

**Session #5:**

**Emotional Intelligence for Leading**

Presentation will begin at 12:00 PM (PT)



**ITHS**

Institute of Translational Health Sciences  
ACCELERATING RESEARCH. IMPROVING HEALTH.

## What We Offer:

### 1. Research Support Services

Members gain access to the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.

### 2. Community Engagement

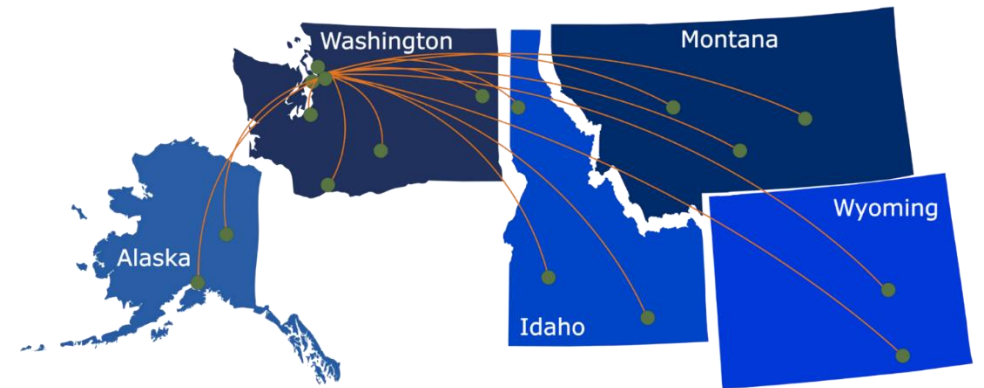
Members can connect with regional and community based practice networks

### 3. Education & Training

Members can access a variety of workforce development and mentoring programs and apply for formal training programs.

### 4. Funding

Members can apply for local and national pilot grants and other funding opportunities. ITHS also offers letters of support for grant submissions.



# Upcoming Events ITHS Education Events

Date	Title
Mar. 6, 2025 at 12pm (PT)	Team Science Seminar Series Session 6 – <a href="#">Mentorship and Leadership at Different Career Stages</a>
Apr. 3, 2025 at 12pm (PT)	Team Science Seminar Series Session 7 – <a href="#">The Art of Sculpting Our Communication Skills: Toolkits for Conflict Management</a>
May 1, 2025 at 12pm (PT)	Team Science Seminar Series Session 8 – <a href="#">You Don't Always Need to Say Yes: Aligning Goals to Opportunities</a>

More details and event registration via the ITHS events calendar at: <https://www.iths.org/news-events/calendar/> or contact [ithsedu@uw.edu](mailto:ithsedu@uw.edu)

# Session #5: Emotional Intelligence for Leading

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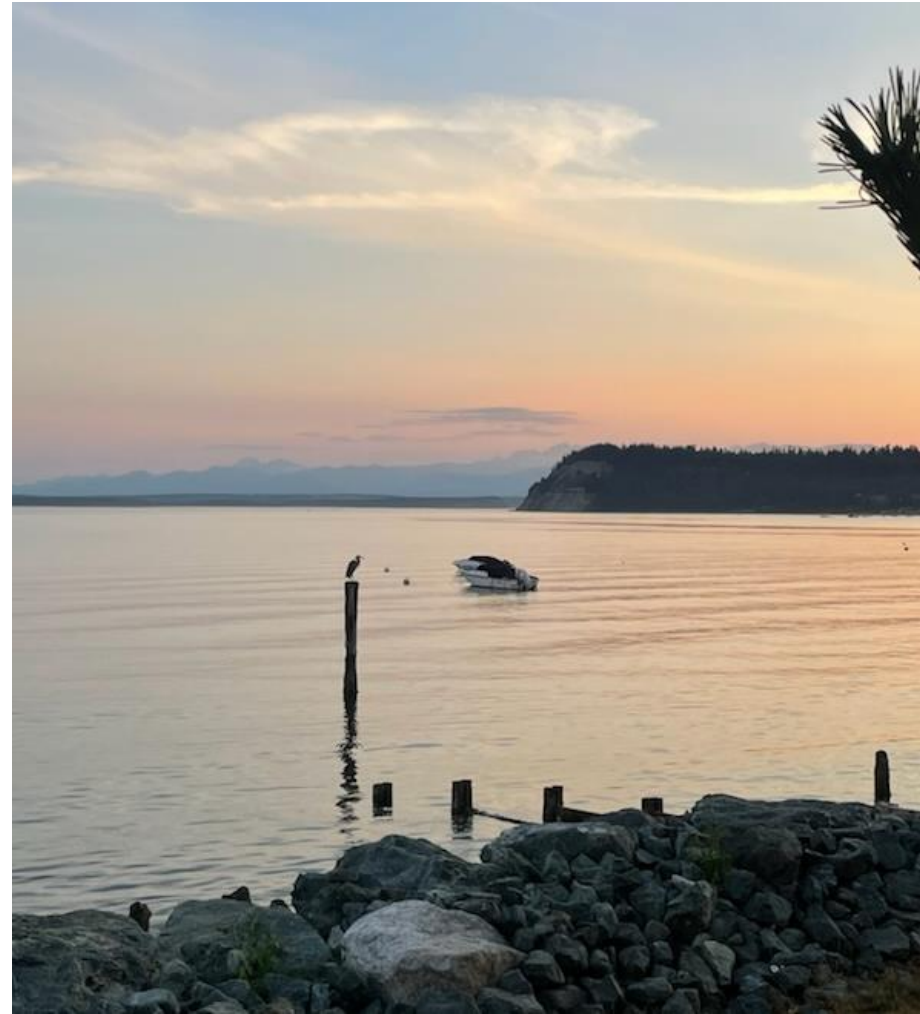


