

Leading at MUSC: Emotional Intelligence

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January 7, 2021



MUSC LEADERSHIP INSTITUTE



Learning Objectives

- Explore values as the basis for leadership development
- Discuss the concept of Emotional Intelligence as the cornerstone of leadership
- Describe the impact of Emotional Intelligence on an individual's effectiveness
- Outline the MUSC Leadership Competency Model
- Iterate 1-2 personal SMART goals related to developing emotional intelligence

Values



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Are Leaders Born or Made?



\lē' dər\
A small yellow icon resembling a speech bubble or list icon is located in the top-left corner of the slide.

Noun:

1. *One who creates **results that matter***



Leadership Matters

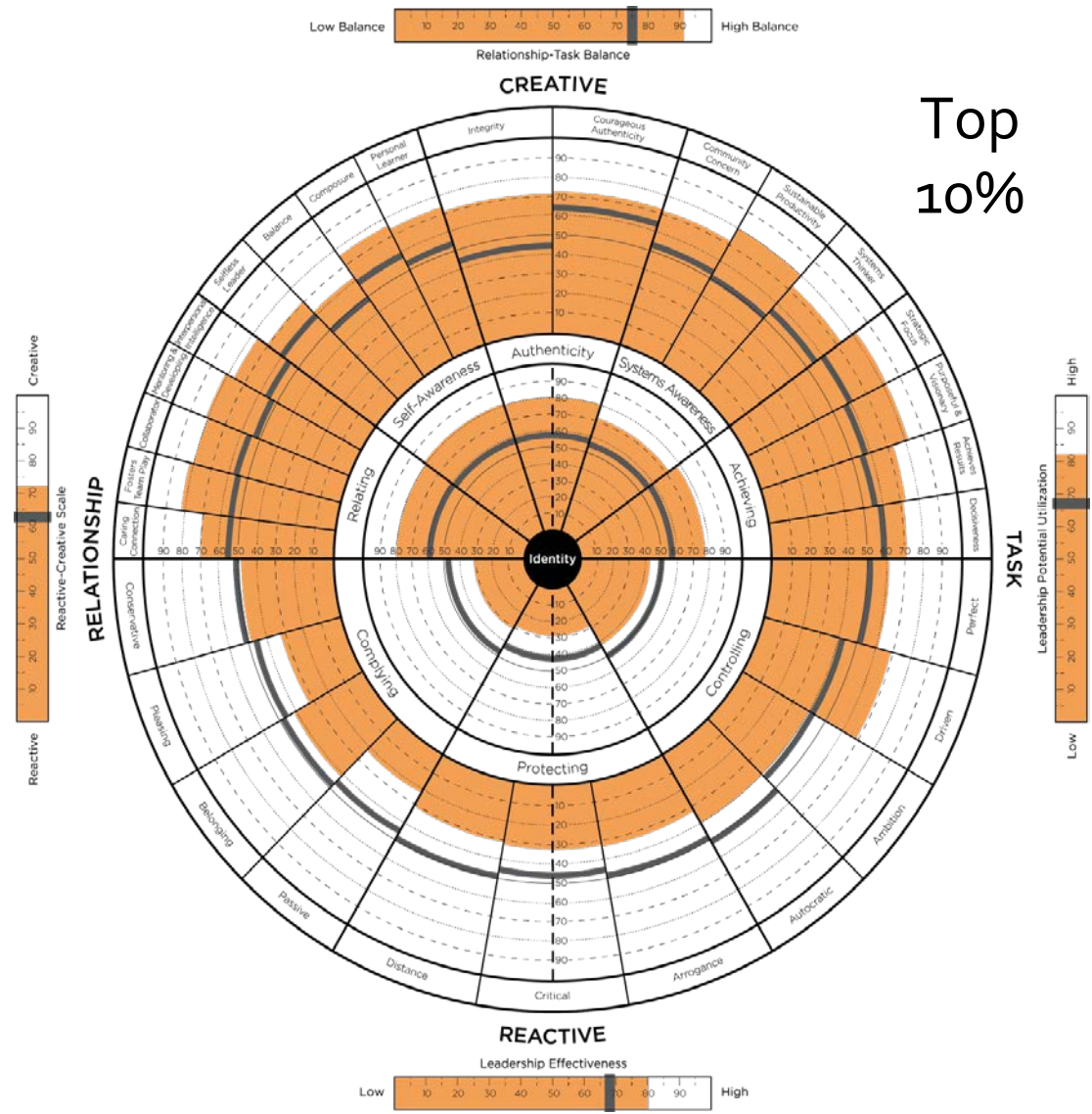
“In ten longitudinal organizational development efforts, the five CEOs measuring at the late Strategist/Leader stage of development supported 15 progressive organizational transformations. By contrast, the five CEOs measuring at pre-Strategist stages of development supported a total of 0 progressive organizational transformations.”

