

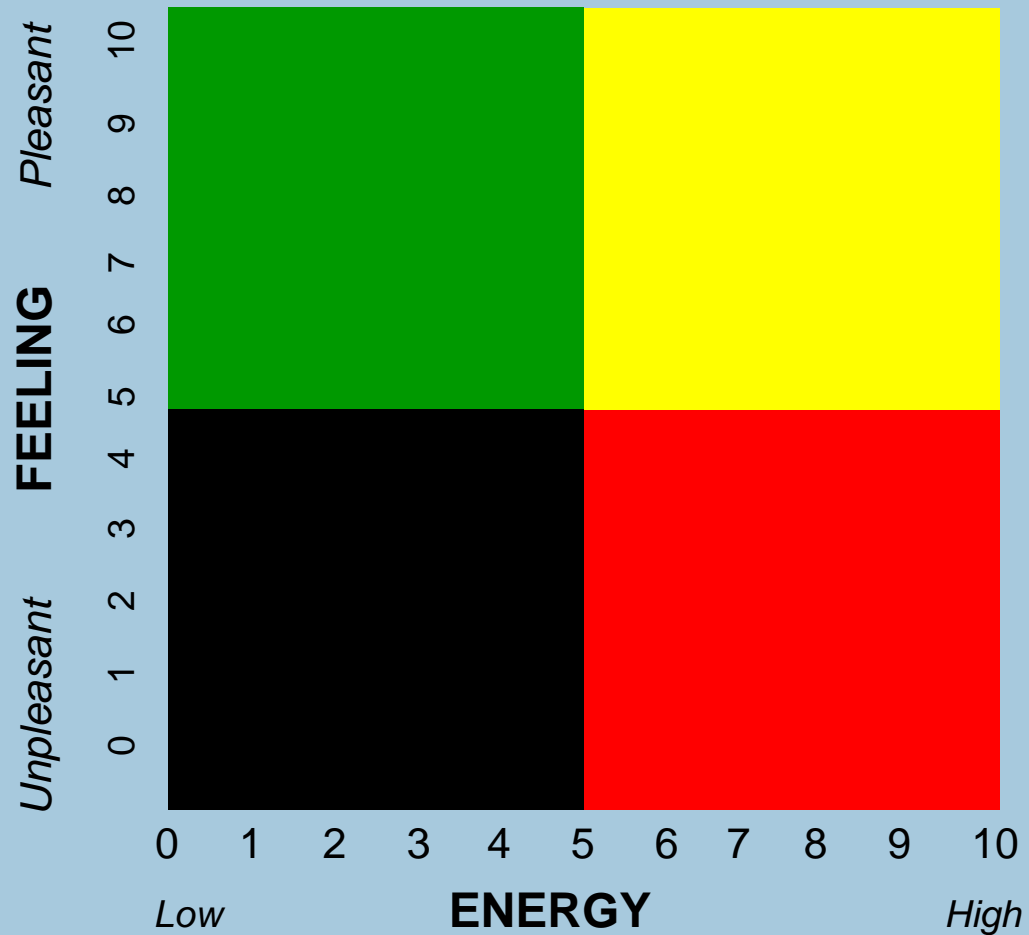
Emotional Intelligence

Robert Wood Johnson Foundation
New Careers in Nursing

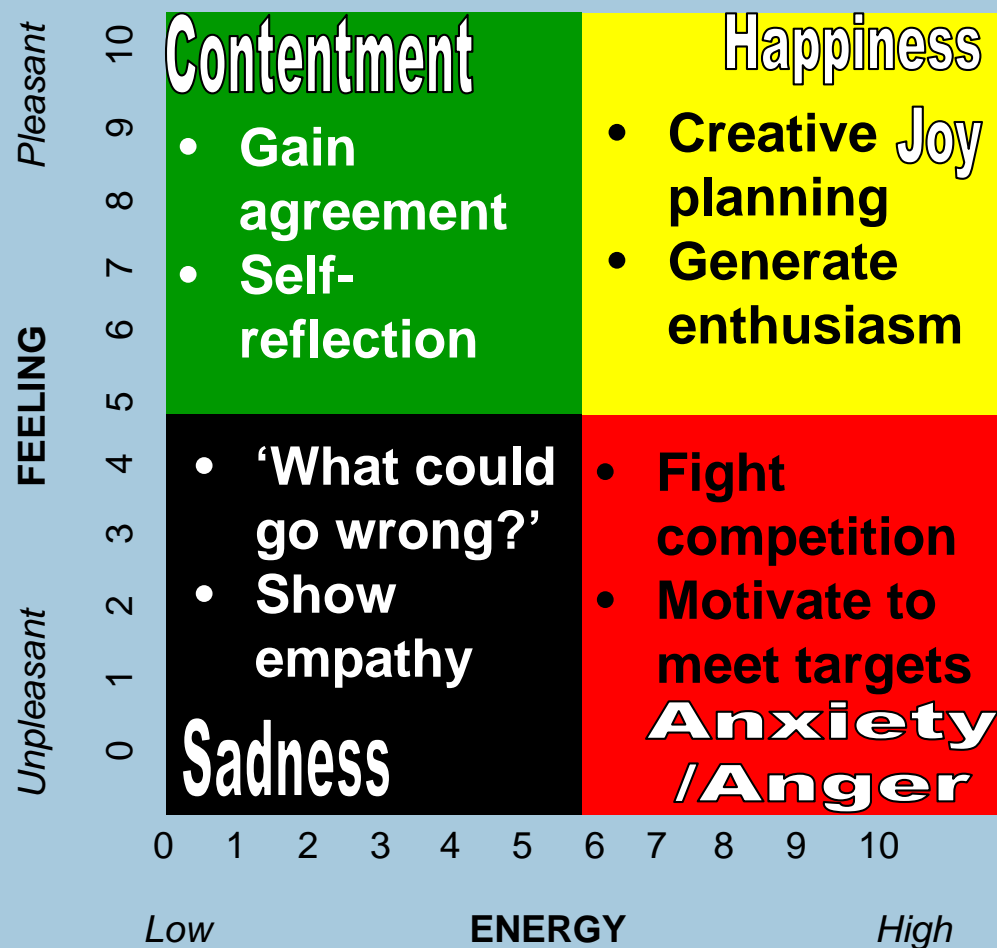


David R Caruso