**Brenda K. Zierler, PhD, RN, FAAN**  
Professor & Chair, Department of  
Biobehavioral Nursing & Health Informatics  
Kaiser Permanente Endowed Nursing  
Professorship in Chronic Illness  
University of Washington School of Nursing



**JENNIFER SPRECHER , BS IE  
MS Mgmt Science, Certified  
Coach**  
Director of Strategy  
Development & Deployment  
University of Washington  
School of Nursing

# Refocus Exercise



# Presence Exercises for Future Reference

## BEING HERE AND COMING INTO THE MOMENT

### Today:

- Deep breath in- chest / diaphragm expands
- Can stand and move arms up
- Let go of all negativity- anxiousness, stress, anger, frustration that may have seeped in from prior day, from this morning, - can bend over while breathing out, belly goes out
- 2x
- Close eyes, notice taste, smell , hear, open your eyes, what do you see, tune into emotions
- Activate imagination you at the next level, who you are becoming, when you have actualized. See your path from here to there

### Alternatives:

- Close eyes and take a breath and come here now, let go of what you were thinking, tune into the moment and what you are feeling now
- Stand up, reach ceiling (tippy toes- trying to reach ceiling- not stretching, different mindset), stretch your arms wide, close your eyes (watch your balance) imagine you are looking at something a million miles away, ok touch your toes 3 times, twist 3 x, squats 3x, arm circles fast small, big ones, little other directions, big. jump a few times, wrists and finger tips, palms out and face up pat your arms, body, calves, shins, all surface, waking up body. Balance wt on 2 feet, deep breath in
- Notice taste, smell , hear, eyes see, tune into emotions Activate imagination you at the next level, who you are becoming, when you have actualized. See your path from here to there. Go out to end of life about to close eyes for last time, you are feeling a most triumphant loss, you are ready to see what is next. where is the part of you that was able to control your imagination and rest there- welcome back to now.

# Learning Objectives

- Utilize a self-assessment survey to understand your strengths and areas for improvement related to EI competencies.
- Understand the basic competencies of emotional intelligence and how these competencies impact leadership.
- Identify one to two actions that you could take to strengthen your emotional intelligence.

# History of Emotional Intelligence

1930's

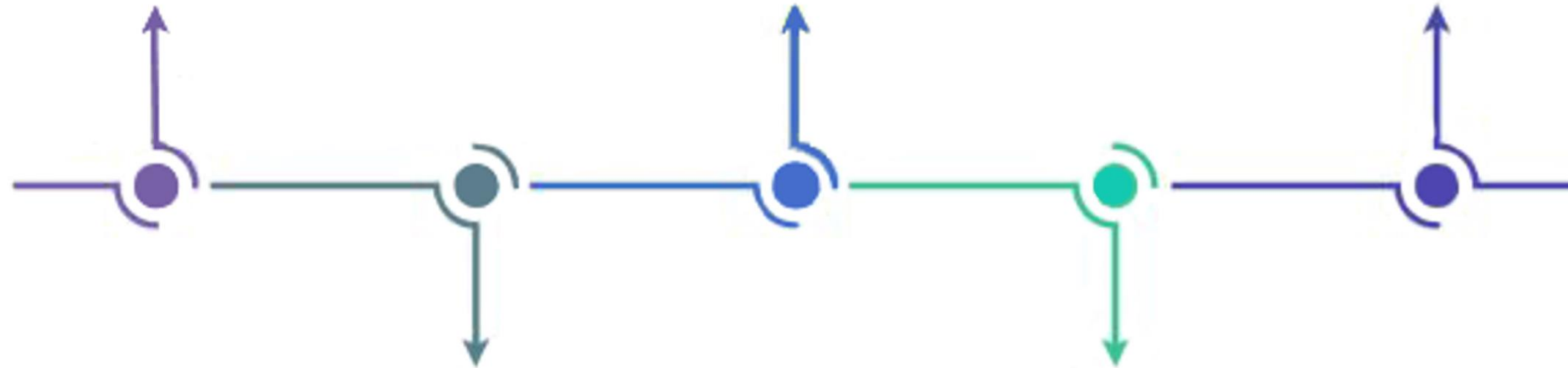
Edward Thorndike, "Social intelligence" ability to get along with other people