Bill Torbert,

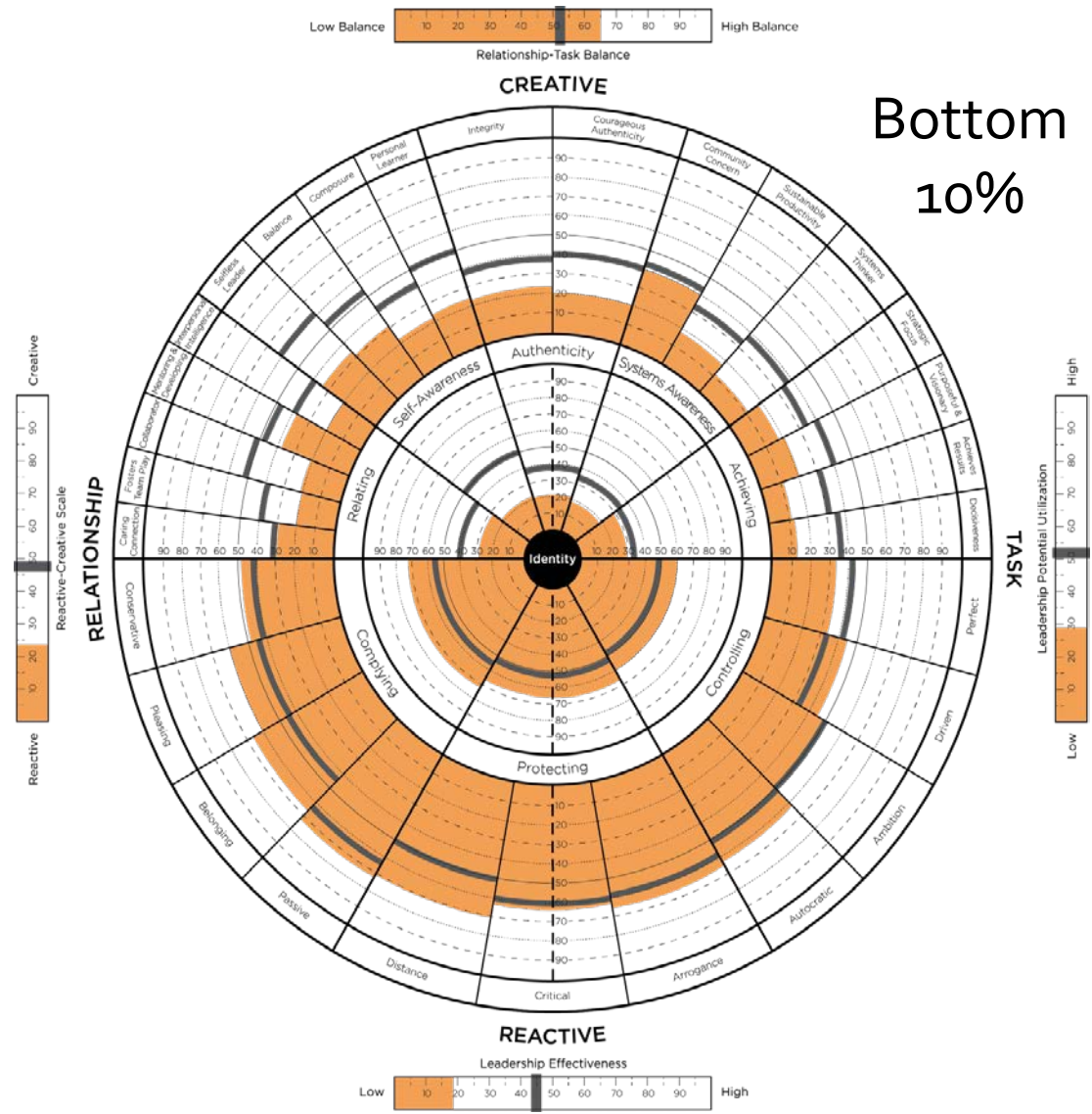
Carroll School of Management

Boston College University

Aggregate Profile of Those Leaders Whose Businesses Were Evaluated as Highest Performing



