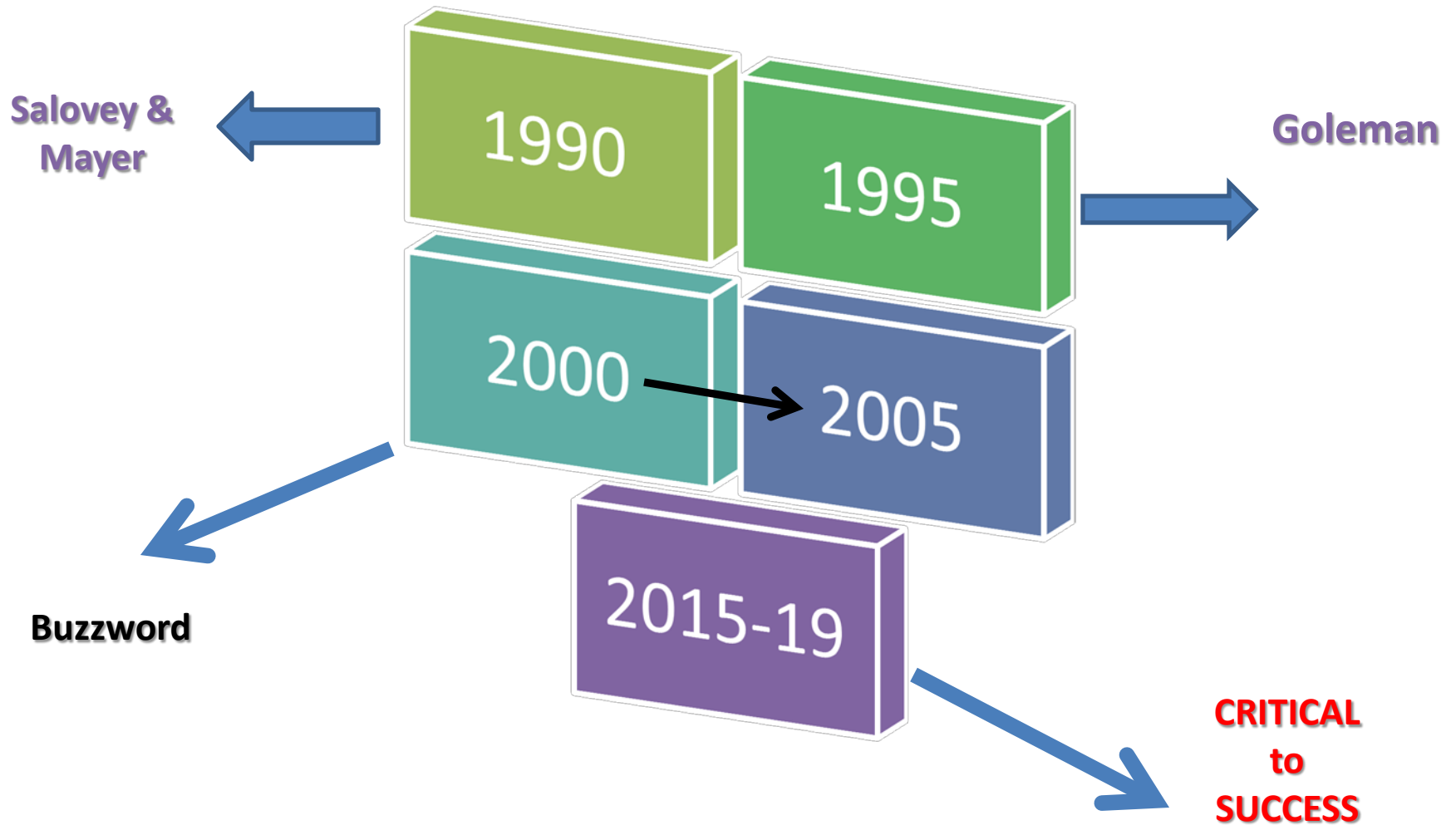
Emotional intelligence: What do we mean?