1987

Emotional Intelligence term by Wayne Payne

1995

1995, Daniel Goleman Emotional intelligence: Why It Can Matter More Than IQ



1940's

David Wechsler, components of intelligence affect life success

1990

Emotional Intelligence, journal article by Peter Salavoy & John Mayer



# Emotional Intelligence

*“the ability to monitor one’s own and others’ feelings and emotions to use the information to guide one’s thinking and actions” (Salovey & Mayer, 1990)*

*“to recognize and regulate emotions in ourselves and others”  
(Goleman, 1995)*

Using Chat: Why do you think emotional intelligence is important for leaders?

# Benefits of Emotional Intelligence

Improved physical health through management of stress

EI is a key driver of engagement, accounting for as much as 70% of the variation.

Improved relationships by understanding your emotions & connecting with others

Leaders high in EI are 7x as likely to be high in leadership performance outcomes.

Improved mental health through management of emotions, reducing vulnerability to anxiety & depression

Companies with higher EI build better relationships with customers

Organizations that prioritize EQ are 22x as likely to be high performing.

# Emotional Intelligence Self-Assessment



Available on the ITHS website at

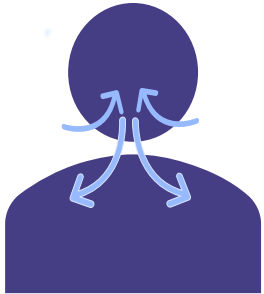
[https://www.iths.org/wp-content/uploads/TS\\_BC\\_2021\\_Emotional\\_intelligence\\_questionnaire.pdf](https://www.iths.org/wp-content/uploads/TS_BC_2021_Emotional_intelligence_questionnaire.pdf)

# 5 Components



# Managing Emotions

**Sympathetic nervous system arousal**

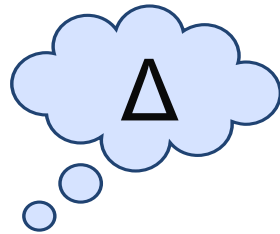


Breathing technique

**Name the feeling**

Fear Anxiety  
Anger Impatience  
Disappointment  
Happiness Elation  
Sadness Envy  
Disgust Apathy  
Pride Concern

