

# RIDING THE TIDE: EMOTIONAL INTELLIGENCE AS AN ESSENTIAL STRATEGY

Elizabeth (Liz) Kozub, MS, RN, CCNS, CCRN, CNRN  
Abbott Northwestern Hospital

Leah Brown, MSN, RN, CNS, ACCNS-AG, CCRN  
Sharp Memorial Hospital

February 26, 2020

## DISCLOSURE

Author has no conflicts of interest, nor receives any honorarium from any person/companies.

This presentation is the perspective and opinion solely of the authors, supported by evidence.



## Objectives

- Identify two key concepts of emotional intelligence and how they relate to the nursing role.
- Assess the individual's current level of emotional intelligence in their daily nursing leadership practice.
- Design two strategies to implement to strengthen their emotional intelligence.

## Reflection

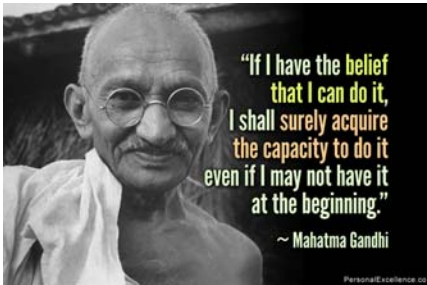
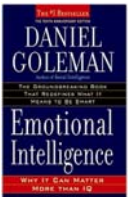


Image from: <http://personalexcellence.co/quotes/files/inspirational-quote-belief-capacity-mahatma-gandhi.jpg>

## What is Emotional Intelligence?

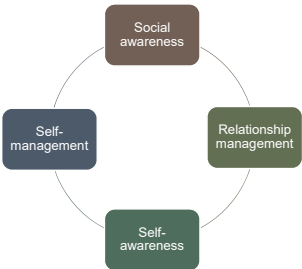
*"The ability to recognize and regulate emotions in self and others"*  
Goleman, 2001

- Personality Trait Model
  - Bar-On 1997
- Ability/Intelligence Model
  - Mayer and Salovey 1993
- Mixed Model
  - Goleman 1995



Kooker, Shultz, Codier, 2007

## 4 Domains of Emotional Intelligence



Goleman, Boyatzis, McKee 2013

## IQ and EQ

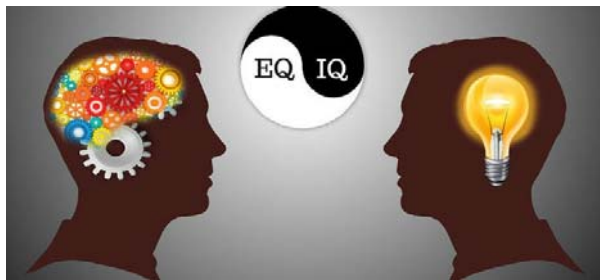


Image from: <https://www.iq-brain.com/wp-content/uploads/2014/07/IQ-and-EQ.jpg>

## Emotional Intelligence in Nursing

"The nurse's constructive ability to demonstrate and facilitate self-awareness, self-management, social awareness, and social relationship management"

- Nurses with EI ask questions
  - Why am I (or others) feeling angry/frustrated/anxious?
  - Are my (or others) emotions being directed at the right person?
  - Is this a good time to bring this up?
  - Is there a better way to share?

Yekta & Abdoirahimi, 2015  
Meires, 2018; Smith, et.al., 2009

## Emotional Intelligence – Impact

## Nursing Measures

- Critical reasoning and decision making
- Collegial relationships
- Reduced burnout/stress
- Improved health



## Organizational Measures

- Improved morale/teamwork
- Improved nurse satisfaction
- Retention turnover
- Improved patient outcomes
  - Reduced C Diff, MRSA
  - Patient falls
  - Pressure Ulcer screening

Adams & Iseler, 2014; Augusto Landa, et. al, 2007; Beydler, 2017; Gorgens-Ekermans & Brand, 2012; Hutchinson, et. al, 2017; Littlejohn, 2012; Meires, 2018; Wang, et.al., 2017

# The Relationship of Bedside Nurses' Emotional Intelligence With Quality of Care

*Kelly L. Adams, MSN, RN, PCCN;*  
*Jackeline I. Iseler, MSN, RN, ACNS-BC*

Emotional intelligence, a predictor of productivity and success, may impact behaviors responsible for quality of care. This study examined if emotional intelligence of units' bedside nurses is related to the quality of care delivered to the patients. In this study, emotional intelligence was found to be correlated to the number of *Clostridium difficile* infections, MRSA infections, patient falls with injury, and pressure ulcer screenings ( $P < .001$ ) in the inpatient acute care setting. **Key words:** emotional intelligence, guideline adherence, nurses, outcome and process assessment (health care), quality of healthcare

\* Emotional intelligence was significantly correlated ( $P < .001$ ) with *C. difficile* infections, MRSA infections, patient falls with injury, and pressure ulcer screening.