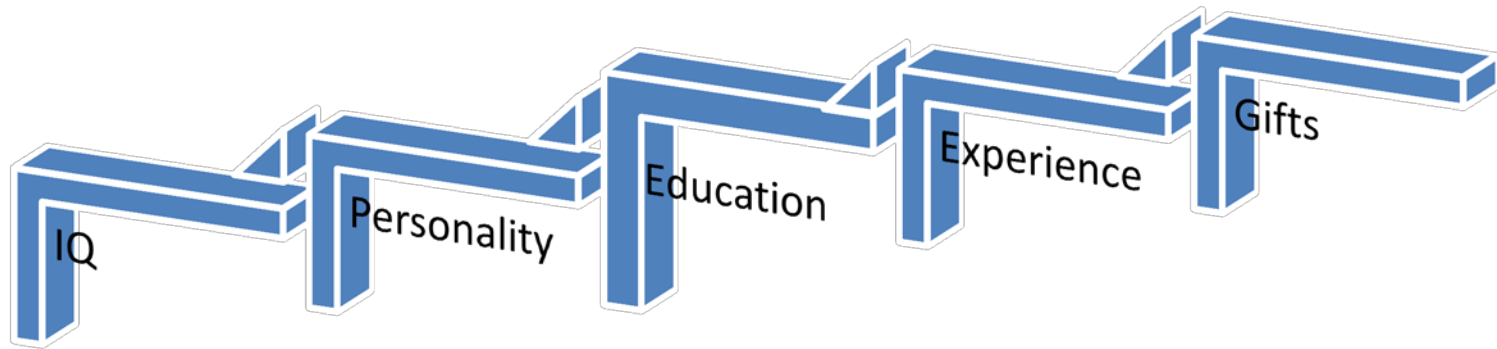
- ❑ *Emotional intelligence is the ability to recognize emotions, integrate emotion-related feelings, comprehend the emotional information being conveyed, and finally, manage these emotions.*

(Mayer & Salovey, 1997; Salovey & Mayer, 1990).