**Re-framing**

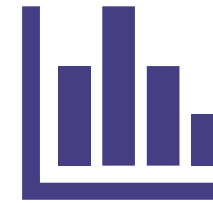


**Practice mindfulness**

Keep focus on breath, rise and fall of belly

Use your senses, what you hear, smell, taste, see, touch

**Recognize that our emotions are data**

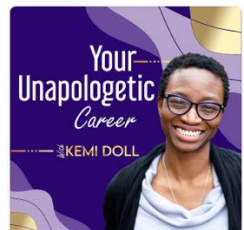


**Meditation**

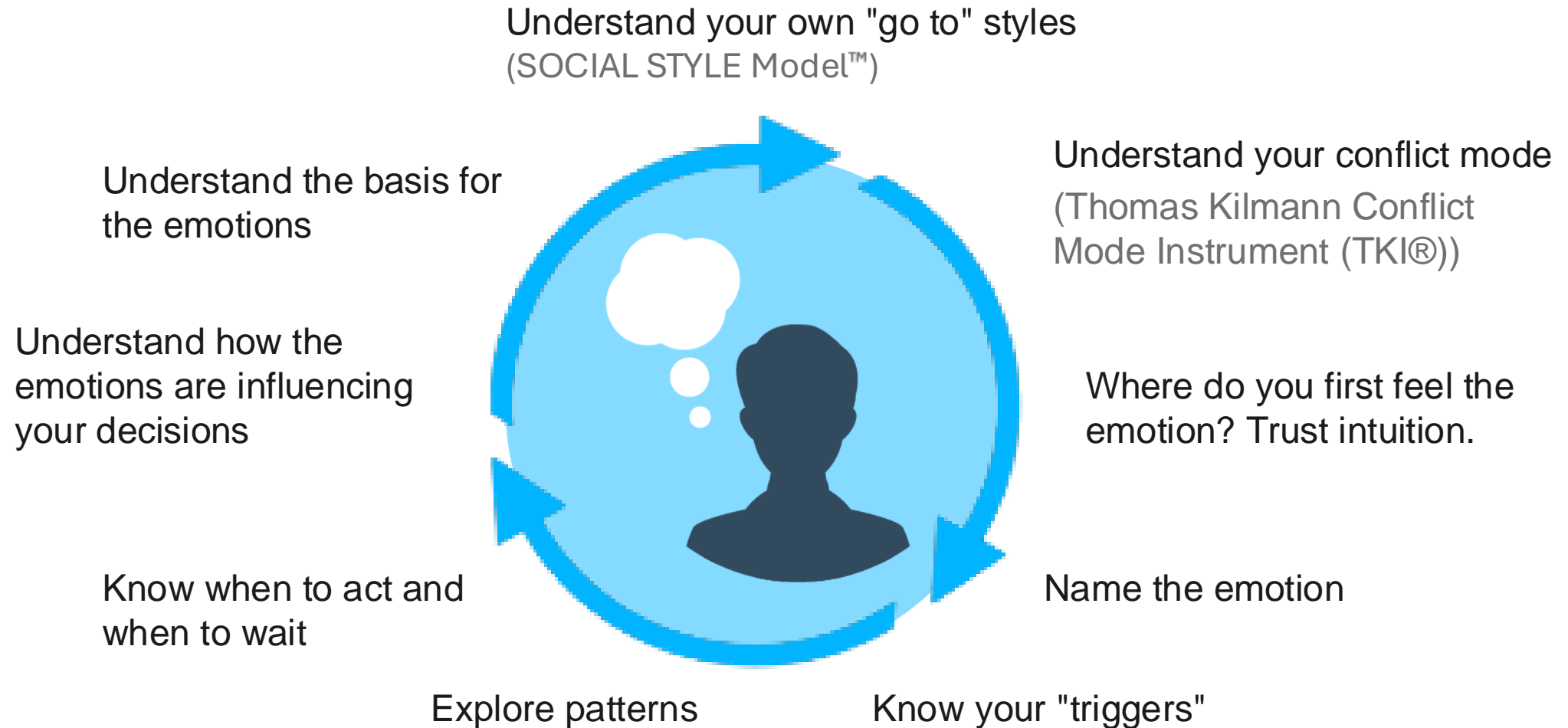


Additional UW resource:

**Your Unapologetic Career Podcast** with Kemi Doll, physician, surgeon, researcher, coach, and career strategist.  
<https://www.buzzsprout.com/1729958>



# Self-Awareness



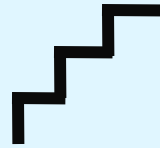
# Motivating Oneself



Know what is important to you, identify your personal goals & values.



Understand your organizational mission and vision and how those align to your personal goals—aligning your passion to the vision.



Identify clear steps over the course of 3-5 years.

\*See Faculty Career Development Roadmap.



Manage your time.



Track your commitments and meet them. Notify early if there will be a delay.

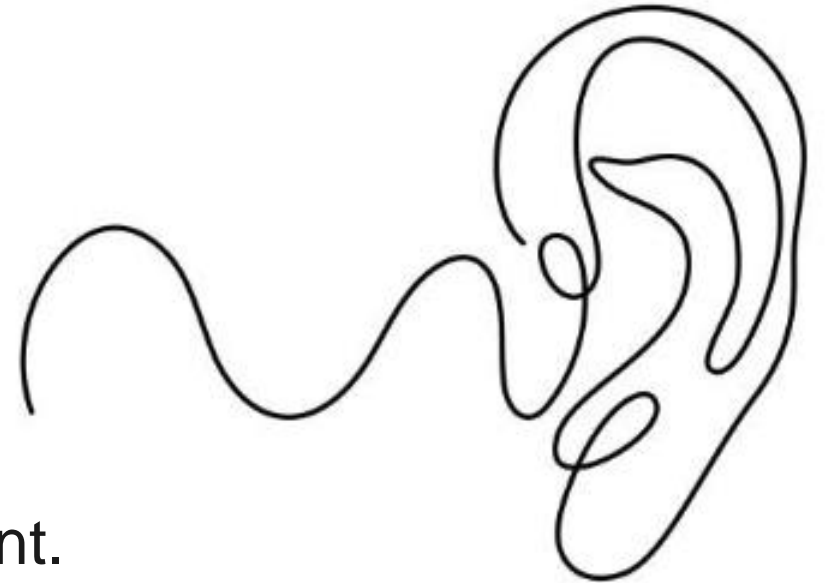


Reward yourself!

