

Emotional Intelligence

Glenn Richter
August 2019

Presentation Roadmap

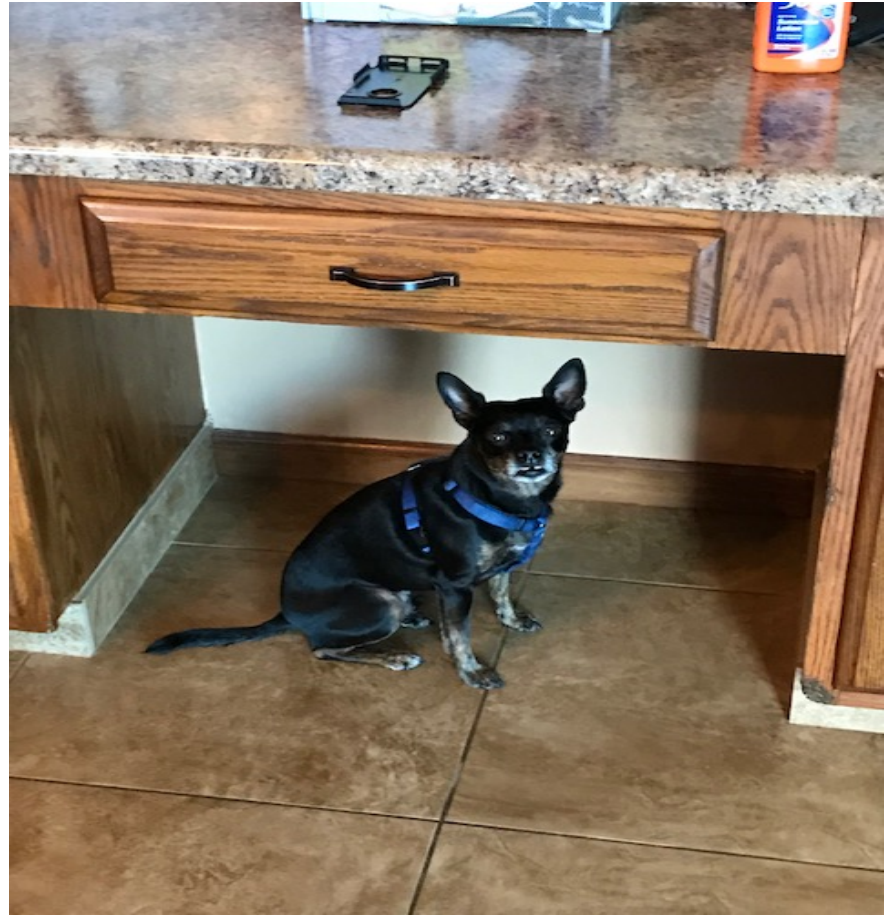
- A Little Something About Me
- OIG Priorities
- Emotional Intelligence-What is it?
- Look Back-Evolution of Leadership/Management
- Components of EI
- Look Forward-Workforce Skills of the Future



A Little Something About Me



A Little Something About Me



A Little Something About Me



OIG Priorities

OIG OUTCOMES

Priority Outcomes (Phase I)

1

Protect beneficiaries from prescription drug abuse

Leadership Sponsor: Gary Cantrell (OI)
Team Managers: Jeffrey Stitz (OAS) & Mike Cohen (OI)

3

Ensure health and safety for children served by HHS grants

Leadership Sponsor: Amy Frontz (OAS)
Team Manager: Carla Lewis (OAS)

2

Safeguard Programs from Improper Payments and Fraud

Promote patient safety & accuracy of payments in home & community settings

Leadership Sponsor: Brian Ritchie (OAS)
Team Manager: Lori Ahlstrand (OAS) & John Hagg (OAS)

4

Strengthen Medicaid protections against fraud & abuse

Leadership Sponsor: Ann Maxwell (OEI)
Team Managers: Richard Stern (OEI) & Ashley Oblak (OI)