Evolution of EQ Over the Years

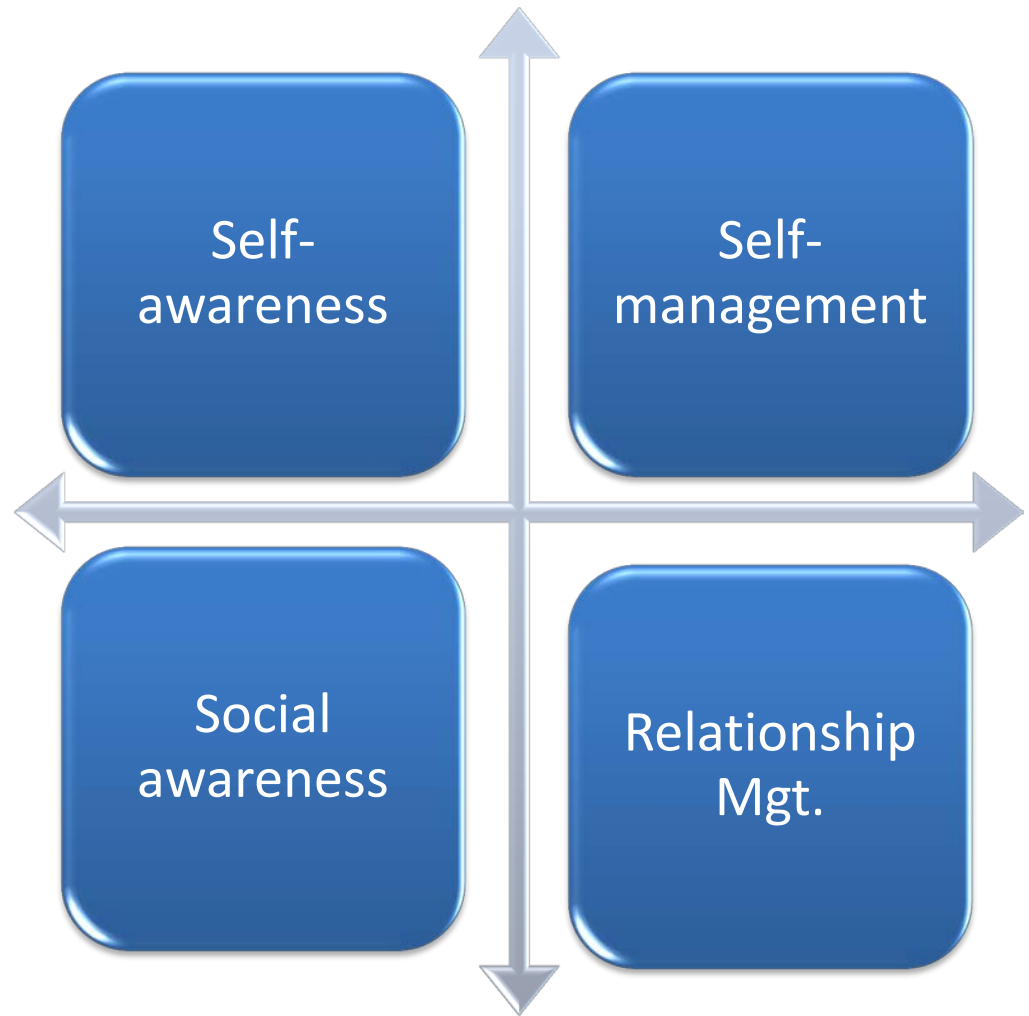


Continuum of EQ

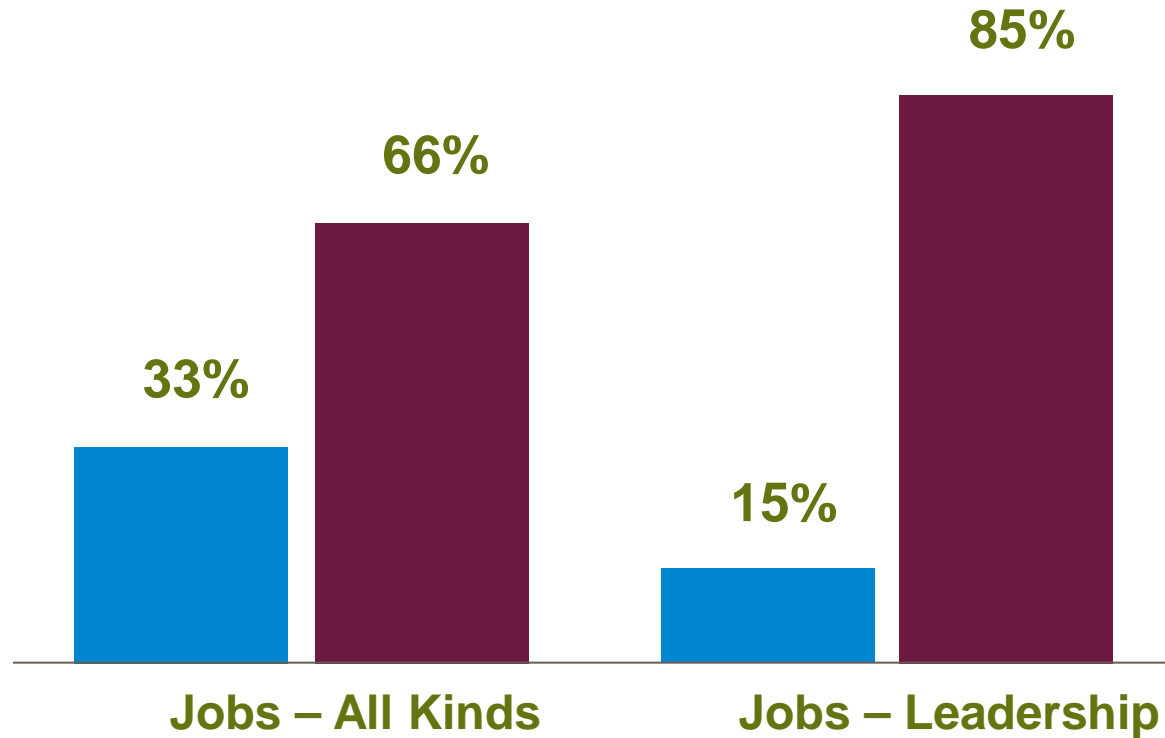


- ☐ All of these factors play a critical role.
- ☐ How are YOU using EACH one of these factors in your influence?
- ☐ EQ helps you go from good → great → ... excellent → world class