## SPECIAL FEATURE

## Could Emotional Intelligence Make Patients Safer?

Specific skills might help nurses to improve communication, conflict resolution, and individual and team performance.

## ABSTRACT

The vast majority of medical errors occurring each year involve faulty communication. For this reason, it's essential that we identify skills that support accurate communication and information transfer as well as optimum patient-centered care, team function, and patient safety. Research in nursing and other disciplines has demonstrated that emotional intelligence abilities improve communication, support constructive conflict resolution, and improve individual and team performance. Although further studies are needed, these findings suggest emotional intelligence ability can positively affect patient safety.

**Keywords:** communication, emotional intelligence, Quality and Safety Education for Nurses, patient safety

Codier &amp; Codier, 2017

The state of the science of emotional intelligence related to nursing leadership: an integrative review

KRISTIN AKERJØRDET <sup>1</sup> RN, PhD, MSc, PhD<sup>2</sup> and ELIZABETH SEYTERINSSON <sup>1</sup> RN, PhD, MSc, PhD<sup>2,3</sup>

*Correspondence:*  
Ketarin Akersjöden  
Department of Health Studies  
Faculty of Social Sciences  
University of Stavanger  
N-4016 Stavanger  
Norway  
E-mail: ketarin.akersjoen@iuh.no

Wang, J. & Johnson, S. (2010) *Journal of Nursing Management* 18, 363-382  
The state of the science of emotional intelligence related to nursing leadership  
doi:10.1111/j.1365-3113.2010.04400.x

**Abstract** Aim To explore the state of the science of emotional intelligence (EI) in nursing leadership and its critiques. **Background** The phenomenon of EI has emerged as a potential importance for nursing leadership that enhances educators and patient outcomes. Nevertheless, important questions remain related to suggested claims, conceptualizations and methodological literature search was conducted using internet the period January 1999 to December 2009. **Results** A manual and significant references increased the data. **Conclusion** Critical reflections are needed to be associated with the validity of EI in the area of nursing leadership. In addition, an applied issue emerges.

- Healthy
- Evidence
- Innovative

context of both the surrounding environment and individual business characteristics, innovation has been defined as:

However, b

Keywords: *Psychological distress*, *emotional intelligence*, *working memory*, *stress*

Accepted for publication 7 February 2018

Emotional Intelligence correlated with:

- Transformational Leadership
- Quality nursing care
- Retention
- Patient safety
- Improved team functioning/teamwork
- Healthy climate
- Evidence based nursing practice
- Innovation

However, EI is complex and more research is needed

Akerjordet &amp; Severinsson, 2010

Pause and Reflect



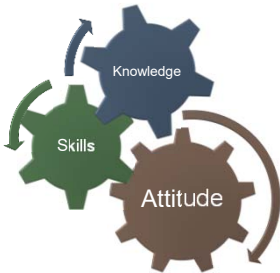
- What leadership roles do I hold?
  - Work
  - Home
  - Social
- What are my challenges in these roles?
- What would make this role even more enjoyable?

Developing Emotional Intelligence

- Requirements for self-improvement
  - Desire to change and grow
  - Learn new strategies
  - Practice regularly
  - Feedback
- Helping your team
  - Education
  - Rounding

Bennett & Sawatzky, 2013; Ellis, 2017; Codier, Freitas, Munero, 2013; Goleman, Boyatzis & McKee, 2013; Kozlowski, Hutchinson, Hurley, Browne, 2015

The Nature of Competence

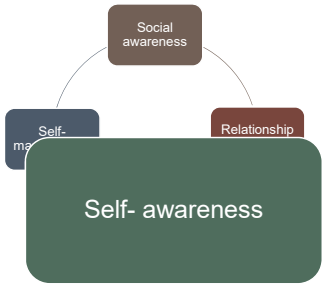


Emotional Intelligence Competencies

Self-awareness	Self-management	Social Awareness	Relationship Management
<ul style="list-style-type: none"><li>• Emotional self-awareness</li><li>• Accurate self-assessment</li><li>• Self-confidence</li></ul>	<ul style="list-style-type: none"><li>• Emotional self-control</li><li>• Transparency</li><li>• Adaptability</li><li>• Achievement</li><li>• Initiative</li><li>• optimism</li></ul>	<ul style="list-style-type: none"><li>• Empathy</li><li>• Organizational awareness</li><li>• Service</li></ul>	<ul style="list-style-type: none"><li>• Inspirational Leadership</li><li>• Influence</li><li>• Developing others</li><li>• Change catalyst</li><li>• Conflict management</li><li>• Building bonds</li><li>• Teamwork and collaboration</li></ul>