Aggregate Profile of Those Leaders Whose Businesses Were Evaluated as **Lowest Performing**



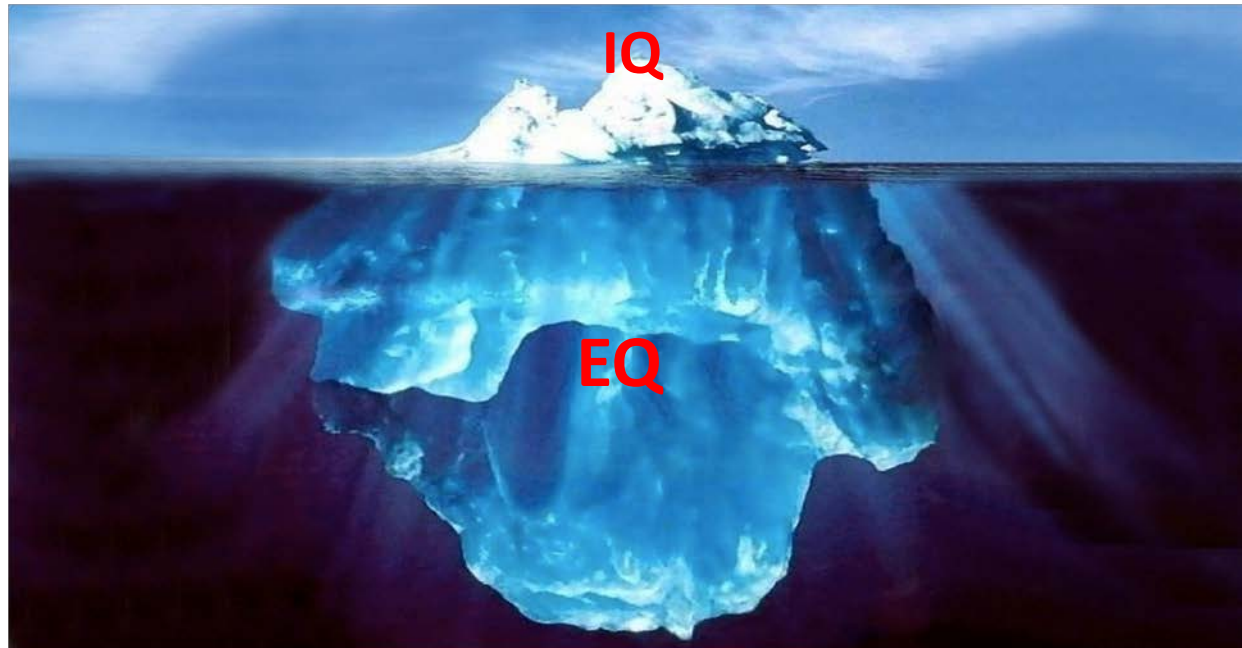
Leadership Case #1

- Professor Smith is an internationally known investigator in the field of physical chemistry. He is the recipient of multiple grants and author of over 200 papers.
- Based on his expertise as a brilliant funded researcher, a major university recruits Professor Smith to chair their chemistry department.
- Four years later, the department is in shambles – 15% of the faculty have left with rumors that more will defect

What Happened?



“The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence.” Daniel Goleman



Emotional Intelligence

- According to the World Economic Forum's Future of Jobs Report, emotional intelligence will be one of the top 10 job skills in 2020.
- In a study of more than 2,000 managers from 12 large organisations, 81% of the competencies that distinguished outstanding managers were related to emotional intelligence. (Boyatzis, 7CM (1982) Hay and McBer).

"What Makes a Leader" in the *Harvard Business Review*, January 2004

In fact, emotional intelligence—the ability to, for instance, understand your effect on others and manage yourself accordingly—accounts for **nearly 90 percent** of what moves people up the ladder when IQ and technical skills are roughly similar”

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Components of Emotional Intelligence



Components of Emotional Intelligence – Daniel Goleman

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skill



What Does Emotional Intelligence Look Like?

- Self-Awareness
 - A manager knows tight deadlines bring out the worst in him. So he plans his time to get work done well in advance.



What Does Emotional Intelligence Look Like?

- Self-regulation
 - When a team botches a presentation, its leaders resists the urge to scream. Instead, she considers possible reasons for the failure, explains the consequences to her team, and explores solutions with them.



What Does Emotional Intelligence Look Like?

- Motivation

- A portfolio manager at an investment company sees her fund tumble for three consecutive quarters. Major clients defect. Instead of blaming external circumstances, she decides to learn from the experience-and engineers a turn-around.