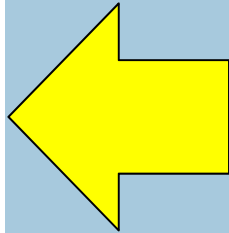
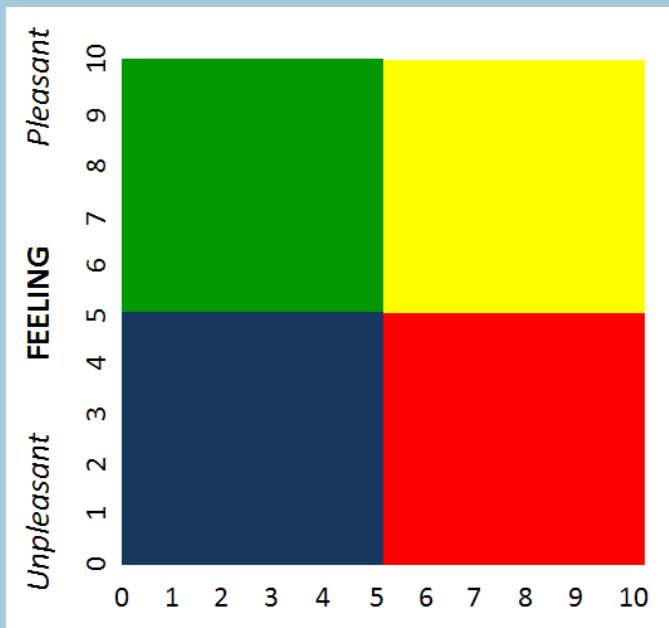
How are you?



Does it matter how you feel?



How will you stay engaged and focused today?



What strategies will you use?

Why Now?

