

Value Analysis & Standardization:

Systematic steps to support system-wide change

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Emotional Intelligence: EQ vs. IQ

Greetings From Carol Stone

This issue of the newsletter focuses on Emotional Intelligence, the ability to recognize and use emotions in positive and constructive ways. As equally important as IQ, Emotional Intelligence (EI), often measured as an Emotional Intelligence Quotient (EQ), describes a concept that involves the ability, capacity, skill or (in the case of the trait EI model) a self-perceived ability to identify, assess, and manage the emotions of one's self, of others, and of groups. Emotional Intelligence can be a significant factor in helping us to become more effective leaders and managers in today's stressful working environment.

Inside we present the EI case: what it is, who has it, and how it can be developed and put to work by Value Analysis Professionals such as yourself. We've also included some insights from some of your colleagues, including Lana Smith, Corporate Director of Clinical Contract Management for Adventist Health. With this issue, we want to welcome the newest members of our editorial board, Joyce Chavez, Clinical Resource Manager for Hoag Memorial Presbyterian Hospital; and Francine Parent, Senior Clinical Consultant System Supply Chain Services for Sharp HealthCare. We also want to thank our exiting members Michelle Allender and Angela Barker who go on to new career opportunities, and of course members Paul Corish, Erin Germann and Gina Thomas who continue to serve with distinction and understanding.

As always, if you know someone who would like to receive our newsletter, please email me at carol.stone@crbard.com and we'll add them to our mailing list.



Carol Stone
Vice President, Corporate Marketing
C. R. Bard, Inc.

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Emotional Intelligence: EQ vs. IQ:

THEORETICAL PERSPECTIVE

“ *Q and emotional intelligence are not opposing competencies, but rather separate ones.... All of us mix IQ and emotional intelligence in varying degrees.” Daniel Goleman, Emotional Intelligence*

Emotional Intelligence

It's what makes us respond to a crying baby, a furrowed brow or a smiling face. It's also what brings us together, lifts us upward and inspires us onward. Defined by psychologists in the early '90s, Emotional Intelligence is the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. "Know thyself," said Plutarch, writing in ancient Greece. Now extend that to others.

EI vs. IQ

Emotion, according to the experts, is an unconscious state, distinct from cognition (thinking), volition (will) or motivation.

Intelligence, on the other hand, is "a set of cognitive abilities which allows us to acquire knowledge, to learn and to solve problems." Given this, IQ and EI seem like contradictions in terms, an oxymoron, an "us vs. them." But IQ/EQ tests notwithstanding, Emotional Intelligence is not the opposite of intelligence. Rather it is a unique intersection of the two that can enable you to use your emotions to help you solve problems and live a more effective life – both at home and at work.

The EI Advantage

While no substitute for ability, knowledge, or skills, Emotional Intelligence (EI) can be a significant asset on the job.

- EI can affect the bottom line: In one study, experienced partners with high EI in a multinational firm delivered \$1.2 million more profit from their accounts -- 139% -- over their cohorts.
- EI can influence effectiveness: a study of manufacturing supervisors given EI training saw a reduction of 50% in lost-time accidents, 20% in formal grievances, and plant productivity goals exceeded by \$250,000.

- EI can affect personal success: In a cross-cultural study of senior executives, EI competencies outweighed both IQ and experience in top performers.

Four Fundamentals

Emotional Intelligence consists of four fundamental capabilities: self-awareness (the ability to identify your own emotions and their impact), self-management (the ability to control your emotions and behavior), social awareness (the ability to recognize and understand the emotions of others and react appropriately), and relationship management (the ability to influence and connect with others).

Emotional Intelligence can be a powerful key to effective leadership. Used and developed wisely, it can help you build consensus, promote collaboration, manage conflict, generate buy-in, and, in general, enhance your overall effectiveness in dealing with the changing dynamics you face today.

Emotional Intelligence: EQ vs. IQ:

PRACTICAL PERSPECTIVE

“ *Human beings possess a range of capacities and potentials – multiple intelligences – that, both individually and in consort, can be put to many productive uses.” Howard Gardner, Intelligence Reframed*

Emotional Intelligence is formed in infancy, but unlike IQ it can be honed and developed with practice. Some seem to possess it in high degree: those in sales, human resources, health care and customer service, for instance. EI people tend to be socially poised, outgoing, cheerful, committed to people or causes, responsible, ethical, sympathetic, caring in relationships, and comfortable with themselves and others – all positive attributes for the Value Analysis Professional.

