



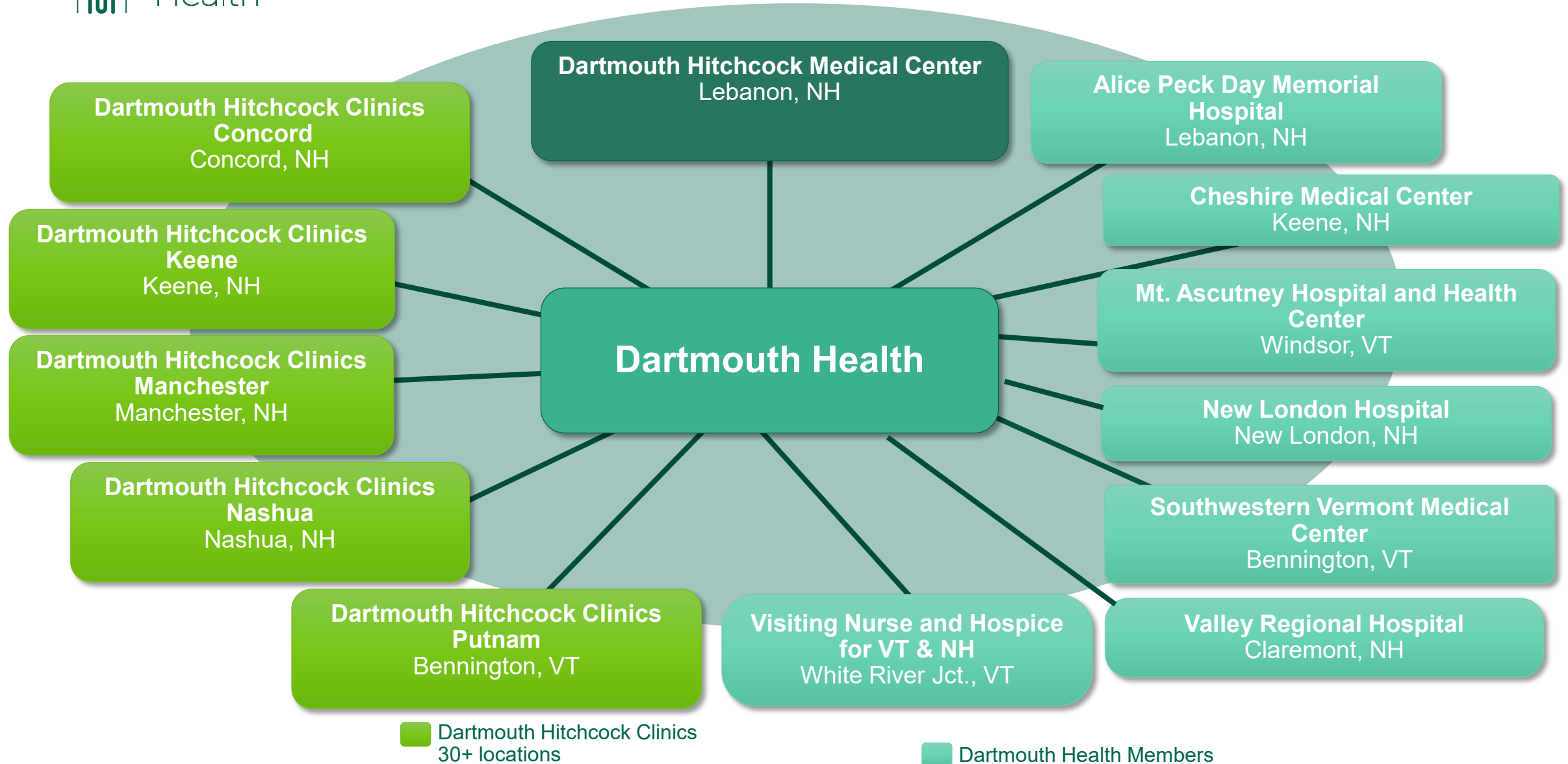
Dartmouth
Health

Leading With Emotional Intelligence

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Dartmouth Health





Dartmouth Health Overview

*Dartmouth Health's purpose is to **Guide, Grow and Enable** our members' success to improve the lives of our patients, our people, and our communities.*



NH's only academic health system, Level I trauma center, and children's hospital



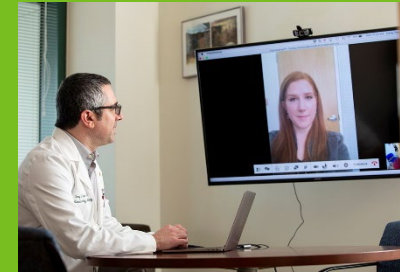
Largest provider of health care in NH, and second largest provider of care to VT