What Does Emotional Intelligence Look Like?

- Empathy

- An American consultant and his team pitch a project to a potential client in Japan. His team interprets the client's silence as disapproval and prepares to leave. The consultant reads the client's body language and senses interest. He continues the meeting and his team gets the job.



What Does Emotional Intelligence Look Like?

- Social Skill
 - A manager wants her company to adopt a better internet strategy. She finds kindred spirits and assembles a de facto team to create a prototype Web site. She persuades allies in other divisions to fund the company's participation in a relevant convention. Her company forms an internet division – and puts her in charge of it

Your Emotional Intelligence

<https://www.mindtools.com/pages/article/ei-quiz.htm>



Can Emotional Intelligence be taught?

- At a Motorola manufacturing plant, **93% of employees became more productive after** the facility adopted stress-reduction and emotional-intelligence programs.
- A Texas-based Fortune 500 Company - after turning to an EQ training and development program, they **increased retention by 67 percent in the first year**, which they calculated added \$32 million to their bottom line in reduced turnover costs and increased sales revenues.
- Sanofi, the French pharmaceutical company, focused on the emotional intelligence skills of its sales force, which **boosted annual performance by 12 percent**
- Cherniss and Goleman estimate that EQ based training results in as much as **8x return on investment (ROI)** when compared to non-EQ trainings.

Building Emotional Intelligence:

- Self-Awareness
 - Practice mindfulness
 - Keep a journal
 - Do a personal SWOT analysis

Building Emotional Intelligence:

- Self-Regulation
 - Anger
 - Identify triggers
 - deep breathing
 - Anxiety and Stress
 - Accountability
 - Take responsibility for your actions
 - Make sure your actions align with your values

Building Emotional Intelligence:

- Motivation
 - Develop self-discipline
 - Celebrate small wins
 - Set longer-term goals
 - Rediscover your purpose

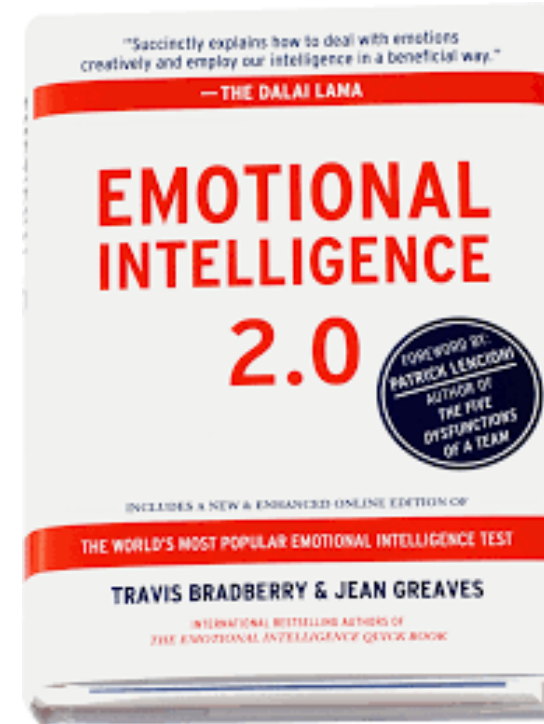
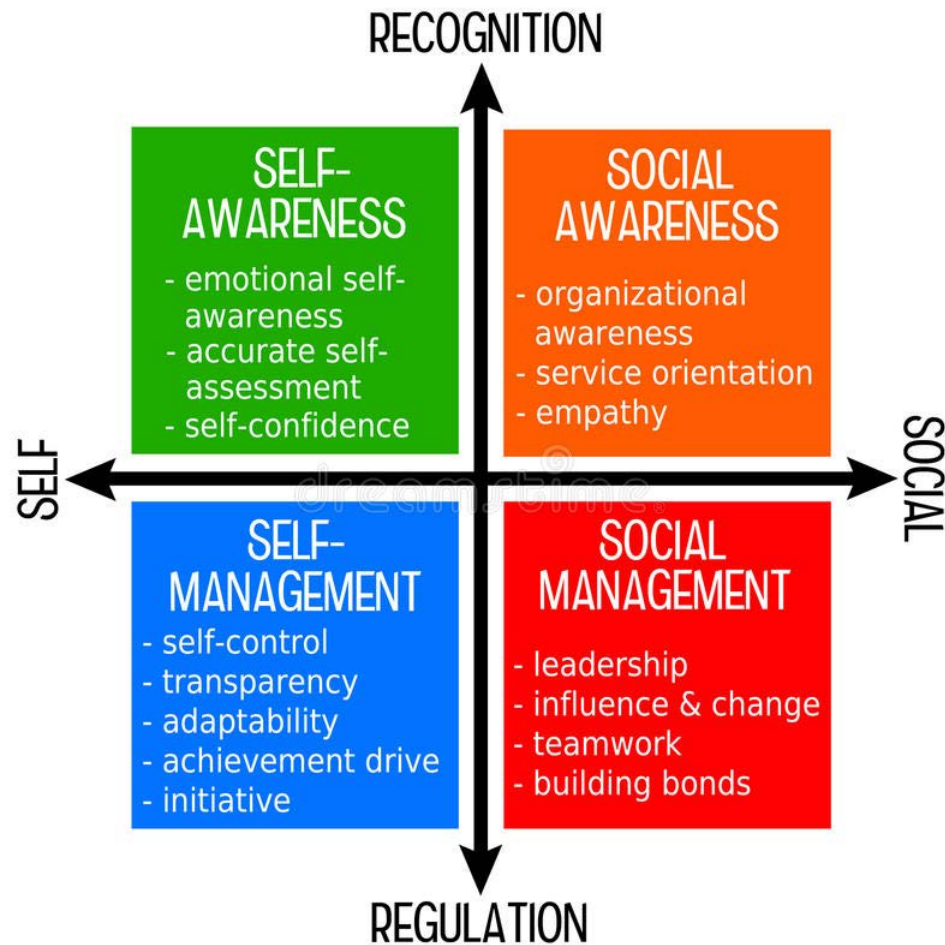
Building Emotional Intelligence:

- Empathy
 - Try on someone else's shoes
 - Active listening skills
 - Read body language

Building Emotional Intelligence:

- Social Skills
 - Develop trust
 - Rapport
 - Deal with conflict
 - Build Self-confidence

Building Emotional Intelligence





Next Steps and short-term SMART goals:



What do you want to do?



How will you know when you've reached it?



Is it in your power to accomplish it?



Can you realistically achieve it?



When exactly do you want to accomplish it?

Emotional Intelligence – ideas for development

- Self-Awareness
 - Practice mindfulness
 - Keep a journal
 - Do a personal SWOT analysis
- Self-Regulation
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 - Identify triggers
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Competency:

Noun

An important skill that is needed to do a job

Competence

Competence is

The ability of a person
individual to do a job
combination of practical
theoretical knowledge
-tent people

MUSC Leadership Competencies

| | | | |
|---|---|---|---|
| Fundamental/Emerging Leaders | Upholding and Modeling MUSC's Institutional Values | | |
| | Outline detailed understanding of MUSC's structure | | |
| | <table border="1"> <tbody> <tr> <td> Emotional Intelligence: <i>Self Awareness</i> <i>Composure</i> <i>Social Skills</i> <i>Empathy</i> <i>Motivation to lead</i> <i>Resilience</i> </td> <td> MUSC Values: <i>Compassion</i> <i>Collaboration</i> <i>Respect</i> <i>Integrity</i> <i>Innovation</i> </td> </tr> </tbody> </table> | Emotional Intelligence: <i>Self Awareness</i> <i>Composure</i> <i>Social Skills</i> <i>Empathy</i> <i>Motivation to lead</i> <i>Resilience</i> | MUSC Values: <i>Compassion</i> <i>Collaboration</i> <i>Respect</i> <i>Integrity</i> <i>Innovation</i> |
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| | Leadership Communication | | |
| | Building Trust, Integrity and Authenticity | | |
| | Teamwork Fundamentals | | |
| | Transparency | | |
| | Discretion | | |
| | Leading People/High Potential Leaders | Conflict Management | |
| Decision-Making (Individual and Collective) | | | |
| Accountability | | | |
| Building Engaged Teams | | | |
| Results-Focused Orientation | | | |
| Fostering a Culture of Personal Development (Self and Team) | | | |
| Valuing Diversity/Cultural Sensitivity | | | |
| Delegating and Empowering Others | | | |
| Coaching and Developing Others | | | |
| Leading Change/Established Leaders | Continuous Process Improvement | | |
| | Leading Effective Meetings | | |
| | Financial Understanding | | |
| | Strategic Alignment | | |
| | Leading Change | | |
| | Collaboration and Integration | | |
| | Influencing | | |
| Leading Results/Senior Leaders | Visioning | | |
| | Scanning the Environment | | |
| | Knowledge of the Health Care System | | |

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Familiarity with MUSC Leadership Competencies



How Can I Use These in my Leadership Development?