Goleman, Boyatzis, McKee 2013

4 Domains of Emotional Intelligence



Goleman, Boyatzis, McKee 2013

Self-Awareness

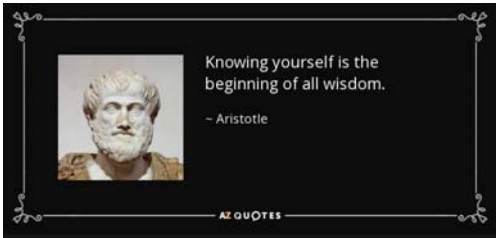


Image from: <http://www.aquotes.com>


Self-awareness

- Emotional self-awareness
- Accurate self-assessment
- Self-confidence



Self-awareness

- Some questions to consider...
  - I always know which emotions I am feeling and why
  - I recognize how my feelings affect my performance
  - I am aware of my strengths and weaknesses
- Implications for emotional intelligence
  - Emotions can drive thoughts and actions
  - Once recognized, emotions and mood can be controlled
  - When leaders understand themselves, they can anticipate the reactions of others



Emotional Intelligence Questionnaire  
[https://www.wtc.ie/images/pdf/Emotional\\_Intelligence/eq37.pdf](https://www.wtc.ie/images/pdf/Emotional_Intelligence/eq37.pdf)

Self-Awareness Development: Reflection



"We do not learn from experience ... we learn from reflecting on experience."  
- John Dewey

Image from: <http://blog.dorethia.com>

Reflection: an educational strategy to develop emotionally-competent nurse leaders

SARA HERTZIN-DEUTSCH, MEd, MS<sup>1</sup> and OWEN SHEEHAN-DEUTSCH, MS, RN<sup>2</sup>

<sup>1</sup>Assistant Professor and Coordinator of the Graduate, Professional School of Health Services, School of Nursing, Indiana University, Indianapolis, IN and <sup>2</sup>Professor and Associate Dean for Academic Affairs, School of Nursing, University of North Carolina at Chapel Hill, Chapel Hill, NC, USA

Correspondence: Sara Hertzin-Deutsch, Professor, School of Nursing, Indiana University, 1111 South Drive, 402, Indianapolis, IN 46202, USA. E-mail: [shertzind@iupui.edu](mailto:shertzind@iupui.edu)

DOI: 10.1016/j.nurse.2018.05.001

**Reflection: an educational strategy to develop emotionally-competent nurse leaders**

**AIM:** This paper explores educational strategies for nurses that focus on reflection and promote the development of self-awareness, citizenship and communication skills and ability to deal with pressure and responses in the midst of change.

**BACKGROUND:** Today's nurses must rapidly move towards a more patient-centered educational experience to better respond to the needs of our increasingly complex and aging population.

**CONCLUSIONS:** Reflection is a key educational strategy for preparing transformational nurse leaders for our increasingly complex and aging population.

**KEYWORDS:** Reflection, self-awareness, citizenship, communication, nurse leaders, transformational leadership.

Reflection promotes transformational leadership through the development of insight into leaders' reactions and the implications of those reactions on others

Keywords: nursing leadership, practice, reflection, self-awareness


EI Tips...Self-Reflection Questions

Change the interpretation, change the response

- What are the facts (and not the emotional response)?
- Is my interpretation realistic?
- What is really happening?
- How can I interpret it and react differently so I'm okay with it?

EI Tips...Eliciting feedback

- Self-assessment is the beginning of self-improvement
- Recognizing your personal style helps identify where you are so you can understand others
- Gather feedback from trusted friends, colleagues, significant others about your behavior in order to be a more effective communicator



Receiving Feedback Tips...