Emotional intelligence represents the convergence of two historical trends:

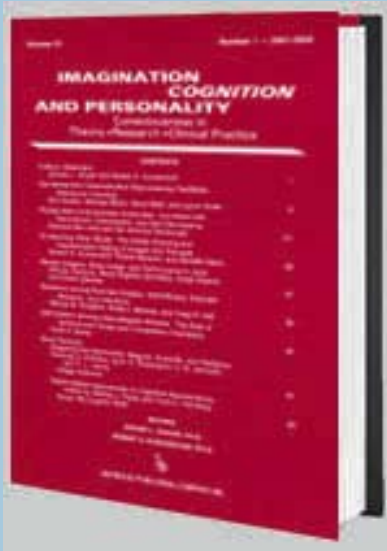
- **Changing views about the “rationality” of emotions.**
- **Changing definitions of what abilities constitute “intelligence.”**

An Emotional Intelligence

Original definition:

“The ability to monitor one’s own and others’ feelings, to discriminate among them, and to use this information to guide one’s thinking and action.”

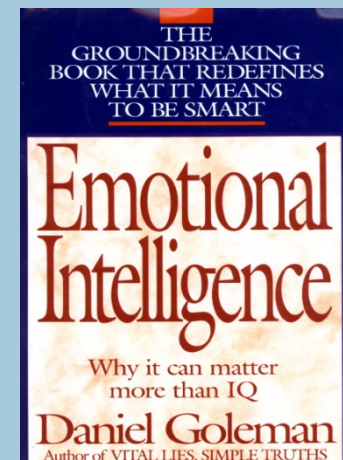
Salovey & Mayer (1990). Emotional intelligence.
Imagination, Cognition, & Personality.



“Emotional Intelligence” became a sensation

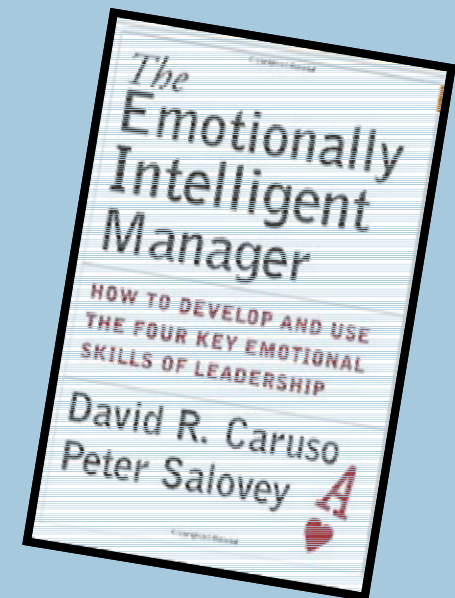
A journalist, Dan Goleman (1995), wrote an engaging, wide-ranging book called *Emotional Intelligence* based loosely on the 1990 paper.

- ✓ Knowing one's emotions
- ✓ Managing emotions
- ✓ Motivating oneself
- ✓ Recognizing emotions in others
- ✓ Handling relationships



Our approach to Emotional Intelligence:

- It is a standard intelligence.
- Helps you think about emotions.
- Posits that emotions help you think.
- Posits that emotions are adaptive.
- Nuanced: not the most important thing in life but it is new and important

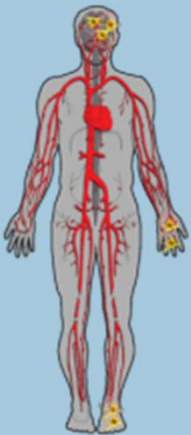


An Emotional Intelligence



Perceiving Emotion:

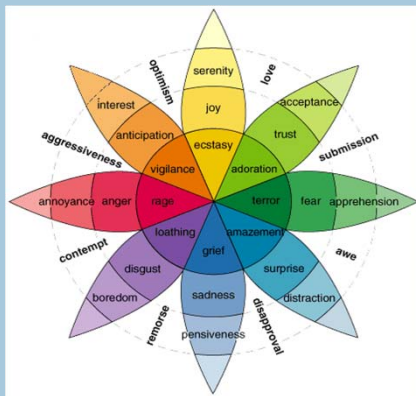
The ability to perceive emotions in oneself and others, as well as in objects, art, stories, music, and other stimuli.



Using Emotion to Facilitate Thinking:

The ability to generate, use, and feel emotion as necessary to communicate feelings, or employ them in other cognitive processes.

An Emotional Intelligence



Understanding Emotion:

The ability to understand emotional information, how emotions combine and progress through relationship transitions, and to appreciate such emotional meanings.



Managing Emotion:

The ability to be open to feelings, to modulate them in oneself and others so as to promote effectiveness and success in individuals and teams.