Goleman Contemporary Model



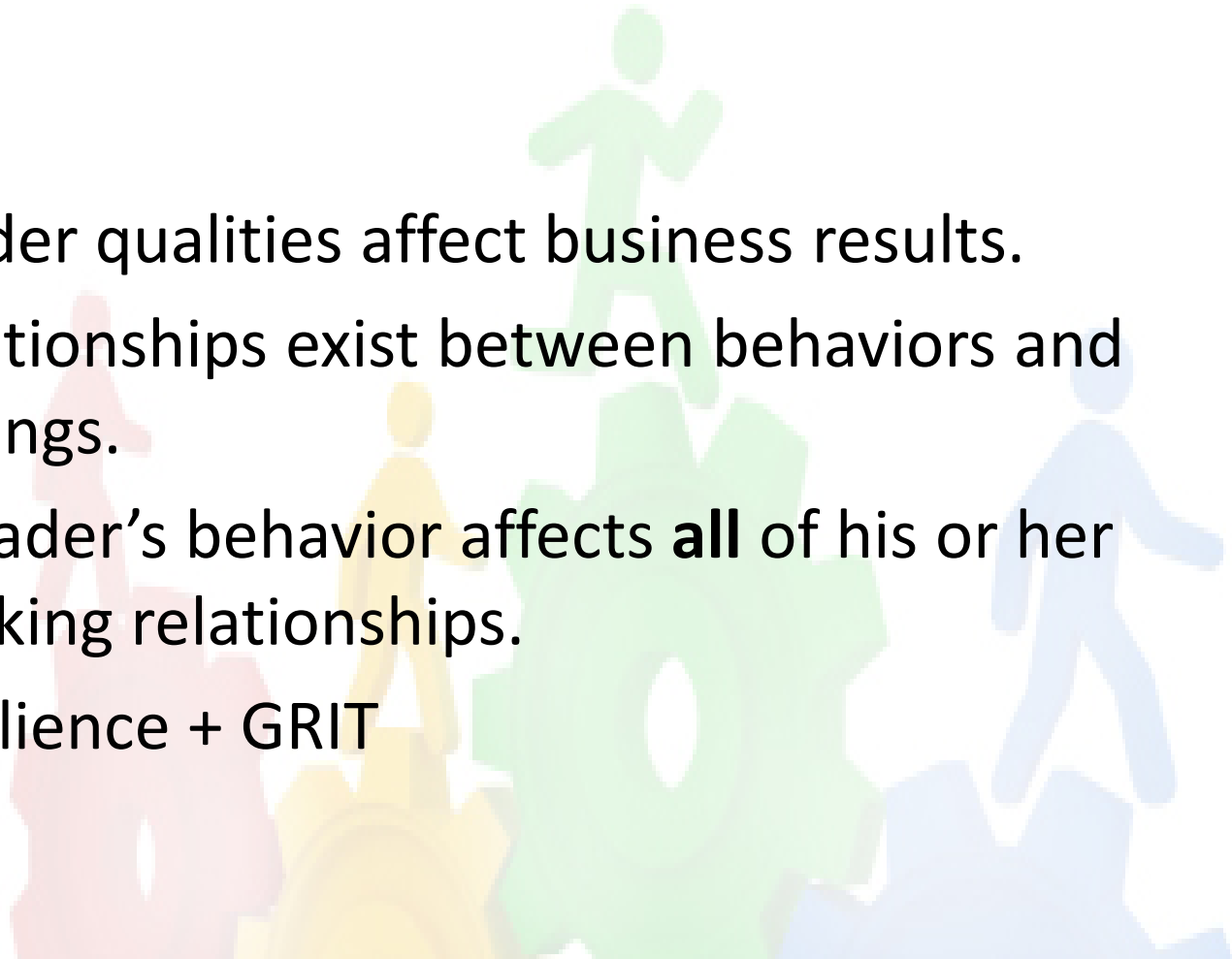
The Great Debate: IQ vs. EQ



IQ and Technical Skills vs. EQ

EQ Helps Us Make & Keep **Connections**

- ❑ Leader qualities affect business results.
- ❑ Relationships exist between behaviors and feelings.
- ❑ A leader's behavior affects **all** of his or her working relationships.
- ❑ Resilience + GRIT



What's the story I'm trying to tell?