- Seek feedback from people with a similar communication style
- Understand how you are reacting and what you're feeling (anxious, happy, angry, surprised, etc)
- Listen with curiosity– for what is right and not what is wrong
- See the feedback as it actually is and not distort it one way or another
- Take a step back and shift perspective: take yourself out of the situation


Stone, D. & Heen, S. Thanks for the Feedback: The Science and art of receiving feedback well. New York, NY: Penguin Books; 2015

Self-management

- Emotional self-control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism



Self-management



- Some questions to consider...
  - I think clearly and stay focused under pressure
  - I am flexible in how I see events
  - I see setbacks as due to manageable circumstance rather than a personal flaw
- Implications for emotional intelligence
  - Separating the issue from the emotion allows for a balanced response
  - Analysis of setbacks increases the capacity to avoid or minimize future errors

Emotional Intelligence Questionnaire [https://www.wtc.ie/images/pdf/Emotional\\_Intelligencelec37.pdf](https://www.wtc.ie/images/pdf/Emotional_Intelligencelec37.pdf)

EI Tips...How you Respond to a Stimulus

“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

— Viktor Frankl

- Emotional response determines the outcome




Image from: [https://leewood.files.wordpress.com/2013/11/viktor\\_frankl\\_in\\_1975.jpg](https://leewood.files.wordpress.com/2013/11/viktor_frankl_in_1975.jpg)

EI Tips... Response to a Stimulus

What does an oyster do with an irritating grain of sand??


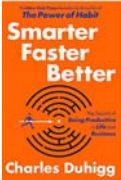



Image from: <http://livescience.com/images/0000047/0000047originaloyster-pearl-1000013-02.jpg?11324346036>

Social Awareness

- Empathy
- Organizational awareness
- Service



### Social Awareness




- Some questions to consider...
  - I show sensitivity and understand others' perspectives
  - I gladly offer appropriate assistance
  - I usually accurately read situations and organizational realities
- Implications for emotional intelligence
  - The focus is not on the individual, but on the team
  - Collective wisdom has more value than individual talent


Emotional Intelligence Questionnaire [https://www.wtc.ie/images/pdf/Emotional\\_Intelligence/eq37.pdf](https://www.wtc.ie/images/pdf/Emotional_Intelligence/eq37.pdf)

### Building Empathy

#### Reading the Mind in the Eyes Test





Hateful  
Jealous  
Arrogant  
Panicked



Playful  
Comforting  
Irritated  
Bored

#### Reading body language



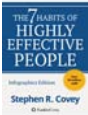

<https://www.questionwritetracker.com/quiz/61/ZAMK3TKB.html>  
<https://parenting.blogs.nytimes.com/2016/02/17/why-teenage-girls-roll-their-eyes/>

### Building Empathy: Understanding Body Language


Nonverbal Behavior	Interpretation
• Brisk, erect walk	Confidence
• Consistent eye contact	
Sitting with hands clasped behind head, legs crossed	Confidence, superiority
Sitting, legs apart	Open, relax
Tilted head	Interest
Open palm	Sincerity, openness, innocence
Hand to cheek	Evaluation, thinking
Stroking chin	Trying to make a decision
Standing with hands on hips	Readiness, aggression, impatience
Tapping or drumming fingers	Impatience
• Sitting with legs crossed, foot slightly kicking	Boredom
• Head resting in hand, eyes downcast	
Touching, rubbing nose	Rejection, doubt, lying
Walking with hands in pocket, shoulders hunched	Dejection
Looking down, face turned away	Disbelief

### Relationship Management

- Inspirational Leadership
- Influence
- Developing others
- Change catalyst
- Conflict management
- Building bonds
- Teamwork and collaboration



### Relationship Management

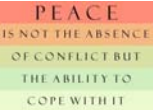



- Some questions to consider...
  - I lead by example
  - I am skilled at the art of persuasion
  - I model the change expected of others
- Implications for emotional intelligence
  - People are always watching, be a good role model
  - *“Change is inevitable, growth is optional”* John C. Maxwell

Emotional Intelligence Questionnaire [https://www.wtc.ie/images/pdf/Emotional\\_Intelligence/eq37.pdf](https://www.wtc.ie/images/pdf/Emotional_Intelligence/eq37.pdf)

### Reflecting Learning Questions: Handling Conflict

1. What was my role in creating this conflict?
2. Does the way I acted during this conflict represent the kind of person I want to be?
3. Are the decisions I've made during this conflict in line with the person I want to be?
4. If I saw someone else behave the way I've behaved, what would I think?