Measuring EI: Alternative Approaches



Self-Report



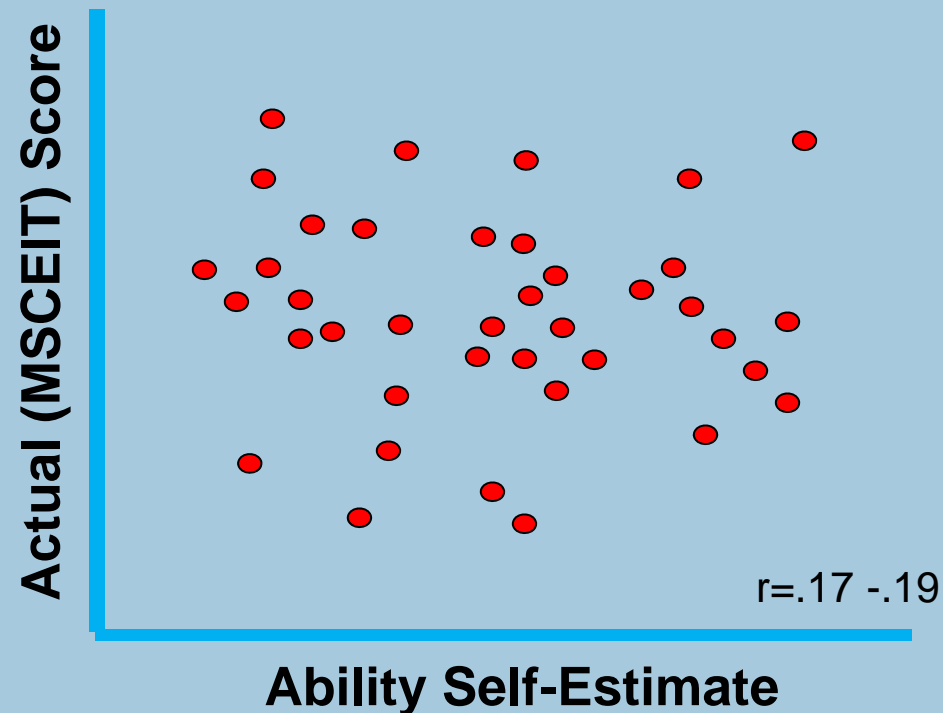
Performance



360 Feedback

People are poor judges of their own intelligence -- and very poor judges of their emotional intelligence

Self-Report EI x Actual Ability



Measuring Emotional Intelligence as an Ability:

MSCEIT

Perceiving Emotion

- Faces
- Pictures

Using Emotions to Facilitate Thought

- Sensations
- Facilitation

Understanding Emotions

- Changes
- Blends

Managing Emotions

- Emotion management (self)
- Social management (others)



M

S

C

The MSCEIT

Perceiving Emotion example item



1. No Happiness

1	2	3	4	5
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 Extreme Happiness
2. No Fear

1	2	3	4	5
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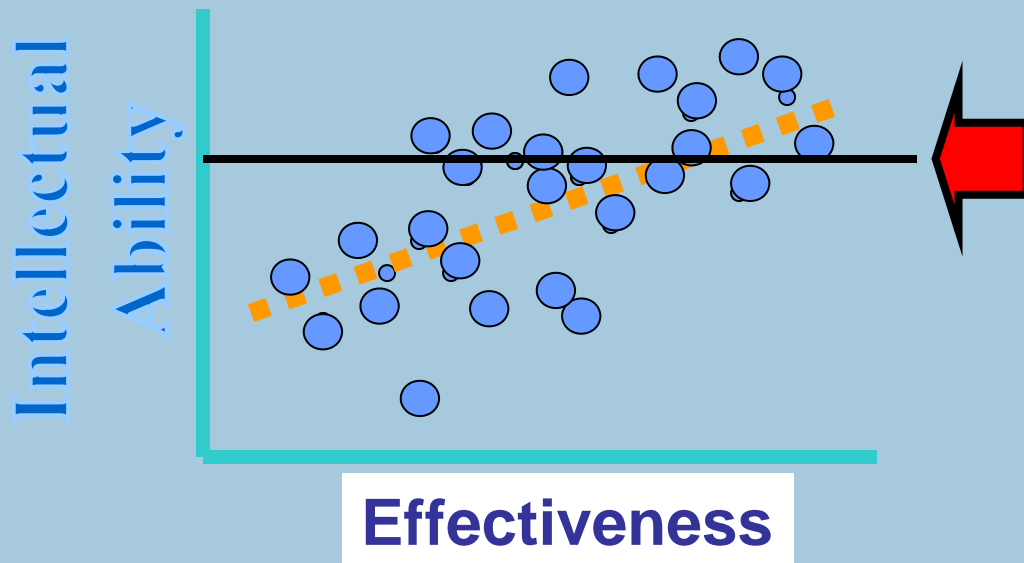
 Extreme Fear