Engaging your EI is not always easy. The stress of work, deadlines, dealing with difficult people or fluctuating situations can make us want to shut down and "just get on with it," often with less than beneficial results. Case in point: look at malpractice suits. According to a study, surgeons who took just three minutes longer with their patients, who made orienting comments, used encouraging language, and sounded empathetic and concerned were less likely to be sued than those who did not.

The quickest route to EI in any given situation is through asking yourself four questions:

- How are you and the other person feeling?
- What are you and the other person thinking as a result of your feelings?
- What caused you and the other person to feel the way you do?

- What will you do to manage your, and the other person's, feelings?

People, People, People

According to some experts, people can be categorized by their patterns of difficult behavior: hostile/aggressives with a definite idea of how others should act, complainers who only gripe, unresponsives who clam up, super-agreeables who give only lip service to support, negativists who know it all – and that it won't work, and indecisives who can never make a choice, holding out hope for the perfect solution to present itself.

You can use this knowledge along with your EI questions to help you as you work with clinicians, physicians, vendors, or management.

Continued on back

VA People *Viewpoint*



Meet Lana Smith

Lana Smith is Corporate Director of Clinical Contract Management for Adventist Health, a not-for-profit system of 18 owned and managed hospitals and 38 affiliate hospitals. She has more than 30 years of diversified nursing experience including clinical expertise in perioperative and critical care nursing and extensive management and leadership experience, serving as Director of Perioperative Services for San Joaquin Community Hospital and Regional Director of Value Analysis for Adventist Health. In her corporate role, she is responsible for the advancement of clinical practice and improvement of patient outcomes through identifying and implementing sound business practices and cost containment opportunities. Trained as a nurse, she received her Nursing Diploma from Julia F. Burnham School of Nursing in Illinois, a Bachelor of Nursing and a Master of Nursing from California State University, Bakersfield. She is a member of Kern RN Society, Association of Operating Room Nurses, Healthcare Resource and Materials Managers, and Past President of Sigma Theta Tau Nursing Honor Society Association. She also works to encourage outreach and involvement with nursing students at the local university.

Q: What drew you to the healthcare field?

A: As a small town high school student in the late 60s, I was presented with the choice of basically three pathways open to women wanting a career: nursing, teaching or secretarial. My grandmother had been ill and I spent a lot of time with her at the hospital. Watching the nursing staff at work, I thought, “You know, I’d like to do that.”

Q: How did you transition to Value Analysis or your current job?

A: After receiving my diploma, my husband and I moved to California where I determined that in order to pursue my career I needed to get my bachelor’s degree, which eventually led to a master’s degree and my interest in management. Meanwhile, I was gaining experience as a nurse, first in ICU, then the OR, where I was able to put some of my management/leadership theories to work.

Q: How did you prepare for your current position?

A: When I became OR director I discovered that the OR is truly a business in itself with a budget and expenses and that I had to have a financial understanding in order to

manage effectively. Coincidentally, at that time, I was working on my master’s thesis project, which was developing a value analysis program to bridge the gap between Finance and Nursing. Key to my project was the importance of communication and its impact on patient quality. It would be very helpful to me in my next role as Regional VA director, then in corporate, where I am the only nurse in supply chain administration.

Q: What role does emotional intelligence play in your job?

A: It’s essential. In addition to staff and colleagues, I work with 18 different OR directors as well as the CEO/CFO. I need to know how to be sensitive, to empathize, to put myself in their place in order to understand what’s important to them -- and act accordingly.

Q: What training did you receive in developing your emotional intelligence?

A: Much of it is innate, but a lot came from my nurse’s training to understand people’s needs, their response, and what motivates them to change.

Q: How useful is emotional intelligence for the Value Analysis Professional?

A: Very useful, especially in gaining consensus and buy-in. Most helpful is being able to identify emotions – your own and those of others – and knowing how they impact behavior.