OIG-facing

Expand OIG's access to **Medicaid data**
Reduce the average time to **implement OIG recommendations**

Incubator Outcomes (Phase II)

"Ideas to be nurtured"

Combat cybersecurity threats within HHS and healthcare

Incubator Leads: Tamara Lilly, Jarvis Rodgers

Limit the impact of high drug prices on programs and beneficiaries

Incubator Lead: Marta Wosinska

Ensure HHS managed care and new healthcare models **produce value**

Incubator Leads: Erin Bliss, Megan Tinker, Vicki Robinson

In the Queue

Indian Health Service; Public Health Preparedness; Grants; Food Safety; Real Time Reporting; Financial Stewardship

OAS Goals

- ✓ Emphasize Impact
- ✓ Make Reports More User-Friendly
- ✓ Enhance The Engagement Process
- ✓ Promote Policies to Foster Morale

OAS Results

As of June 30, 2019:

106 final reports

\$384.5 million in questioned costs

\$672.1 million in Funds Put to Better Use

Emotional Intelligence

- The ability to recognize your emotions as well as the emotions of others.
- Also known as Emotional Quotient or EQ.
- Life is 10% what happens to me and 90% how I react to it.



Emotional Intelligence

Signs of high EI:

- Open Minded
- Good Listener
- Doesn't sugarcoat the truth
- Apologizes when wrong
- Handle criticism without denial, blame, excuse



Emotional Intelligence

Signs of low EI:

- Bull in a china shop
- Lashes out
- No self awareness
- No empathy
- Blames others for issues on team



Why Emotional Intelligence?

We need to understand the powerful effects of emotion.

Use this understanding to guide thinking and behavior.



Why Emotional Intelligence?

- Emotionally intelligent workers go further in their career
- High EI can lead to improved mental and physical well being
- 80% of millennials focus on EI as they develop their careers
- 87% of millennials see strong connection between their motivation and EI of company leaders

Why Emotional Intelligence?

The logo for the Yale Center for Emotional Intelligence is displayed within a dark blue rectangular box. The word "Yale" is written in a large, white, serif font. Below it, the words "Center for" and "Emotional Intelligence" are written in a smaller, white, italicized serif font, stacked on two lines.

Yale

*Center for
Emotional Intelligence*

Why Emotional Intelligence

2022 Skills Outlook

Growing

- 1 Analytical thinking and innovation
- 2 Active learning and learning strategies
- 3 Creativity, originality and initiative
- 4 Technology design and programming
- 5 Critical thinking and analysis
- 6 Complex problem-solving
- 7 Leadership and social influence
- 8 Emotional intelligence
- 9 Reasoning, problem-solving and ideation
- 10 Systems analysis and evaluation



Declining

- 1 Manual dexterity, endurance and precision
- 2 Memory, verbal, auditory and spatial abilities
- 3 Management of financial, material resources
- 4 Technology installation and maintenance
- 5 Reading, writing, math and active listening
- 6 Management of personnel
- 7 Quality control and safety awareness
- 8 Coordination and time management
- 9 Visual, auditory and speech abilities
- 10 Technology use, monitoring and control

Why Emotional Intelligence

THE TURNOVER PROCESS

Some companies hire for Reason 1, some companies for Reasons 1 and 2, but most companies lose people because of Reason 3.



How Did We Get Here

Prior to the industrial revolution-not much “management” at all –beyond a few kinds of organizations (the church, the military) little existed that we would recognize as managerial practice.



How Did We Get Here

Industrial revolution meant larger organizations and owners needed to depend on others, which we call “managers” to coordinate operations.

The goal was to optimize the outputs that could be generated from a specific set of inputs.



How Did We Get Here

- As time went on there was a shift to “knowledge work.”
- Value created wasn't created simply by having workers produce goods or execute tasks; value was also created by workers' use of information.



How Did We Get Here

- Manager/subordinate relationship changed because when all the value in an organization walks out the door each evening, a different managerial style is required.
- More emphasis on motivation and engagement of workers.