What EI Predicts

One of the best predictors of work performance is **intelligence.**

Universities admit and companies hire smart people so restriction of range means other skills are important

EI is one of these skills.



Organizations hire smart people, so intelligence is no longer a great performance predictor within an organization.

What EI Predicts

More pro-social behavior

Better quality relationships

Greater sensitivity and empathy

Create more positive work environment

Teams that are higher in EI:

- Have faster cohesion
- Perform more effectively in a shorter time
- Clearer vision

CEO's need high-EI staff: Who would you take with you?

Nurse managers: better at handling conflict

EI and Employee Performance

	Peer ratings	Supervisor ratings
Positive work environment	.50	.48
Stress tolerance		.56
Leadership potential	.36	.51
Positive interactions/liking		.42

Lopes, Grewal, Kadis, Gall, & Salovey (2006)

Getting Work Done and Inspiring Employees

EI predicts WHAT a manager achieved ($r=.26$):

- “focuses strategically”
- “ensures closure and delivers on intended results”

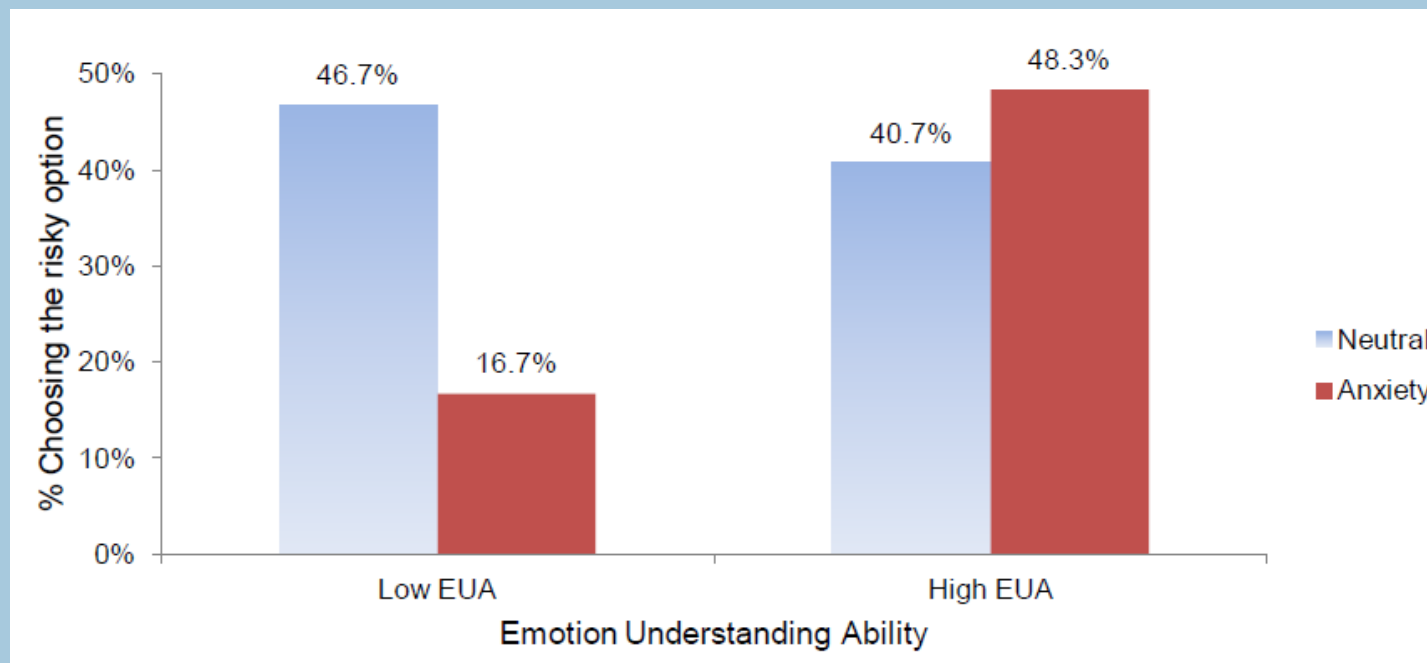
EI predicts HOW a manager achieved outcomes ($r=.52$):

