Emotional Intelligence (EQ) and the Core Competencies in Graduate Medical Education

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Objectives

☐ State the definition and components of emotional intelligence

☐ Identify the link between emotional intelligence and the ACGME Core Competencies in GME

☐ Describe the role of emotional intelligence in the improving patient care and outcomes

☐ Describe the role of emotional intelligence in role modeling, teaching, and giving feedback
What is EQ?

- One of the key abilities sought in corporate America.
- Since the 1930s, those who studied intelligence realized that there were non-intellective abilities that helped predict success.
- The term, “Emotional Intelligence,” was coined in 1990 by Salovey and Mayer.
What is EQ (or EI)?

- EQ is more than one thing
- It’s a profile
- Each of us has strengths
- Unlike IQ, EQ is learned throughout life
- If you’re not good at one of the dimensions, you can get better at it
But, what is EQ?

One attempt toward a definition was made by Salovey and Mayer (1990), who defined EI as, “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions.”
EQ = Success?

- "The fundamentals of EI – self awareness, self management, social awareness, and the ability to manage relationships – translate into on-the-job success."

The emerging key in professional excellence

☐ IQ thought to be the best predictor of job performance and success

☐ Studies showed that people with high IQ outperform those with average IQ just 20% of the time

☐ Conversely those with average IQ outperform 70% of the time

☐ Years of study pointed to EI as the reason
Four Key Components to EQ

- Self Awareness
- Social Awareness
- Self Management
- Social (relationship) Management
EQ = new words for old wisdom?

Tao Te Ching
- Knowing others is intelligence,
- Knowing yourself is true wisdom.
- Mastering others is strength,
- Mastering yourself is true power.

Emotional Intelligence
- Social Awareness
- Self Awareness
- Social (relationship) Management
- Self Management
Self Awareness

- Emotional Self-Awareness
  - Ability to accurately identify your emotions
  - Understand your tendencies across situations

- Accurate Self-Assessment
  - Know your own triggers; what pushes buttons
  - Exhibit sense of humor about yourself
  - Tolerate the discomfort of negative feelings

- Self Confidence
  - Trust your feelings as clues to what’s really going on
  - Welcome feedback from trusted others
Self Management

- Self Control
  - Decide how you will act on your feelings
  - Have strategies for action on intense feelings

- Transparency
  - Openness to others; admit mistakes/shortcomings

- Adaptability
  - Change how you deal with feelings based on setting/situation

- Optimism
  - See glass half full
  - Expect the best in others
Social Awareness

- Empathy
  - Attuned to emotional signals in others
  - Listen & observe accurately
  - Put yourself in the other person’s shoes

- Organizational Awareness
  - Understand underlying values and unspoken rules of different social and work settings

- Become Other-oriented
  - Stop the internal monologue & planning next move
  - Notice how other’s are reacting to you
Social Management

- Ensure clear communication
- Handle conflict effectively
- Give credit/appreciation in group settings
- Take a problem solving perspective
- See problems as learning opportunities
- Build teamwork and collaboration
EQ can be learned

“While our emotional intelligence determines our potential for learning the fundamentals ... our emotional competence shows how much of that potential we have mastered...”

“An underlying EI ability is necessary, though not sufficient, to manifest a given competency or job skill.”

- Goleman, EQ, pg vx-xvi.
Self-Assessments

- The benefits of self-assessments:
  - Provide opportunity to self-reflect
  - Offer new insights about the ways in which we interact with others
  - Shed light on the reasons some interactions may not have gone well

- Constraints of self-assessment
  - Requires self-awareness, honesty
Strategies for Improvement

- Recognition
  - Self Awareness
  - Social Awareness

- Regulation
  - Self Management
  - Relationship Management
EQ and the Competencies

- How does EQ fit into the ACGME core competencies?
- The paradigm of the competencies brings EQ into the formal curriculum for medical education.
  - Old paradigm: we teach them the hard science of medicine.
  - New paradigm: we teach them how to be competent (compassionate) physicians.
### EQ Meets Medical Education