Largest private employer in NH with 14,000 employees (incl. 2,000 providers)



Only NCI designated Comprehensive Cancer Center in NNE (1 of 56 in the nation)

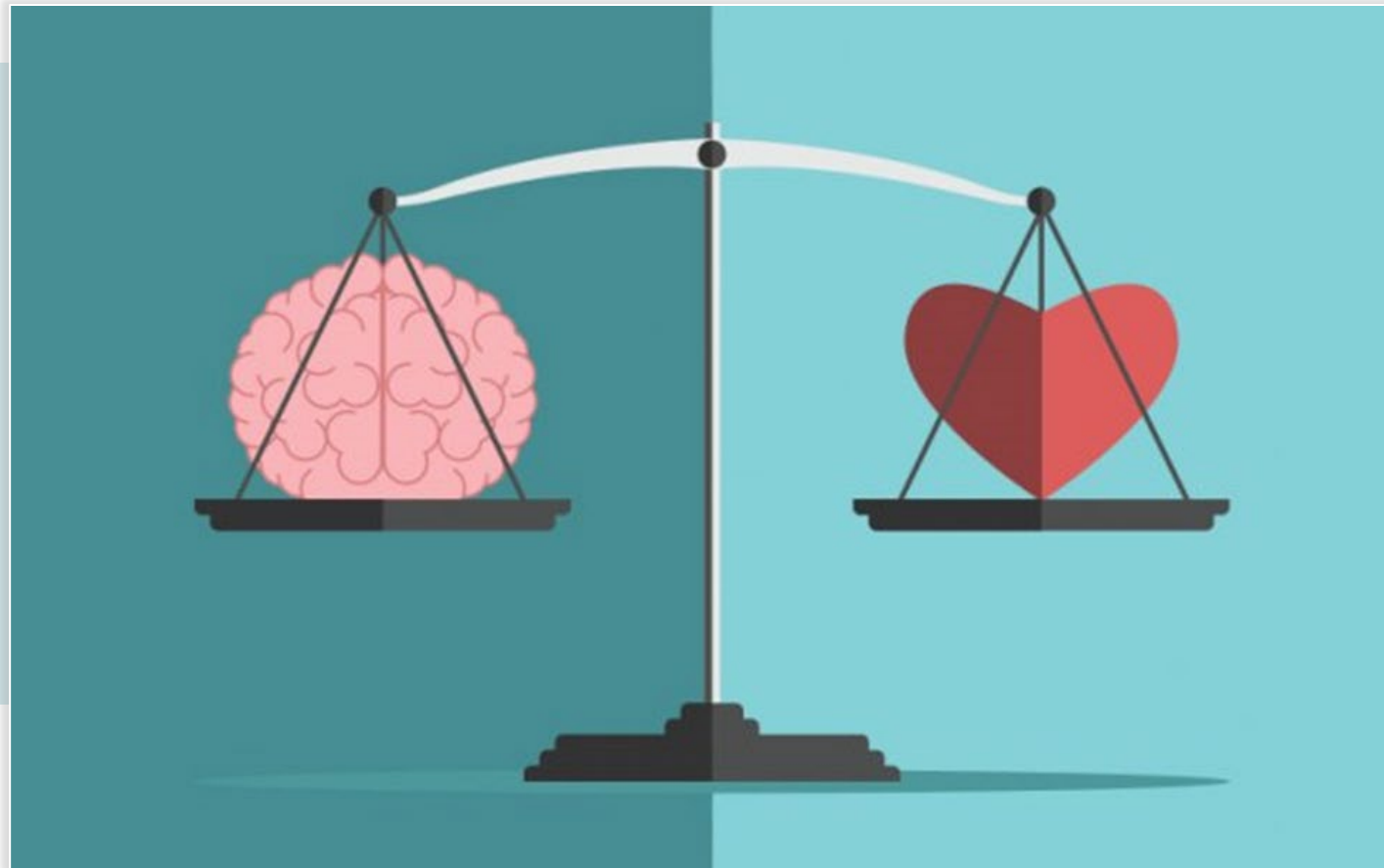


Largest provider of telehealth services in NNE



Consistently ranked the #1 hospital in NH (DHMC) by *U.S. News and World Report*

Is IQ or EQ more important in Leadership?



What is Emotional and Social Intelligence?