- ❑ People *along with* processes, structure, and systems help drive organizational performance, (Drucker, 1995; Kaplan & Norton, 2005)
- ❑ Usually, people will buy your message only after “buying you”
- ❑ The story that I am trying to tell is that leadership ***antithetical to emotionally intelligent leadership*** can drive employees away from good organizations, (van Dierendonck, 2011; van Dierendonck *et al.*, 2014)
- ❑ Emotional intelligence could also drastically affect your career trajectory

My study: What's the story I'm trying to tell?

- ❑ Because there is an economic cost to turnover...(Li & Jones, 2013; Waldman *et al.*, 2004; Shanafelt *et al.*, 2017): **LOSING PEOPLE COSTS ORGS. \$\$ and RELATIONSHIPS**
 - ❑ Turnover intentions are important, as they can foretell if managerial course corrections need to be made, (Shore & Martin, 1989; Stahl *et al.*, 2009)
- ❑ If employees are bought in, empowered, and committed to the organization, and challenged in their work → competitive aggressiveness, and engagement (Bartlett & Ghoshal, 2002; Noe *et al.*, 2006; Macey *et al.*, 2011)
- ❑ In the end, engagement and retention are critical: in the business world and LIFE, in general!
- ❑ What are the *two biggest contributors* to failed relationships?

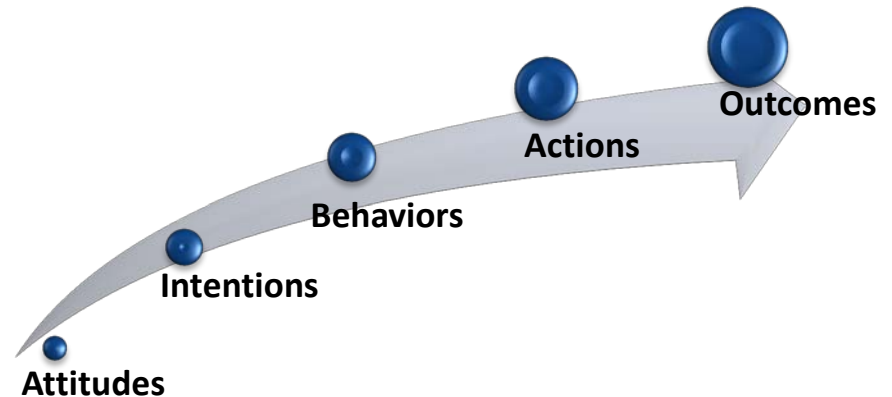
Emotions are triggers that shape organizational and personal (life) outcomes!

H1: The leader's ability to exercise self-control should be negatively related to follower TOI, such that higher levels of stress management should result in lower levels of TOI.

H2: The extent of the leader's well-being should be negatively related to follower TOI, such that higher levels of well-being in life should result in lower levels of TOI.