Christopher Brown, April 21, 2016 [http://www.huffpost.com/christopher-brown/4-vital-questions-to-teach-your-kids\\_3\\_9727348.html](http://www.huffpost.com/christopher-brown/4-vital-questions-to-teach-your-kids_3_9727348.html)  
Images from: <http://capherico.com/peace-is-not-the-absence-of-conflict-but-the-ability-to-cope-with-it/>  
<http://m.wiki.com/peace-management-conflict-conflict-resolution/2013/03/Conflict-Resolution.png>

EI Tips...Changing Behavior

- Behavior change occurs when we choose to, not when others tell us to
- We can only influence others, we can't change others



Image from: <http://www.greenbookblog.org/wp-content/uploads/2013/11/behaviorchange.jpg>

EI Tips... Perspective

- Your perspective makes your reality
- Others may have different perspectives, but that is their "truth"

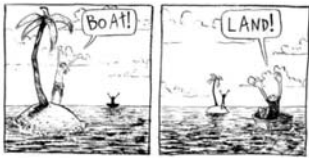


Image from: <http://tiddly.ghost.scontentimages201507/Perspective-boat-land.jpg>

EI Tips... Attitude is Everything

"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it."  
—Lou Holtz

- A positive attitude facilitates doing your best work, regardless of what the situation is
- When you focus on the negativity, your perspective *becomes everything is wrong* (at home, at work, in life)



Image from: <http://tiddly.ghost.scontentimages201507/Perspective-boat-land.jpg>

EI Tips... Attitude is Everything

*Change the thinking, change the mindset.*

- Acknowledge negative feelings
- Focus on the positive
- Use your imagination to practice a more productive line of thinking
- Pay attention to the positive in your life



Emotional Intelligence Questionnaire

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• I always know which emotions I am feeling and why</li><li>• I realize the links between my feelings and what I think, do and say</li><li>• I am aware of my strengths and weaknesses</li><li>• I stay composed, positive and unflappable even in trying moments</li></ul> | <ul style="list-style-type: none"><li>• I am attentive to emotional cues and am a good listener</li><li>• I offer useful feedback and identify people's needs for development</li><li>• I spot potential conflict, bring disagreements into the open and help deescalate the conflict</li><li>• I build rapport and keep others in the loop</li></ul> |
|---|---|



[https://www.wic.it/images/pdf/emotional\\_intelligence37.pdf](https://www.wic.it/images/pdf/emotional_intelligence37.pdf)

Summary

- EI is critical to successful personal and work life
- EI positively impact clinical outcomes
- Self-awareness is an important step in becoming EI
- Many different strategies can be implemented to further develop EI
- With any competency, it takes practice and time — includes knowledge, but also skills, and attitude



Image from: <http://stylegems.com/wp-content/uploads/2014/03/119086-a.jpg>



## Resources and References

- [www.arelme.com](http://www.arelme.com)
  - Free, quick assessment without detailed report
- [www.psychologytoday.com](http://www.psychologytoday.com)
  - Free snapshot report
  - \$9.95 for full results
- [www.globalleadershipfoundation.com](http://www.globalleadershipfoundation.com)
  - Quick assessment
  - Free sampler with score broken down
  - More resources available for fee
- [www.mindtools.com](http://www.mindtools.com)
  - Quick free assessment
  - More resources available for fee
- [www.talentsmart.com](http://www.talentsmart.com)
  - Assessment, report, goal tracking system
  - \$39.95
- [www.kornferry.com](http://www.kornferry.com)
  - ESCI assessment
  - 2 day course, many resources
- [www.eiconsortium.org](http://www.eiconsortium.org)
  - Research and assessments
- <https://www.eileenmcdargh.com/pdf/WhatsYourPersonal.pdf>
  - Quick free assessment and resources on building resilience



## Resources and References

- Emotional Competence
  - Primal Leadership: Learning to Lead with Emotional Intelligence, by Daniel Goleman, Richard E. Boyatzis, Annie McKee
  - Emotional Intelligence 2.0 by Travis Bradberry, Jean Greaves, Patrick Lencioni
- Feedback
  - Thanks for the Feedback: The Science and Art of Receiving Feedback Well by Douglas Stone & Sheila Heen
- Leadership
  - Good to Great by Jim Collins
  - Smarter Faster Better by Charles Duhigg
  - The Seven Habits of Highly Effective People by Stephen Covey