How Did We Get Here

- “Work” itself is tinged with emotions, and managers are responsible for creating communities for those who work with them.
- Managers are in a more participative coaching role and emotional intelligence factor becomes more critical.

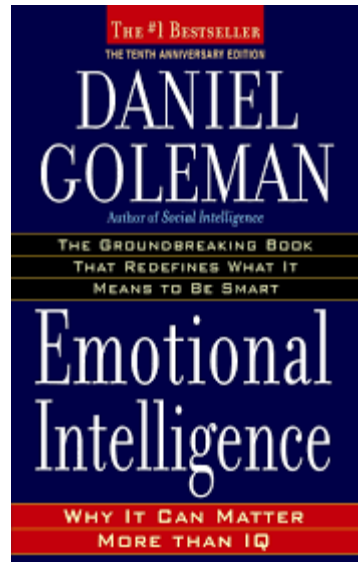


Emotional Intelligence

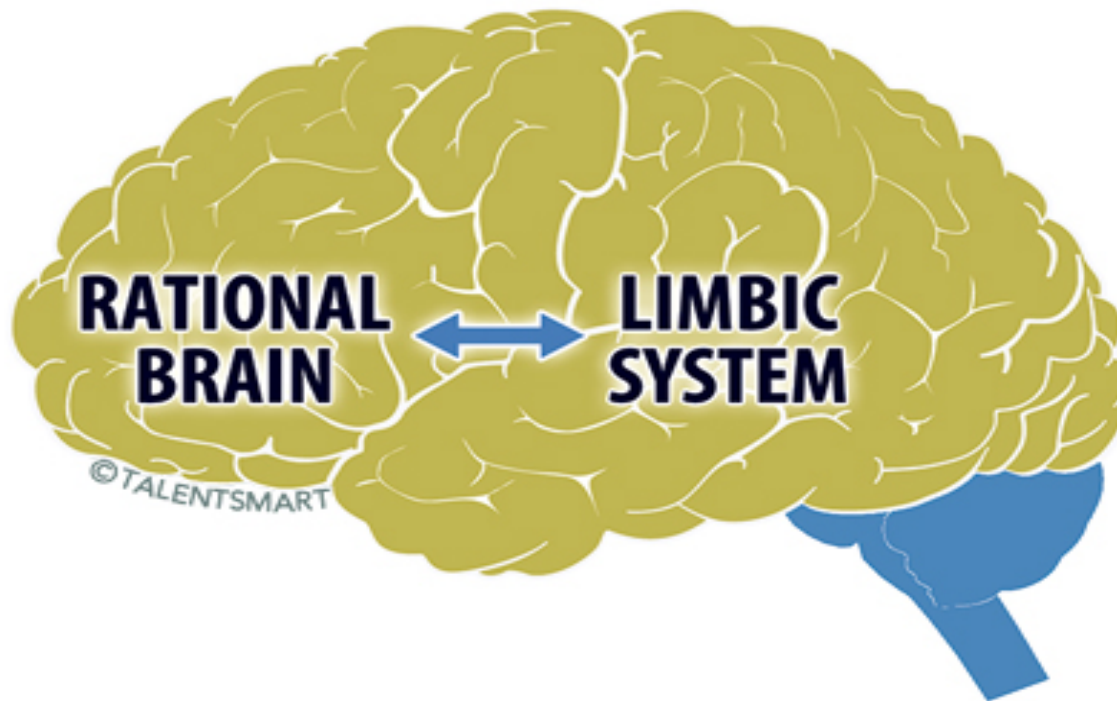
Daniel Goleman, Ph.D.

PE
TO
Inspire
.....