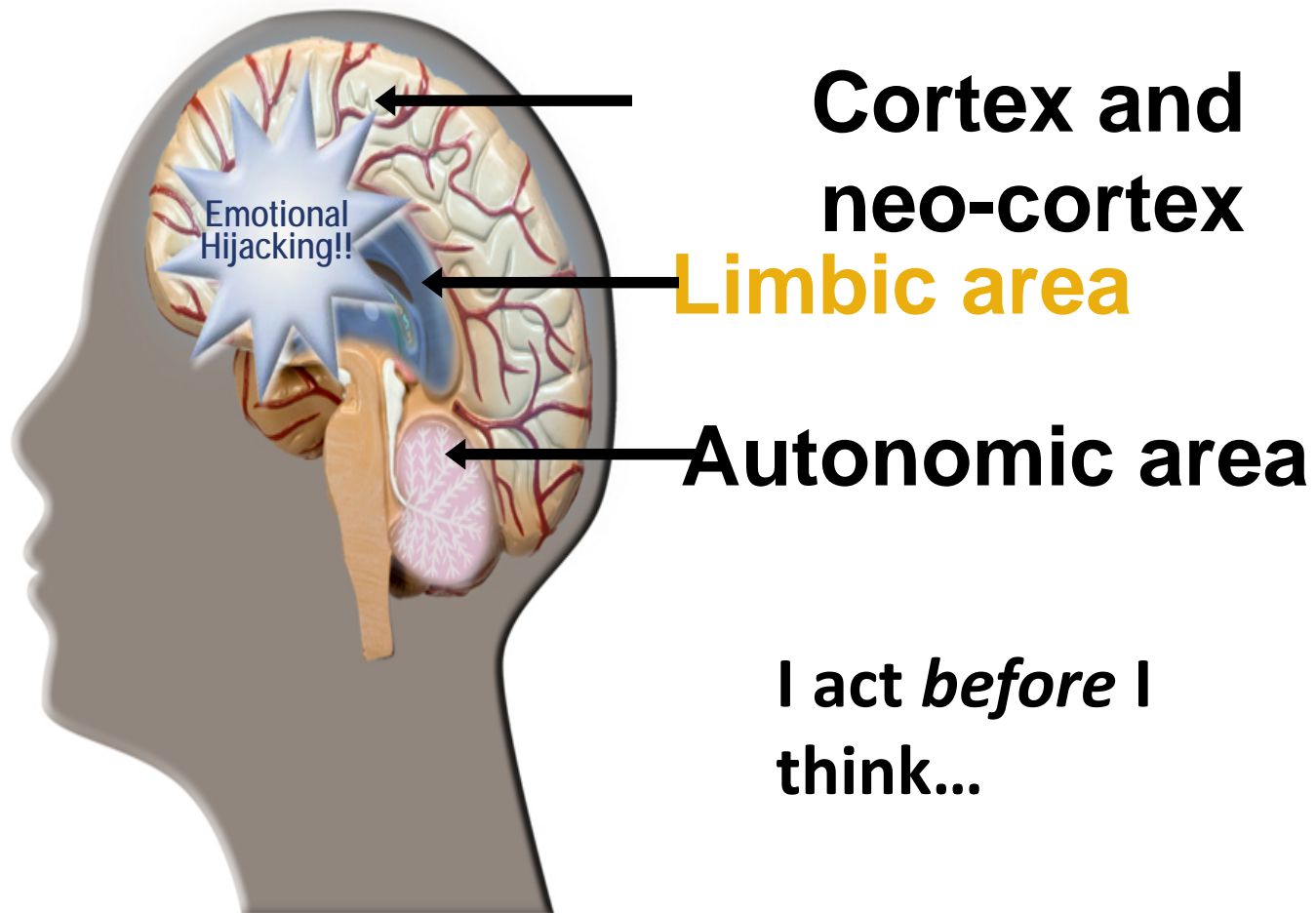
H3: The leader's sociability should be negatively related to follower TOI, such that higher levels of being able to influence others' feelings should result in lower levels of TOI.

H4: The leader's emotionality should be inversely related to follower TOI, such that higher levels of emotionality should result in lower levels of TOI.