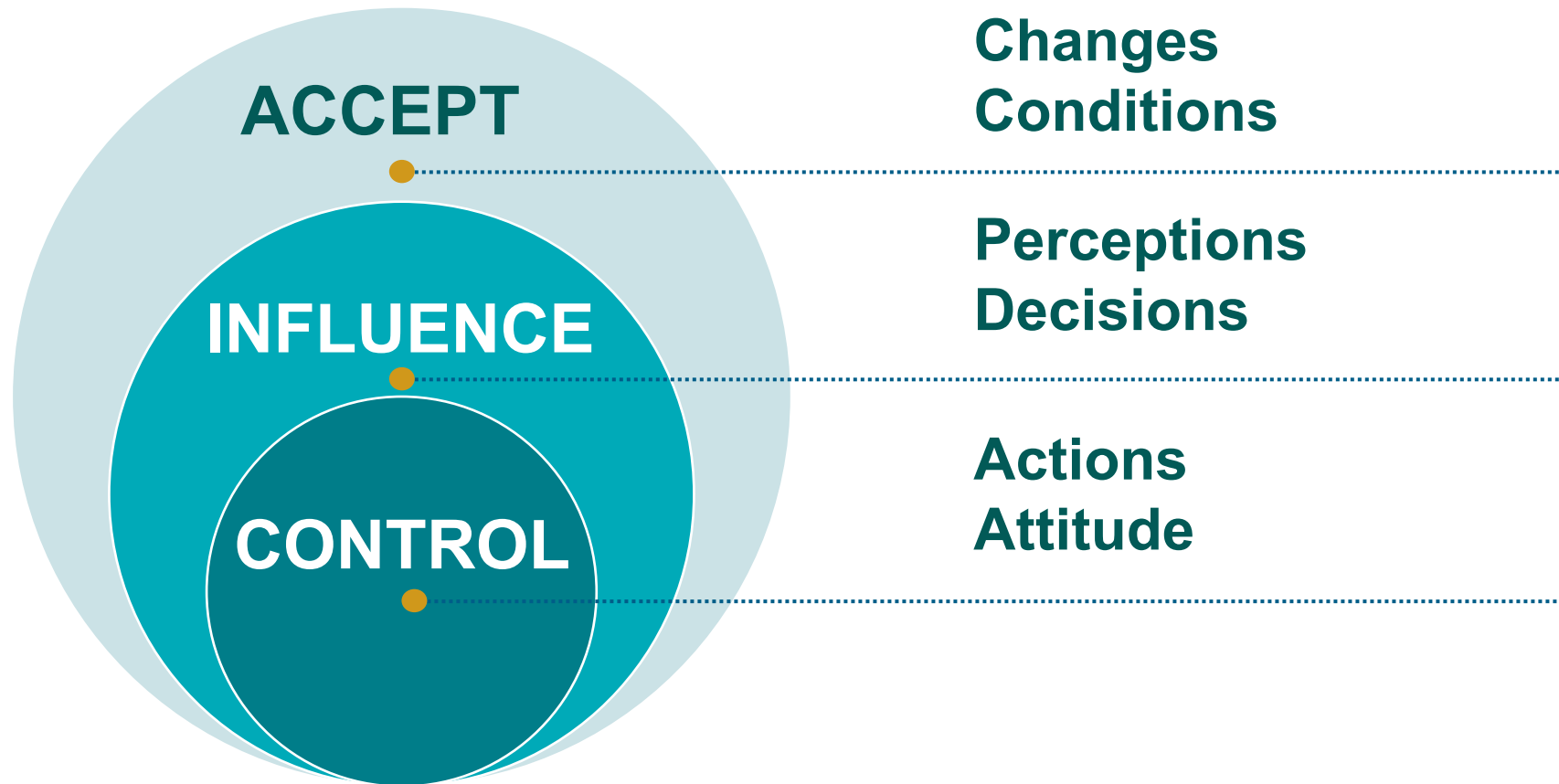
*The ability to be aware of our own emotions and those of others, **in the moment**, and to use that information to manage ourselves and manage our relationships.*



Dynamics of Four SEI Quadrants



Self-Management



Golman's Emotional Intelligence Theory Explained

- The five domain components of emotional intelligence
 - Goleman broadened Mayer's and Salovey's four-branch system to incorporate five essential elements of emotional intelligence — or EQ, the shorthand he sometimes uses:
- **Emotional self-awareness** — knowing what one is feeling at any given time and understanding the impact those moods have on others
- **Self-regulation** — controlling or redirecting one's emotions; anticipating consequences before acting on impulse
- **Motivation** — utilizing emotional factors to achieve goals, enjoy the learning process and persevere in the face of obstacles
- **Empathy** — sensing the emotions of others
- **Social skills** — managing relationships, inspiring others and inducing desired responses from them

Other Awareness: Framing Matters and Redirecting

X

- That's just the way it is
- It makes me so angry
- They must think that I am not worth much
- I can't do...
- I must...
- If only..