Helped popularize EI concepts

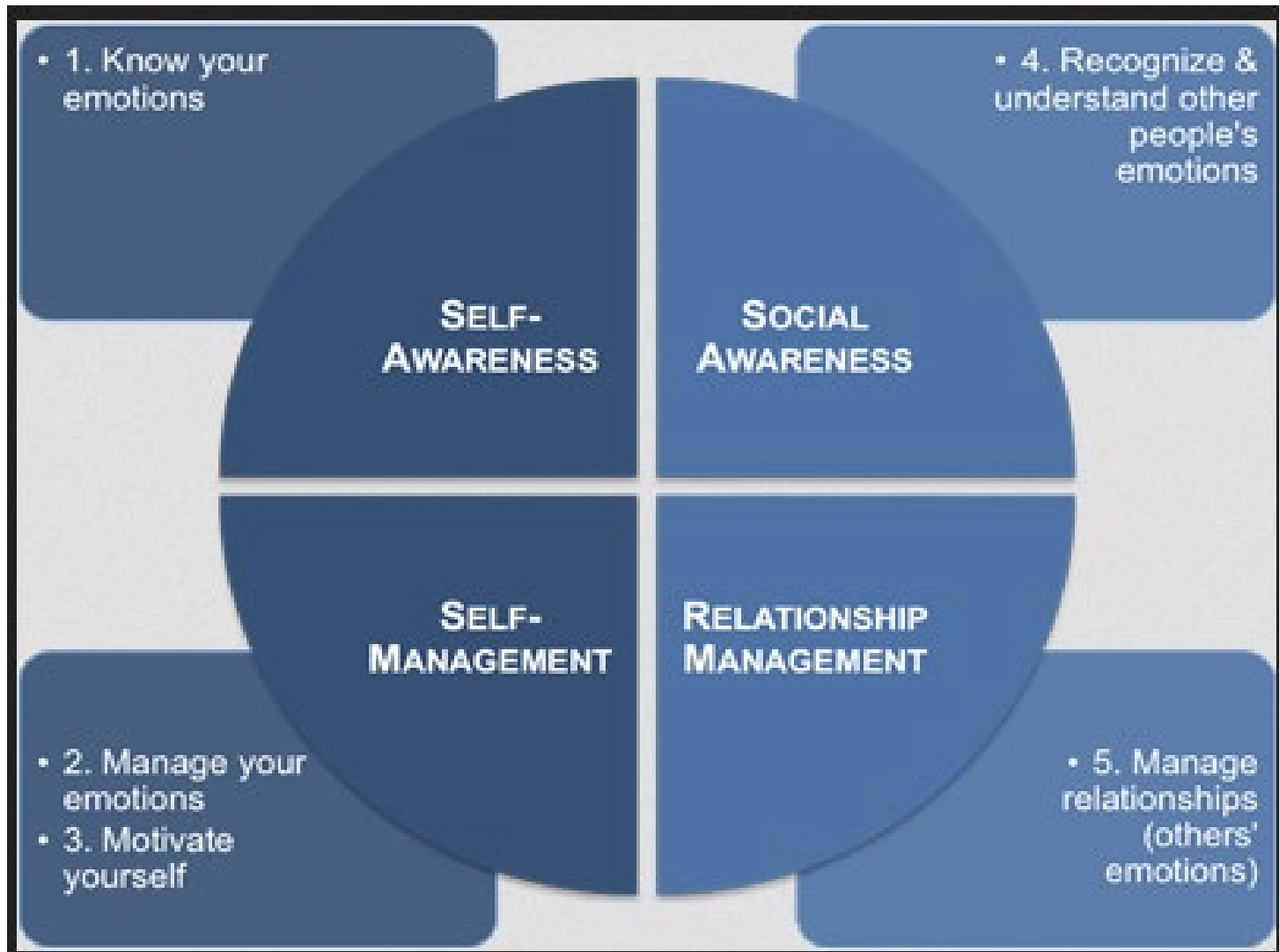


Why We React A Certain Way



Emotional intelligence is a balance between the rational and emotional brain.

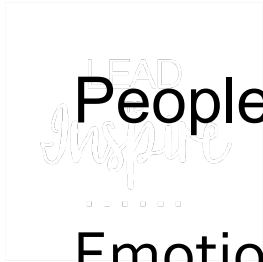
Goleman's EQ Model



Self-Awareness

Self-awareness means having a deep understanding of one's emotions...how their feelings affect them, other people and their job performance...