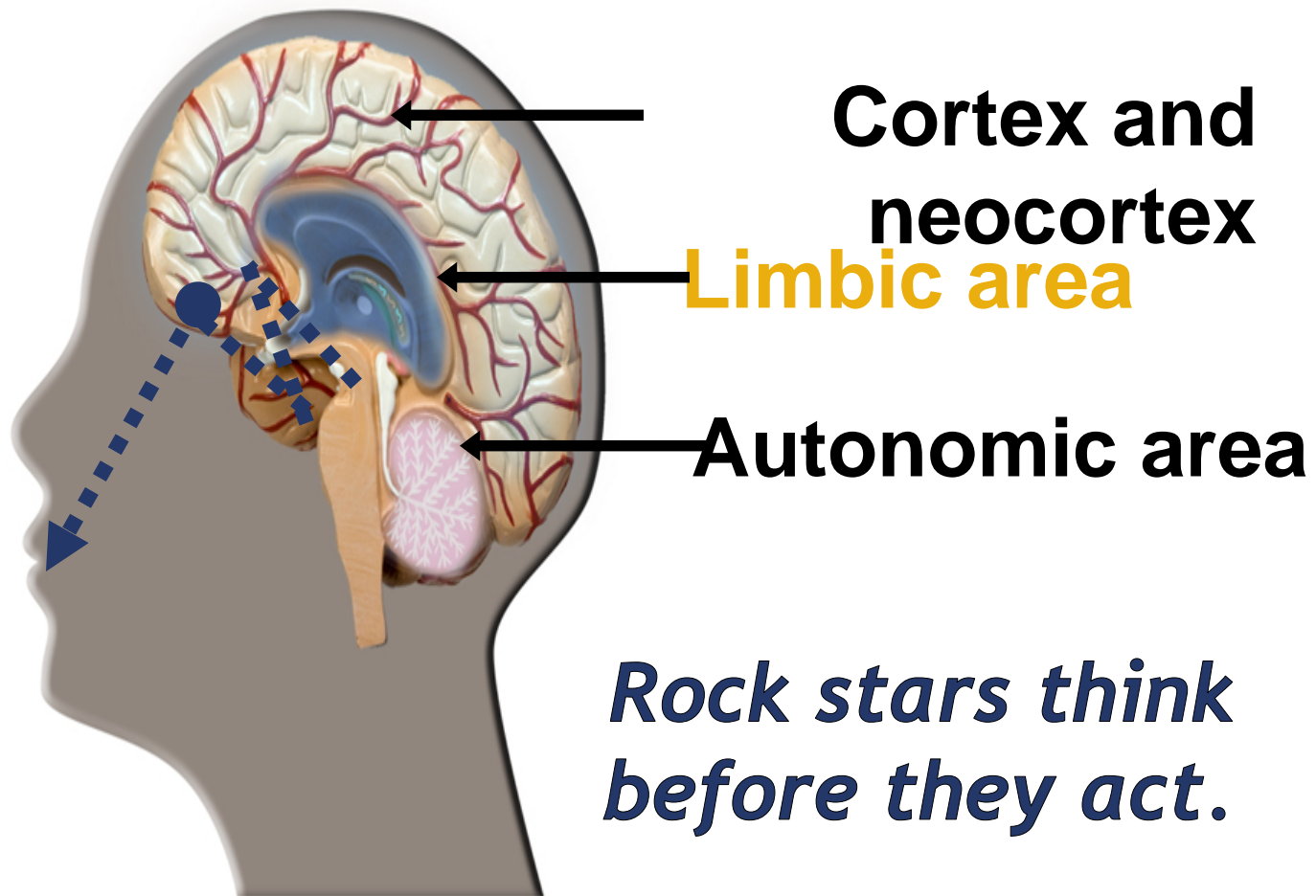


Common sense vs. Empirical Analysis

Emotional Hijacking



Emotional Intelligence Is a Partnership



Results: Empirical Support

Table 1

Hypotheses Support

Hypothesis	Support	Constant	Unstandardized β Coefficients	Standardized Beta Coefficients	p value
H1 (Career Dev.)	Yes	3.49	-0.24	-0.57	< 0.01
H2 (Morality)	Yes	3.89	-0.26	-0.53	< 0.01
H3 (Altruism)	Yes	3.69	-0.30	-0.64	< 0.01
H1 (Self-control)	Yes	4.99	-0.55	-0.45	< 0.01
H2 (Well-being)	Yes	6.04	-0.62	-0.61	< 0.01
H3 (Sociability)	Yes	4.72	-0.43	-0.47	< 0.01
H4 (Emotionality)	Yes	5.06	-0.56	-0.69	< 0.01

Table 1

Note. All values derived from SPSS computations utilizing simple linear regression analysis

Practitioner Implications

Reducing turnover by **1** percentage point would result in cost avoidance of: **\$3.6 m.**



Reducing turnover by **2** percentage points would result in cost avoidance of: **\$6.8 m.**



Reducing turnover by **3** percentage points would result in cost avoidance of: **\$10.0 m.**

Physician/Provider Implications

Hiring practices: Refining the practice of bringing in new providers who exhibit higher EQ is **good for business!** (Goleman, 1995; Goleman, 1998; Goleman 2002; Jordan & Troth, 2011; Lam & O'Higgins, 2013)

Developing and honing your EQ could help **strengthen staff relationships** (McCallin & Bamford, 2007; Arora *et al.*, 2010)

EQ could potentially help providers better **connect with patients** – Patient Activation Measure (Epstein *et al.*, 2005; Lindeke & Sieckert, 2005; Alexander *et al.*, 2012)

Emotional intelligence can and does help **students matriculate through their academic journey** with greater success (Freshwater & Stickley, 2004; Arora *et al.*, 2010; Beauvais *et al.*, 2014)

Practical Implications

Usually, people need to “buy you” before they “buy your message”.

EQ plays a big role in whether/if they “buy you”; and, in bridging relational gap that exists between individuals and teams.