✓

- Let's look at our options
- I can control my feelings
- I can make an effective presentation
- I will choose...
- I prefer...
- I will...

Improved Social and Emotional Intelligence

Leadership Benefits:

- Improved performance and achievement
- More creativity and innovative problem-solving
- Better decision-making
- More flexible thought processes
- Improved memory



What is Psychological Safety?

“ Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. ”

- Amy Edmondson,
Harvard Business School



Benefits

Levels of Psychological Safety have been correlated to high team performance

- Counteracts impression management that may keeps people silent
- Decreases avoidable failures
- Allows teams to learn and innovate
- Increases engagement in the purpose/mission of the team and company
- Increases trust and wellbeing



Source: Amy Edmondson

Unspoken Rules of the Workplace

- ✓ Don't criticize something the boss may have helped to create.
- ✓ Don't speak unless you have solid data.
- ✓ Don't speak up if the boss's boss is present.
- ✓ Don't speak up in a group with anything negative about the work to prevent boss from losing face.
- ✓ Speaking up brings career limiting consequences.

Source: Amy Edmondson



Five Behaviors of Effective Teams

Building Trust As A Leader

- ✓ Ask staff for feedback and input

- ✓ Be transparent with information

- ✓ Admit mistakes and apologize

- ✓ Say “Did I miss something?” or “I may miss something”

- ✓ Get to know your staff as individuals

- ✓ Understand and respect different work styles

- ✓ Give credit appropriately and freely

Tactics To Manage Conflict

- ▶ Listen for positive intent and help individuals to rephrase statements
- ▶ Focus on de-escalation in the moment and address behavior privately
- ▶ Utilize the PAUSE or GROW models to discuss impact of actions with individuals appropriately
- ▶ Proactively create team norms – “rules” for how to behave as a team

Conflict



- When there is trust, team members are able to engage in unfiltered, constructive debate
- Healthy conflict focuses on concepts and ideas to produce the best possible solution

Commitment and Trust



- When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions
- People need to feel heard before they are able to commit – this can be done through validation of opinions and feelings with no judgment
- It is not necessary to achieve consensus, but **clarity** and **buy-in** are key to commitment



Commitment Behaviors

How you can support commitment:

- ✓ Always validate opinions and emotions
- ✓ Align the entire team around common objectives
- ✓ Ensure follow through
- ✓ Support transparency of information
- ✓ Foster an environment that learns from mistakes
- ✓ Create clarity around direction and priorities
- ✓ Allocate enough time for structured and productive meeting times
- ✓ Communicate decisions to staff within 24-48 hours

Accountability



- When everyone is committed to a clear plan of action, they are better able to hold one another accountable
- Team members must be willing to **call one** another on a behavior or performance that isn't up to agreed-on standards or that hurts the team



Accountability Behaviors

How you can support accountability:

- ✓ Call one another on unproductive behaviors
- ✓ Give one another feedback
- ✓ Have clearer priorities and goals
- ✓ Review progress against goals during team meetings
- ✓ Have more efficient and productive meetings
- ✓ Follow through on personal commitments
- ✓ Address missed deadlines immediately
- ✓ Be more direct
- ✓ Publicly share goals
- ✓ Spend more time together

Results

A Team That Is Not Focused on Results:

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

A Team That Focuses on Results:

- Retains achievement-oriented employees
- Enjoys success and bounces back from failures
- Benefits from individuals who subjugate their own goals/interest for the good of the team
- Avoids distractions

So How Important is Emotional Intelligence for Effective Leadership?

- In a webinar produced by Kelly Newman for Blue EQ last year, they found that 93 percent of those surveyed said that Emotional Intelligence in Leadership was very important.
- Leading by example is key. Model emotionally intelligent behavior
 - Communicate effectively
 - Listen actively
 - Respond appropriately
- Turn to your neighbor for a short but fun exercise

Common Distractions For Achieving Results



More emphasis on personal goals than team goals



Lack of shared rewards



Emphasis on career status or progression



Vague or shifting goals



Insufficient/ineffective processes and structure



Lack of drive and urgency



Commitment Behaviors to Achieve Emotional Intelligence

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Thank you and
Questions