Components of Self-Awareness



People with high skill level in self-awareness:

Emotional Awareness - recognizes one's emotions and their effects.

Realistic Self-Assessment - knowing one's strengths and limits.

Self-Confidence - a strong sense of one's self-worth and capabilities.

Self-Awareness

Low



Homer Simpson
The Simpsons

"I think Smithers picked me because of my motivational skills. Everyone says they have to work a lot harder when I'm around."

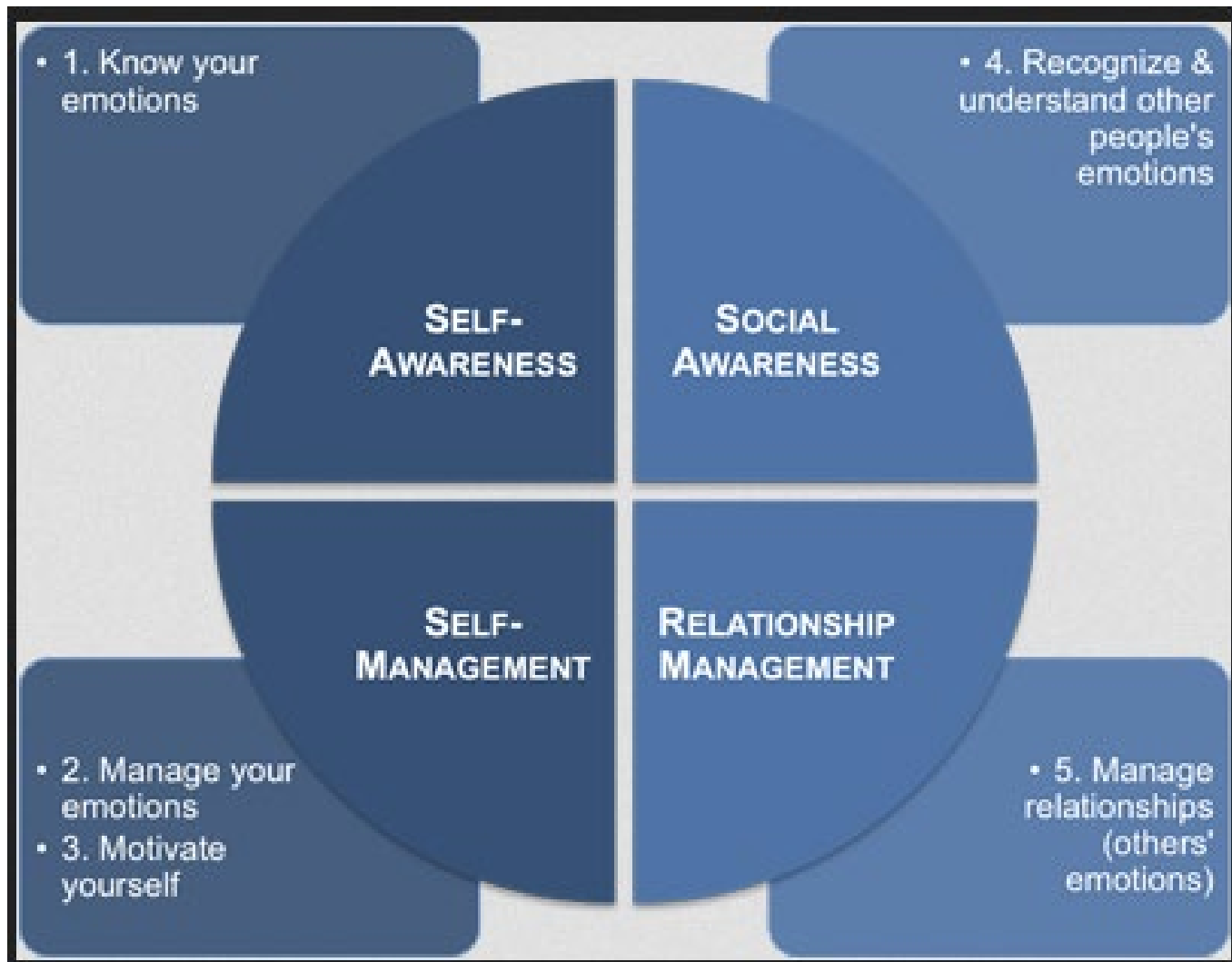
High



Yoda
Star Wars

"Attachment leads to jealousy. The shadow of greed that is...
Train yourself to let go of everything you fear to lose."

Goleman's EQ Model



Self-Regulation

Self-regulation, which is like an on-going inner conversation, is the component of EI that frees us from being prisoners of our feelings. People engaged in such a conversation...find ways to control (emotional impulses) and even to channel (emotions) in useful ways...

Components of Self-Regulation

People with high skill level in self-regulation:

Have ability to control or redirect disruptive impulses and moods.

Think before acting.

Exhibit trustworthiness and integrity.

Embrace change.

Self-Regulation

Low



Johnny Storm
The Fantastic Four

Reed Richards: "You need to control yourself, and think before you act."

Johnny Storm: "Yeah, but you see, that's your problem; you always think, you never act! What if we got these powers for a reason? What if it's like some higher calling?"

Reed Richards: "A higher calling? Like getting girls and making money?"

Johnny Storm: "Is there any higher?"

High



Chubbs
Happy Gilmore

Chubbs: "Remember now, this isn't hockey. You don't play with raw emotion. You can't putt angry. You have to clear your mind of everything else and stay focused."

Happy Gilmore: "Now how the hell am I gonna do that?"

Chubbs: "Think of a place that's really perfect. Your own happy place. Go there, and all your anger will just disappear. Then putt."

Self-Motivation

Self-motivation- a passion to work for reasons that go beyond money or status. These folks have a deeply embedded desire to achieve for the sake of achievement.

Components of Self-Motivation

People with high skill level in self-motivation:

- Pursue goals with energy and persistence.

- Have a strong drive to achieve.

- Are optimistic even in face of failure.

Self-Motivation

Low



George Costanza
Seinfeld

"Yeah, I'm a great quitter. It's one of the few things I do well. I come from a long line of quitters. My father was a quitter, my grandfather was a quitter... I was raised to give up."