\*The University of Michigan Institute for Healthcare Policy & Innovation **Faculty Career Development Roadmap** is available at [https://docs.google.com/forms/d/e/1FAIpQLSeNjvML\\_MgeA\\_kc4IUDV3Kcw9181C3B0c8RfgeuPw1Q0V7WLg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSeNjvML_MgeA_kc4IUDV3Kcw9181C3B0c8RfgeuPw1Q0V7WLg/viewform).

# Developing Empathy

- Listen to the full message without judgement. Watch expressions and word choice.
- Acknowledge that their feelings are valuable and understandable.
- Make sure that what you heard was what they meant.
- Practice empathetic listening. (See empathetic listening skills handout at <https://www.iths.org/wp-content/uploads/Empathetic-Communication-Skills.docx>)





# Social Skills

- Be aware of your non-verbal skills
- Use humor and play to relieve stress
- Recognize other's feelings (their word choices and non-verbals)
- Show and express feelings of excitement, passion, etc.
- Practice conflict resolution skills (Sara Kim's presentation on April 3)



# Breakout

Groups of 4-6 participants

- ▶ Are there skills from the emotional intelligence competencies you have tried in the past and how have they worked for you?
- ▶ What skills would you like to try in the future?
  - EI Competencies: Managing emotions, Self-awareness, Motivating oneself, Empathy, Social skills

# Summary

- Emotional Intelligence is a critical component of leadership
- There are 5 components of Emotional Intelligence
- You can learn your strengths and opportunity areas
- You can grow and strengthen the opportunities

# References

*How to Improve Your Emotional Intelligence - Professional & Executive Development | Harvard DCE.* (2024b, January 9). Professional & Executive Development | Harvard DCE. <https://professional.dce.harvard.edu/blog/how-to-improve-your-emotional-intelligence/>

Freedman, J., Miller, M., Freedman, P., & Six Seconds. (2023). The business case for emotional intelligence. In *Six Seconds* (p. 2).  
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Segal, J., Smith, M., & Robinson, L. (2024, August 21). Improving Emotional Intelligence (EQ): Expert Guide. *HelpGuide.org*. <https://www.helpguide.org/mental-health/wellbeing/emotional-intelligence-eq>

Ross, H. (2024, August 15). *10 ways to succeed as an Introverted Leader*. Fellow.app. <https://fellow.app/blog/leadership/ways-to-succeed-as-an-introverted-leader/>

# Resources

**Be Real** <https://ccfwb.uw.edu/bereal/>

- Equips participants with cognitive behavior skills to manage emotions and cope with challenging situations, mindfulness skills to strengthen self-awareness, and practices that promote compassion for themselves and others.
- Benefits (from participants):
  - Enhanced attention focusing and inhibitory control (executive function)
  - More effective coping, using more active coping, acceptance and reframing
  - Increased self-compassion, mindfulness, resilience, and flourishing
  - Greater social connectedness
  - Lower perceptions of the stress

**Emotional Intelligence Help Guide** <https://www.helpguide.org/mental-health/wellbeing/emotional-intelligence-eq>

**Roche Martin** <https://www.rochemartin.com/blog/50-tips-improving-emotional-intelligence> Consultant, but has a nice site

**Kemi Doll, MD** blog, book, coaching for Women of Color in Academic Medicine and Public Health <https://kemidoll.com/>, **Your Unapologetic Career Podcast** at <https://www.buzzsprout.com/1729958>

**Calm.com** mindfulness exercises <https://www.calm.com/blog/mindfulness-exercises>

# Debrief/Wrap-Up

- ▶ Please provide feedback on today's session!
  - ▶ Feedback in chat
  - ▶ Complete today's session evaluation (*If you registered for this session, you will receive an email link to the evaluation. If you have not registered, please email Laurel Barchet at [lah19@uw.edu](mailto:lah19@uw.edu) to receive a link.*)
  
- ▶ Next month's session:
  - ▶ Mentorship
  - ▶ Thurs 3/6/25 12:00pm-1:00pm
  - ▶ Registration is open