Leadership Development Resources

The screenshot shows the MUSC Medical University of South Carolina website. The top navigation bar includes the MUSC logo, a search bar, and a "MyQuest" button. Below the navigation bar, a horizontal menu lists various departments: Human Resources, For Everyone, University, Clinical, Research, and Hollings Cancer Center. The "For Everyone" menu is expanded, showing a list of resources. The "Leadership Institute" resource is highlighted with a blue arrow icon. Below the menu, there is a section titled "In the meantime, here are links to SharePoint Intranet sites for each location:" with links for Chester, Florence, Lancaster, and Marion. At the bottom of the page, there are three small images: a building, a person walking, and a landscape.

MUSC
Medical University
of South Carolina

Log Out Visit Other MUSC Sites

MyQuest

Human Resources For Everyone University Clinical Research Hollings Cancer Center

Access to Care
Accessibility Tools
Brand Center
Business Services
Communications
Compliance
Diversity and Inclusion
Employee Directory
Employee Discounts
Employee Health Services
Employee Training (MyQuest)
Enterprise Project Management Office

EVP Finance & Administration
Facilities
Foundation & Fundraising
Imagine 2020
Imagine U
Information Solutions
Innovation
Innovation Station
Mail Services
MUSC Health Strategic Design
MyQuest (Employee Training)

Occupational Safety & Health Programs
Office of General Counsel
Parking Services
Public Safety
Rewards & Recognition
Senior Living Community Outreach
Strategic Design & Innovation
University Press
Values in Action Award
Web/Digital Support
Web Integrity & Governance Council

In the meantime, here are links to SharePoint Intranet sites for each location:
[Chester](#) | [Florence](#) | [Lancaster](#) | [Marion](#)

<https://horseshoe.musc.edu/everyone/leadership-institute>

Browser address bar: <https://horseshoe.musc.edu/everyone/leadership-institute>

Navigation: Log Out, Visit Other MUSC Sites, MyQuest, Search

MUSC Medical University of South Carolina Leadership Institute

Menu: About Us, Leadership Programs, Leadership Tools, In the News, FAQs, Events

Breadcrumbs: [Home](#) > [For Everyone](#) > Leadership Institute

Leadership Institute


Welcome to the MUSC Leadership Institute!

MUSC's leadership development journey was re-energized in 2016 as part of the Imagine MUSC 2020 strategic plan. Under the goal of **Innovative Education and Learning**, an initiative team began work on an inventory of enterprise-wide leadership development opportunities, organizing retreats for senior leaders, and evolving MUSC's ideal leadership culture.

The MUSC Leadership Institute was commissioned to build on the work of the Imagine 2020 initiative team and to serve as a central resource for leadership development opportunities at MUSC. In this capacity, and under the leadership of **Elisha L. Brownfield, MD** and a Steering Committee, the Institute has several goals:

- Confirm an institution-wide MUSC leadership competency model;
- Evaluate gaps in current leadership development offerings at MUSC;
- Serve as a resource to support the use of research-validated leadership development best practices throughout the enterprise; and,
- Expand content to support leaders in achieving MUSC's strategic priorities and mission.

In the coming months, plan to return to this site frequently to learn more about leadership development opportunities at MUSC as programs and services continue to evolve. Reach out with any questions or feedback via email at leadershipinstitute@musc.edu. The MUSC Leadership Institute is pleased to serve as a partner on MUSC's leadership journey and hope to be of service on yours.



Elisha L. Brownfield, M.D., Director of Strategic Leadership Development

- Advanced Leadership Program
- Emerging Leaders Program
- Other Leadership Programs



“Leaders are not born or made – they are self made”
Stephen Covey



Learning Objectives

- Discuss the concept of Emotional Intelligence as the cornerstone of leadership
- Describe the impact of Emotional Intelligence on an individual's effectiveness
- Outline the MUSC Leadership Competency Model
- Complete a self-evaluation based on the competency model
- Iterate 1-2 personal SMART goals related to leadership competencies

Conclusions

- Consider your own values in determining your own leadership development journey
- Emotional intelligence is a cornerstone of leadership development
- Leaders can develop new skills and sharpen existing ones
- MUSC has developed a leadership competency model outlining the key skills and knowledge necessary for MUSC to succeed in its missions
- The MUSC Leadership Institute supports and develops leaders
- Take your SMART goals and put them in action!