- “guides, mentors, and develops people”
- “someone who communicates clearly”

Rosete (2007)

Emotion Understanding and decision making

Unrelated feelings impact people's decision making
Except for those who are good at Emotion Understanding



Yip & Cote (2013)

Can EI Be Taught?



- Only a few control group studies conducted
- Adults: U of Chicago and U of Hawaa'i showed small increases
- Schools: “SEL” is a big field with some promising results but also with a lot of junk science

Developing EI Skills



Enhance Recognition

Attend to facial cues.

Micro-expressions.

Match to basic emotion.

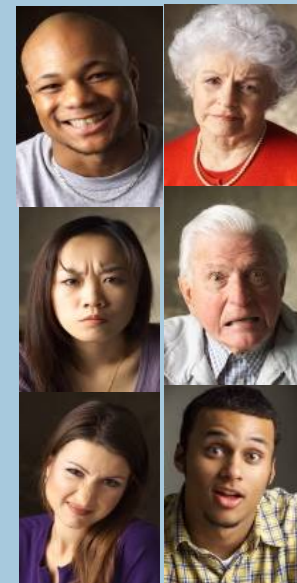
Compensatory Strategies

“What is 1 thing you disagree with?”

“On a scale of 0 to 10 ...”

“How do you feel about it?” (Give options.)

Ask questions.





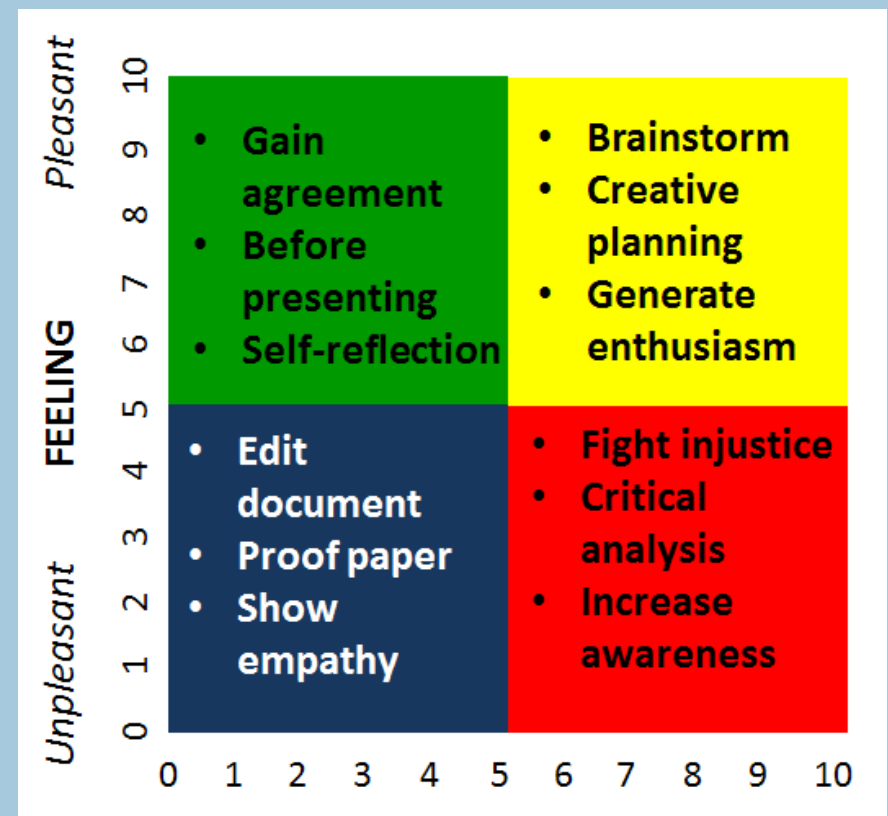
Developing EI Skills

Use Emotions

- Consider a strong emotion.
- Ask what the physical feelings were.
- Reconnect with those feelings when someone relates their experience.
- Reflect your feelings to show empathy.