## References

- Adams KL, Iseler JL. The relationship of bedside nurses' emotional intelligence with quality of care. *J Nurs Care Qual.* 2014;29(2):174-181. doi: 10.1097/NCQ.0000000000000039
- Akerjordet, K., & Severinsson, E. (2010). The state of the science of emotional intelligence related to nursing leadership: An integrative review. *Journal of Nursing Management* 18:363-382.
- Augusto Landa, J.M., Lopez-Zafra, E., Berrios Martos, M.P., Aguilar-Luzon, M.D. (2007). The relationship between emotional intelligence, occupational stress and health in nurses: A questionnaire survey. *International Journal of Nursing Studies* 45(2008):888-901
- Bennett, K., Sawatsky, J.V. (2013). Building emotional intelligence: A strategy for emerging nurse leaders to reduce workplace bullying. *Nurs Admin* 37(2):144-151.
- Beydler, K.W. (2017). The role of emotional intelligence in perioperative nursing and leadership: Developing skills for improved performance. *AORN* 106(4):317-323.
- Codier, E., & Codier, D. (2017) Could emotional intelligence make patients safer? *AJN* 117(7):58-62
- Codier, E., Freitas, B., & Muneno, L. (2013). Developing emotional intelligence ability in oncology nurses: A clinical rounds approach. *Oncology Nursing Forum* 40(1):22-29

## References

- Coladonato, A.R., & Manning, M.L. (2017). Nurse leader emotional intelligence: How does it affect clinical nurse job satisfaction? *Nursing Management* 26-32
- Ellis, P. (2017). Learning emotional intelligence and what it can do for you. *Wounds UK* 13(4): 66-68
- Gimenez-Espert, M. & Prado-Gasco, V.J. (2017). Emotional intelligence in nurses: The Trait-Meta Mood Scale. *Acta Paul Enferm* 30(2):204-209.
- Goleman, D. (1994). *Emotional Intelligence: Why it can matter more than IQ*. Random House, NY
- Goleman, D., Boyatzis, R., McKee, A. (2013). *Primal leadership: Unleashing the power of emotional intelligence*. Harvard Business Review Press, Boston.
- Gorgens-Ehlers, G. & Brand, T. (2012). Emotional intelligence as a moderator in the stress-burnout relationship: A questionnaire study on nurses. *Journal of Clinical Nursing* 21:2275-2285
- Heath, C & Heath, D. (2010). *Switch: How to change things when change is hard*. Random House, NY
- Hutchinson, M., Hurley, J., Kozlowski, D., Whitehair, L. (2017). The use of emotional intelligence capabilities in clinical reasoning and decision-making: A qualitative, exploratory study. *Journal of Clinical Nursing* 27:e600-e610
- Kerfoot, K. (1996). The emotional side of leadership: The nurse manager's challenge. *Nurs Economics* 14(1):59-62
- Kooker, B.M., Shultz, J., Codier, E.E. (2007). Identifying emotional intelligence in professional nursing practice. *Journal of Professional Nursing* 23(1):30-36
- Kozlowski, D., Hutchinson, M., Hurley, J., Browne, G. (2018). Increasing nurses' emotional intelligence with a brief intervention. *Applied Nursing Research* 41:59-61.

## References

- Littlejohn, P. (2012). The missing link: Using emotional intelligence to reduce workplace stress and workplace violence in our nursing and other health care professions. *Journal of Professional Nursing* 28(6):360-368
- Manqubat, M.D.B. (2017). Emotional intelligence: Five pieces to the puzzle. *Nursing* 2017 47(7):51-53
- Meires, J. (2018). The essentials: Using emotional intelligence to curtail bullying in the workplace. *Urologic Nursing* 38(3):150-153
- Patterson, K., Grenny, J., Maxfield, D., McMillan, R., Switzler, A. (2008). *Influencer: The power to change anything*. McGraw Hill, NY
- Phillips, J., & Harris, J. (2017). Emotional intelligence in nurse management and nurse job satisfaction and retention: A scoping review protocol. *JBI Database of Systematic Reviews and Implementation Reports*. 2851-2858
- Smith, K.B., Profetto-McGrath, J., Cummings, G.G. (2009). Emotional intelligence and nursing: An integrative literature review. *International Journal of Nursing Studies* 46:1624-1636.
- Vitello-Cicciu, J.M. (2002). Exploring emotional intelligence: Implications for nursing leaders. *JONA* 32(4):203-210
- Wang, L., Tao, H., Bowers, B., Brown, R., Zhang, Y. (2018). When nurse emotional intelligence matters: How transformational leadership influences intent to stay. *J Nurs Manag* 26:368-385.
- Yekta, Z.P. & Abdolrahimi, M. (2015). Concept analysis of emotional intelligence in nursing. *Nurs Pract Today* 2(4):158-163

## THANK YOU Kindly!

Liz Kozub: Elizabeth.Kozub@Allina.com