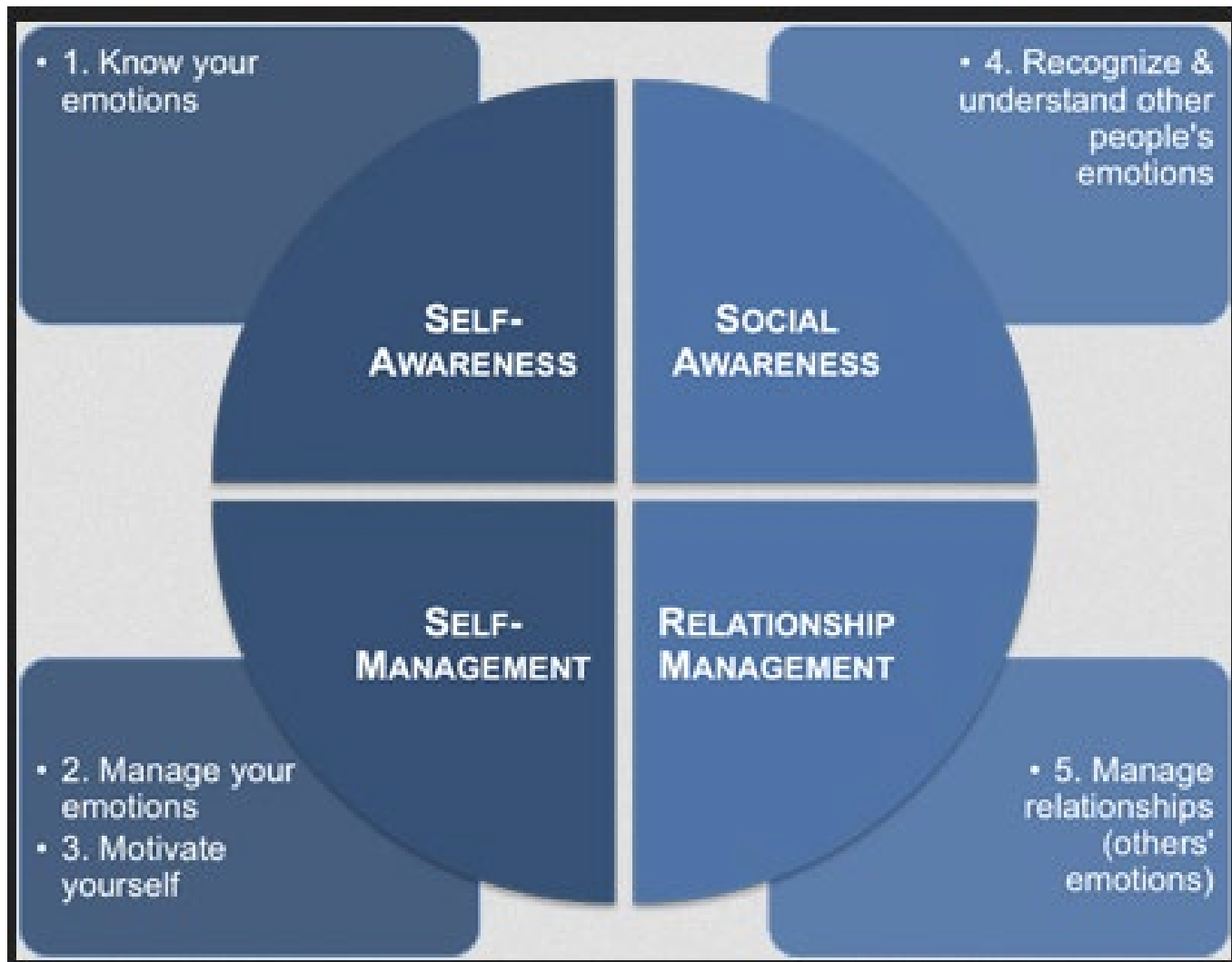
High



Erin Brockovich
Erin Brockovich

"I'm smart, I'm hard working and I'll do anything. And I'm not leaving here without a job."

Goleman's EQ Model



Social Awareness

Empathy means thoughtfully considering other's feelings-along with other factors-in process of making intelligent decisions.

Components of Social Awareness

People with high skill level in social awareness have empathy:

Ability to understand emotional makeup of other people and treat people according to their emotional reactions.

Can put yourself in someone else's shoes.

Promote collaboration.

Keep people informed during times of change.

Develop all staff to full potential so that staff are motivated and satisfied.

Social Awareness

Low



Fletcher Reede
Liar Liar

Max Reede: "My teacher tells me beauty is on the inside."

Fletcher Reede: "That's just something ugly people say."