Use Emotions

- Consider your current mood.
- *Ask:* does mood help with task?
- Yes: maintain.
- *No:* change mood or change task.





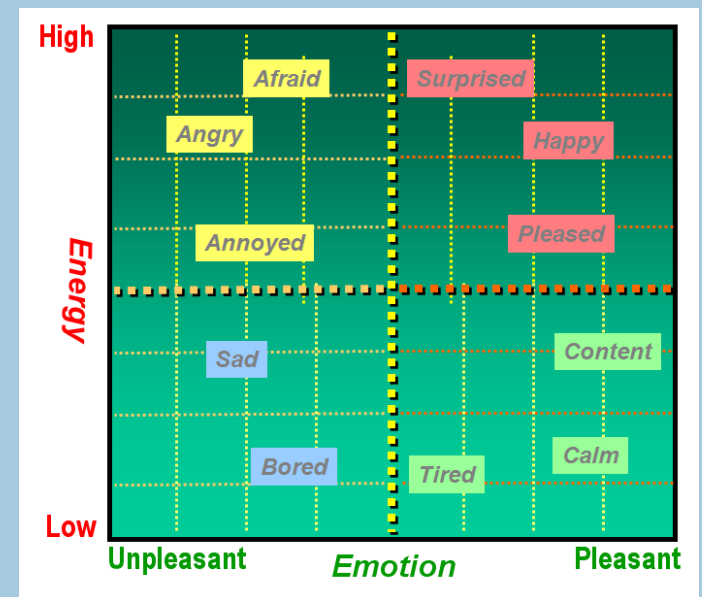
Developing EI Skills

Enhance Vocabulary

- **Anger**- annoyance, frustration, irritation, rage
- **Sadness** – pensive, dejected, grieving
- **Happiness** - serene, pleased, delighted, ecstatic
- **Fear** – apprehensive, anxious, worried, terror

Affective Forecasting

- Ask whether it is *possible* for someone to feel an emotion
- Consider how a person might react to an event.
- Learn emotional progressions: how emotions change over time.
- Use this information when taking action.



Emotion Management Demo

Do you have a good “poker face”?



Can you suppress your emotional reactions?

**TEST SLIDE: make sure you
can see**

TEXT BLOCK 1 OF 2

TEXT BLOCK 2 OF 2

Viewer Instructions

You will view a set of jokes and cartoons.

However, your task is to mask your real feelings.

Discuss

Did you have a good poker face?

Strategies used to control emotional expression?

How many slides?

What was the order of slides?