Q: Can you give an example of how emotional intelligence has helped you in everyday or difficult situations?

A: One involved dealing with cardiologists and vendors during product contract negotiations. Even though I sit at the corporate level, I felt it was important to meet face to face with the cardiologists in order to understand what they needed, their relationship with the vendor, and what they were willing to do in case the vendor they wanted was not on board. It was a huge learning experience that resulted in a \$2-\$4 million savings and a new “stoplight” program that represented a shift in the business. The key was understanding their motivation, what they were willing to change, and making sure that the CEO/CFO understood it as well.

Continued from inside

Personality Type:	Suggestion:
<i>Hostile Aggressives</i>	Give them time to voice their opinions and then move onto problem solving mode.
<i>Complainers</i>	Acknowledge by paraphrasing and assign fact-finding tasks.
<i>Unresponsives</i>	Ask open-ended questions.
<i>Super-Agreeables</i>	May require work to uncover underlying facts that prevent their taking action.
<i>Negativists</i>	Prepare yourself with facts and address problems as questions.
<i>Indecisives</i>	May require listening for clues to their reservations and offering extra support.

When confronted with difficult behavior, your first response is often impatience, but you have to step back and remember that what's so important to you is only a small part of their job, says Gina Thomas of MedAssets. An extreme case in point: a hallway ambush by a surgeon erupting with anger over a recent conversation. Maintaining her composure, Thomas' response was to ask if they could sit down and talk about it. "It's important to know their hot buttons," says former board member Michelle Allender. "And that includes the personality of the group as well as the individual."

Knowing yourself is equally important says Joyce Chavez of Hoag Memorial Presbyterian Hospital. "Emotions run high when people are under stress; I tend to clench my jaw. It's a physical response that tells me where my emotions are and that I need to take a moment to stop the reaction. My biggest mistakes have been made by not stopping to take a breath before I respond."

Putting It To Work

Drawing on her years of clinical and management experience, Value Analysis Professional Lana Smith has learned to put EI to work in various settings. Here she shares some insights she has found useful as Corporate Director of Clinical Contract Management for Adventist Health:

- 1. Know your people.** Whether it's a new member of the board or an old member of your team, face time is important. It allows you to build a personal bond and helps keep you engaged.
- 2. Communicate.** Keep in touch and on top of what's going on with the people you work with and the demands they are facing (budgets, personnel etc.)
- 3. Seek input, offer support.** We have team members at 18 different hospitals. My big question is always "how can we help?"
- 4. Collaborate.** Make decisions as a group.
- 5. Share data.** Make sure everyone has the information they need to make an informed decision.
- 6. Look for motivation.** Talk with clinicians, physicians, etc. to find out what it is they really want and why it is important.
- 7. Promote understanding.** Make sure that your team understands where management is coming from, the reason for whatever action is required and that management – your CEO/ CFO – understands the concerns of those at the clinical level.

In the end, it comes down to respect, and the simplest way to convey respect is through the tone of voice. Temperament is not destiny. Employ with intelligence.

Raise Your EI

- 1. Reduce stress.** Memory that is painful to the senses so you can think and reason.
- 2. Connect to your emotions.** State what how your influence is affecting your actions – and those of others.
- 3. Improve your non-verbal communication.** Watch for body/hand/ facial movements that can convey more than words can say.
- 4. Lighten up.** Learn to see the humor in difficult situations.
- 5. Resolve conflict positively.** Choose your arguments, stay focused in the present, and be prepared to forgive or end conflicts that can't be resolved.

What's Your View?

Share your view as a Viewpoint guest!

As a Value Analysis Professional, your experience and expertise are welcome additions to our newsletter forum.

If you – or someone you know – would be willing to share your viewpoint on the topic of one of our upcoming newsletters, please contact editor **Wendy Lemke** at wendy.lemke@crbard.com. We value your viewpoint!

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Comments or suggestions on newsletter format or topics of interest may be forwarded to Wendy Lemke, wendy.lemke@crbard.com or (908) 277-8491

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Other sources you might find useful:

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The Emotionally Intelligent Manager by David Caruso and Peter Salovey
Raising Your Emotional Intelligence by Jeanne Segal