Becoming More Adept at Exhibiting EQ

My “Ask” of You

- ☐ Make EQ a part of your 1:1s and team meetings, and “coffee table” conversations (principle of FOCUS)
- ☐ Become more self-aware
- ☐ Practice empathic listening (*not just hearing*)
- ☐ Become more *socially* aware (your non-verbal & others’)
- ☐ Talk 30% of the time and listen 70% of the time
- ☐ Build positive relationships

Summary

EQ could help solve more business (and REAL LIFE) problems: Organizational turnover & improved relationships

EQ has a wide variety of benefits in healthcare/workplace: Better staff, patient, and team member outcomes

My own study showed that **altruistic behavior** and **increased emotionality** positively affects turnover intentions

EQ (empirically) has proven to help healthcare leaders better connect with staff & patients; improve career trajectory

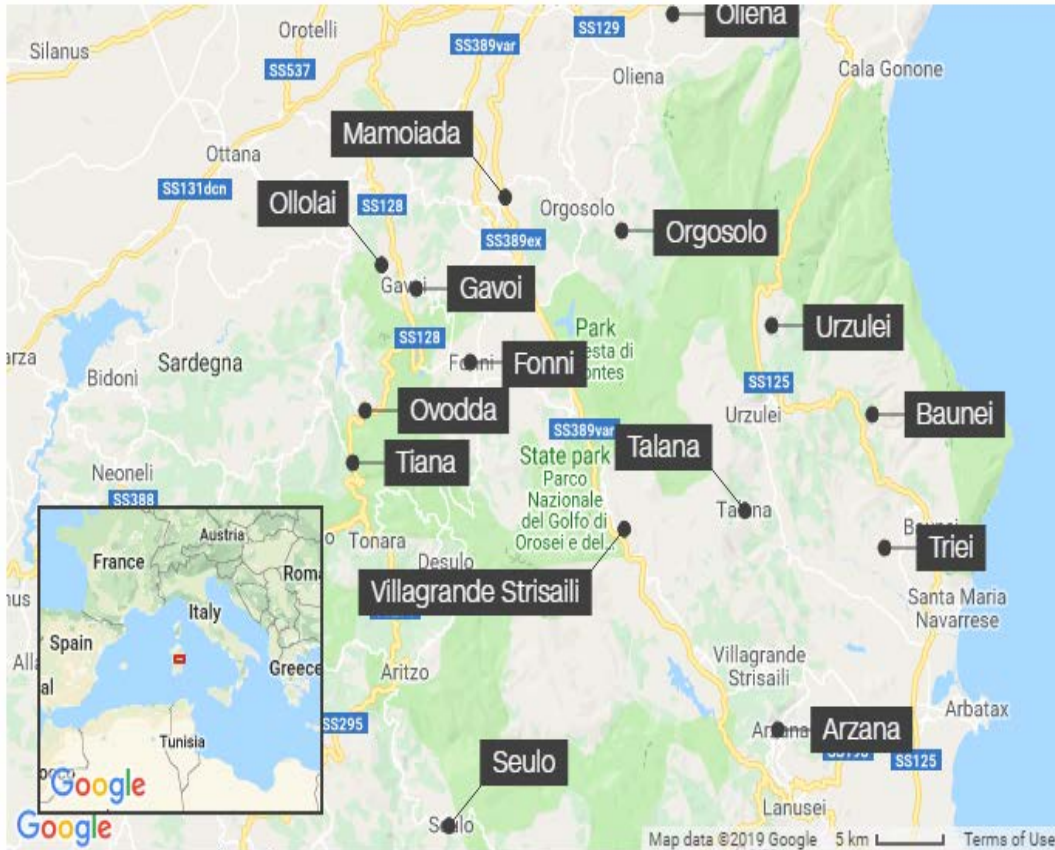
Investing in your own self-care/emotional intelligence could have positive health benefits, e.g. reduce stress, anxiety

To grow your own EQ, you must become more self-aware

Practice the “pause principle”; be slow to speak, and quick to listen and reflect

If you practice building your EQ, you could become a ROCK STAR! 😊

Mangiamo? It's All About Relationships!



- ☐ Sardinia
- ☐ Centenarians
- ☐ Diet?
- ☐ Vino?
- ☐ Climate?
- ☐ Social BONDS

Q&A



Questions



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Available upon request