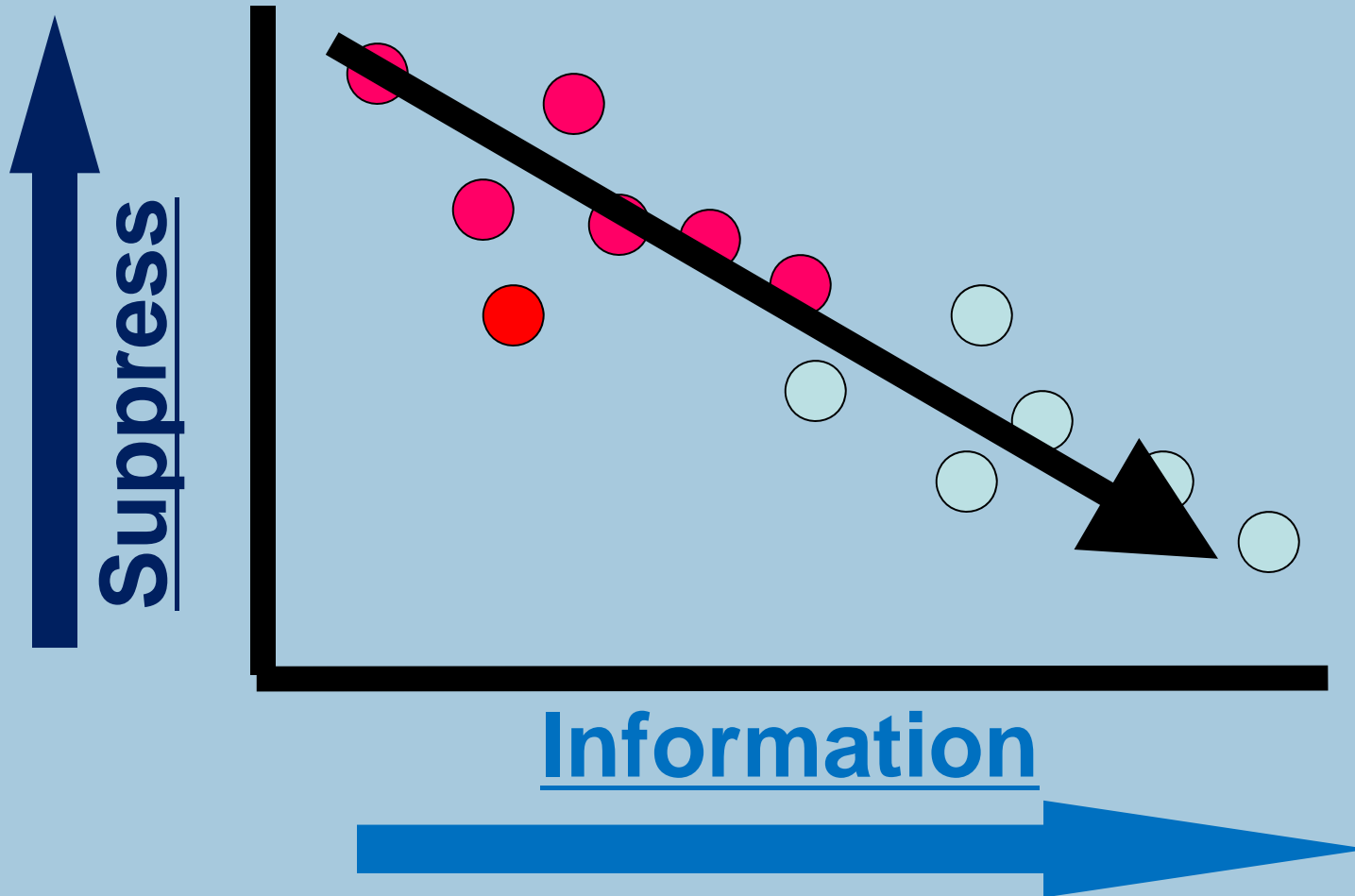
Emotion Suppression Strategy

If we are not good at it, such deception easy to spot

How does it impact others if we hide underlying feeling? Does it develop trust?

There ARE times to suppress, but it has costs.

Cognitive Costs of Emotional Suppression



Gross, et al

Developing EI Skills



Preventative Strategies

- Prepare: what could happen?
- Select another situation (switch floors)
- Modify the situation (change aspect of situation)
- Focus on different mood
- Reappraise the situation (use empathy for other person; “person is scared, so he yells at people”)

Responsive Strategies

- Engage in self-talk (“it’s going to be okay”; “I know what I’m doing”)
- Physiological techniques (take a deep breath, go for a quick walk)
- Change the situation (leave the room for a moment)
- Seek support from others (talk about the day)

Intervening Moment:

- Count to 1 (if you can count to 10 you are an EI jedi master)
- Take a deep breath
- Walk into another room
- Ask: is it possible that I am wrong? Or, there is a different perspective?
- Think about what you want the other person to learn from the situation
- Write that email but DON'T send it (*if you hit reply, delete all names before drafting message.*)

EI Blueprint

Perceive

How do you feel right now? Really.



Impact

Is this a good time for this discussion?



Understand

What is the cause of these feelings?

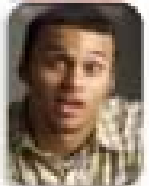


Manage

Change the mood if necessary. Use your energy to motivate you to engage in a tough conversation and manage your mood so you express yourself in a constructive manner.

Conclusions

- Emotions are adaptive and contain data.
- Emotional Intelligence can be defined as a standard intelligence.
- EI can be measured objectively.
- EI skills can be learned.
- EI predicts important life outcomes.



What If I Want More Information?

D. Caruso & P. Salovey. *The Emotionally Intelligent Manager.*

www.eiskills.com