#### Competencies
- Patient Care
- Medical Knowledge
- Practice-based Learning and Improvement
- Interpersonal and Communication Skills
- Professionalism
- Systems-based Practice

#### EQ Fundamentals
- Self Awareness
- Social Awareness
- Self Management
- Relationship Management
Patient Care

☐ Communicate effectively and demonstrate respect to patients & families

☐ Gather essential and accurate information

☐ Counsel and educate patients and families

☐ Work with other professionals to provide patient-focused care
Interpersonal and Communication Skills

- Residents must be able to demonstrate interpersonal and communication skills that result in effective information exchange and teaming with patients, their patients’ families, and professional associates.
  - Communicating with patients and families
  - Communicating with team members
  - Scholarly communication
Professionalism

- Demonstrate a responsiveness to the needs of patients and society
- Demonstrate sensitivity to patients’ culture, age, gender, & disabilities
- Demonstrate an ability to maintain appropriate professional boundaries
Practice Based Learning & Improvement

- Evaluate own patient care practices to improve them
- Facilitate the learning of students, junior residents, and other health care professionals
Systems Based Practice

- Effectively partner with health care managers and other providers
- Work effectively in interdisciplinary teams
- Help patients navigate the health care system
Teaching EI to Students and Residents

- You need good EQ skills to be a good clinical medicine teacher
- Role modeling is a key tool in teaching EQ/EI
- Give specific EQ feedback to residents and medical students
Inappropriate Behaviors per the Joint Commission

- Often manifested by healthcare providers in positions of power
- Physical threats
- Verbal outbursts
- Refusing to perform assigned tasks
- Uncooperative attitudes
  - Reluctance to answer questions / return calls
  - Condescending language
  - Impatience
Is EQ Important in Medicine?

- Change dramatically the selection process for Chairs of clinical departments:
  - A strategic and targeted process that includes structured and formalized interviews incorporating measurement of emotional intelligence is needed. After the introduction of this type of selection process, turnover of executives in one large company dropped from 25% to 6.3%. This decrease in turnover resulted in a savings of $3.5 million in recruitment costs over 18 months.”*


Conflict:
I don’t agree with how my colleague acted toward our patient.
I am upset.

Potential Responses:
1. I will MAKE her do it right.
2. I will SHAME her into doing it right.
3. I will have her FIRED for not doing it right.
4. How DARE SHE make me look bad?
5. I will IGNORE what she did, it is not worth the fight.
6. I will count to 10 to calm down before I speak (like my mother taught me to).
7. I will work with her to make the situation better (after I make sure the patient is OK).
Self Awareness
- I am upset about what this person has done.

Social Awareness
- She is not being receptive to what I am saying.

Self Management
- If I get upset, the situation will get worse, and we still have a whole day’s worth of patients to see.

Relationship Management
- How would I feel if I were in her shoes?
- How can I get her to understand her actions did not help with patient care and get her back on the team?
Discussion on Case Vignette (Nurse Jackie – Section 1)
Case Vignette 1

- What happened?
- Does this clip exemplify professional behavior?
- Provide an example where this exchange could have gone better in terms of:
  - Self Awareness
  - Social Awareness
  - Self Management
  - Social (Relationship) Management
Discussion on Case Vignette (Nurse Jackie – Section 2)
Case Vignette 2

☐ What happened?

☐ Does this clip exemplify professional behavior?

☐ Provide an example where this exchange could have gone better in terms of:
  ■ Self Awareness
  ■ Social Awareness
  ■ Self Management
  ■ Social (Relationship) Management
Question

How does high EI in physicians improve patient care?

A. Patients can talk about difficult subjects to improve diagnosis
B. Patients have a more positive care experience even if they don’t get well
C. Doctors get higher scores on standard tests
Question (continued)

D. Doctors are more satisfied with their work & patients benefit from happy docs

E. A & B.

F. C & D.

G. A, B, & D.

H. None of the above.
To summarize

- EI is a key characteristic of high job performance
- EI is a key component of ACGME core competencies
- EI can be improved with focused practice
- EI can be modeled for and expected of resident learners