IMPROVING YOUR EMOTIONAL INTELLIGENCE: THERE'S AN EI IN TEAM

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DISCLOSURE:

PHITAYAKORN = FIT A YAK ON
True...There is no “I” in team, but there is a “U” in suck.

-UNKNOWN
EMOTIONAL INTELLIGENCE - DEFINITION

- Popularized in the 1990's
- How an individual manages his/her own emotions and the emotions of others
  - Self-regulation
  - Perception
  - Interpretation
  - Action
FAKE IT UNTIL YOU MAKE IT!!!
Isn’t EI just personality traits??

Conscientiousness  Well-Being
Agreeableness  Sociability
Neuroticism  Emotionality
Openness  Self-Control
Extraversion
Happiness
Optimism
Self-Esteem

Relationship
Empathy
Emotion Perception
Emotion Expression

Assertiveness
Emotional Management
Social Awareness

Emotion Regulation
Impulse Control
Stress Management
HOW DO WE ASSESS EMOTIONAL INTELLIGENCE?

SELF-REPORTED ASSESSMENTS

OBSERVATIONAL STUDIES

EMOTIONAL INTELLIGENCE ASSESSMENT

PRACTICAL

IMPractical

BIASED

OBJECTIVE
# SELF-REPORT INSTRUMENTS

<table>
<thead>
<tr>
<th>Instrument</th>
<th># of ITEMS</th>
<th>TIME (MINUTES)</th>
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</thead>
<tbody>
<tr>
<td>BarOn Emotional Quotient Inventory</td>
<td>133</td>
<td>30</td>
</tr>
<tr>
<td>Emotional &amp; Social Competence Inventory</td>
<td>N/A</td>
<td>30-45</td>
</tr>
<tr>
<td>Genos Emotional Intelligence Inventory (aka SUEIT)</td>
<td>70</td>
<td>15</td>
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<tr>
<td>Group Emotional Competency Inventory</td>
<td>57</td>
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<tr>
<td>Mayer-Salovey-Caruso EI Test (MSCEIT)</td>
<td>141</td>
<td>30-45</td>
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<td>Schutte Self Report EI Test</td>
<td>33</td>
<td>???</td>
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<tr>
<td>Trait Emotional Intelligence Questionnaire (TEIQue)</td>
<td>153</td>
<td>30-45</td>
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<tr>
<td>Work Group Emotional Intelligence Profile</td>
<td>N/A</td>
<td>N/A</td>
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</table>
GOOD SAMARITAN STUDY

Darley, J. M., and Batson, C.D., "From Jerusalem to Jericho"  
A study of Situational and Dispositional Variables in Helping Behavior"  
LIGHTBULB!
Ernest A. Codman, MD, FACS (1869-1940)

• “End Result Idea”
  – Follow outcomes
  – Learn from failures
  – Avoid making same mistakes
ACS Statement on High-Performance Teams

- Commitment to the patient
- Respectful behavior
- Recognition and resolution of conflict
- Leadership
- Timely, accurate, structured communication
- Effective care coordination
- Flexibility

Communication
Error mitigation
Resource management
Quality of Care

Morale
Learning
Performance
Efficiency
<table>
<thead>
<tr>
<th>Conception</th>
<th>Preparation</th>
<th>Application</th>
<th>Completion</th>
<th>Intervention</th>
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</thead>
<tbody>
<tr>
<td>QUALIFICATION</td>
<td>FORMATION</td>
<td>INPUT</td>
<td>PROCESS</td>
<td>OUTPUT</td>
</tr>
<tr>
<td>Knowledge &amp; expectations of tasks, roles and objectives</td>
<td>Integration of individuals facilitated by shared mental model</td>
<td>Leadership</td>
<td>Monitoring</td>
<td>Coordination</td>
</tr>
<tr>
<td>Organisational context</td>
<td>Team structure size &amp; composition</td>
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</table>

**TEAM FUNCTION**
To fulfil and manage tasks, roles & objectives

- Innovation
- Learning
- Adaptation
- Conflict

**Inter-group processes & boundaries**

**LOOP**

**PATIENT**

**TEAM**

**INDIVIDUAL**
TYPICAL SURGICAL TEAM

• **INPUT:**
  - Reward for efforts is not equal
  - Almost random team assignments

• **PROCESS:**
  - Disjointed flow
  - Just trying to finish the day

• **OUTPUT:**
  - No time to debrief
  - Practice???
METHODS TO IMPROVE TEAMWORK???

• Ensures standardization
• Forces communication
  – Unequal contribution
• Not so helpful in the beginning of a crisis
SIMULATION-BASED TEAM TRAINING
<table>
<thead>
<tr>
<th>Learner Type</th>
<th>Total Number</th>
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<tbody>
<tr>
<td>Surgeons</td>
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<tr>
<td>Anesthesiologists</td>
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<tr>
<td>Nurses</td>
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<tr>
<td>Scrub Technicians</td>
<td>98</td>
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<tr>
<td>Surgery Residents</td>
<td>97</td>
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<tr>
<td>Anesthesia Residents</td>
<td>113</td>
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<tr>
<td>CRNAs</td>
<td>24</td>
</tr>
<tr>
<td>OTHER</td>
<td>23</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td><strong>681</strong></td>
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</tbody>
</table>
• Closed loop communication
• Role clarity is organic
• Be aware of team dynamics
CLOSING THE LOOP

SOMEONE GET ME A DEFIBRILLATOR!

Roy, I’ll get the defibrillator

Marie, Can you get me the defibrillator?

Roy, here’s the defibrillator

Thank-you Marie for the defibrillator
COMMUNICATION BARRIERS AND SOLUTIONS

• OR environment is not conducive to communication
• Forget names
• We encourage silence

• Change the environment (ASSERTIVENESS)
• ASK! (EMOTIONAL REGULATION)
• Socialize (SOCIAL AWARENESS)
ROLE CLARITY MUST BE FLEXIBLE

Emotion Regulation
Impulse Control
Stress Management

12 PEOPLE!

Relationship
Empathy
BE AWARE OF TEAM DYNAMICS

Relationship
Emotion Perception
Emotion Expression

Assertiveness
Emotional Management
Social Awareness

Emotion Regulation
Impulse Control
Stress Management
LESSONS LEARNED

• Changed equipment
• Changed time-out
• Being nice is not the same as being emotionally intelligent!!!
HOW DO WE IMPROVE OUR LEADERSHIP AND TEAMWORK???

• Understand your EI
• Identify an area
• Make a plan
• Follow through
• Seek feedback
NOT JUST FOR OR TEAMS

- Inpatient teams
- Outpatient clinics
- Multi-Disciplinary Case Conferences
- Research teams
TEAM INCLUDES RESIDENTS!
PERSONAL HEALTH AND WELLNESS TEAM

Happiness
Optimism
Self-Esteem
That's all Folks!

TIME FOR QUESTIONS