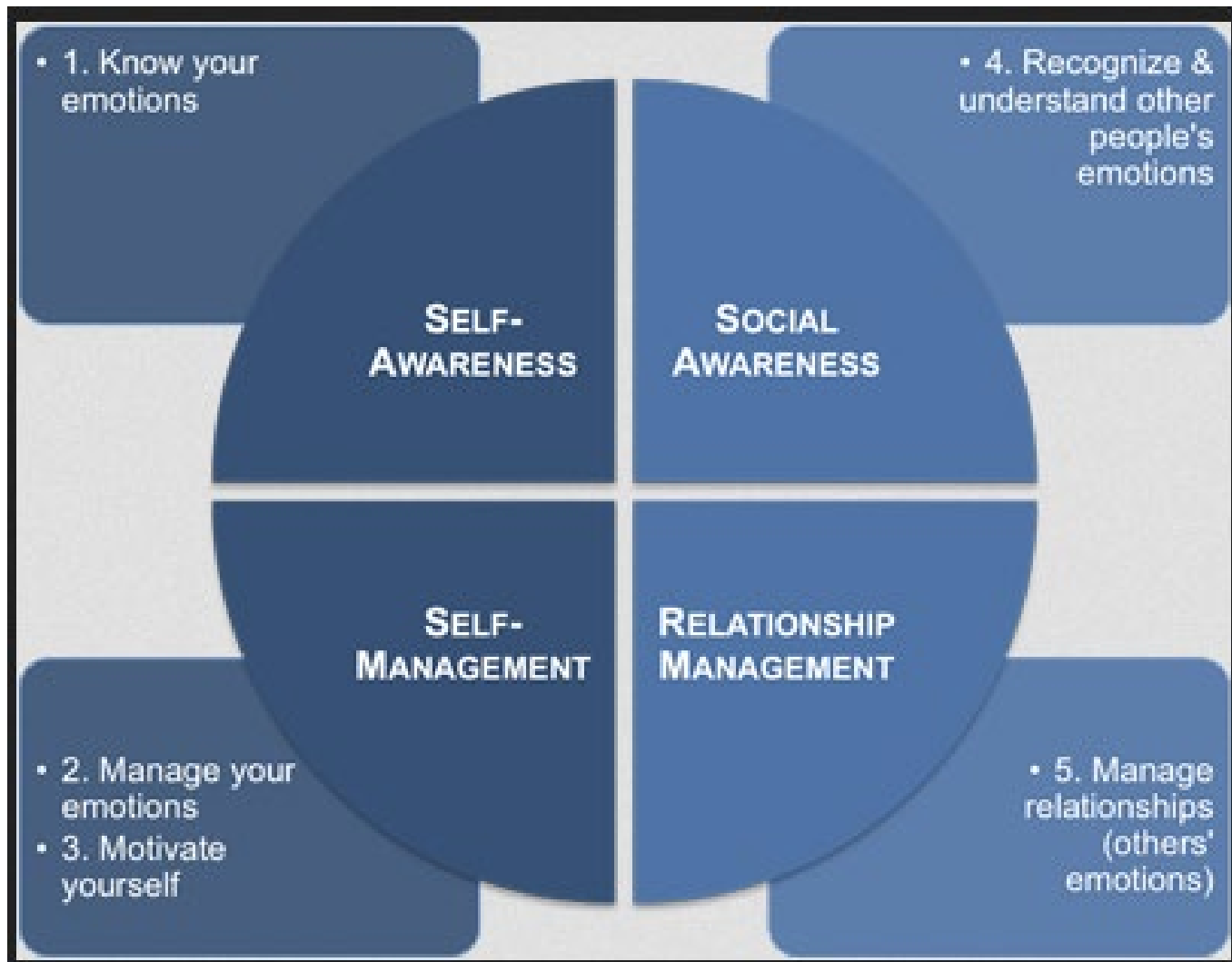
High



Deanna Troi
Star Trek Next Generation

"All I'm sensing from you is anger and hatred. Have you felt any other emotions?"

Goleman's EQ Model



Relationship Management

Adeptness at inducing desirable responses in others.

Components of Relationship Management

People with high skill level in relationship management are good at:

Communication.

Conflict Management.

Change catalyst.

Building bonds.

Leadership.

Relationship Management

Low



Sheldon Cooper
The Big Bang Theory

Leonard Hofstadter: "Hey, Penny.
How's work?"

Penny: "Great! I hope I'm a waitress at
the Cheesecake Factory for my whole
life!"

Sheldon Cooper: "Was that sarcasm?"

Penny: "No."

Sheldon Cooper: "Was that sarcasm?"

Penny: "Yes."

Sheldon Cooper: "Was that sarcasm?"

Leonard Hofstadter: "Stop it!"

High



Alex 'Hitch' Hitchens
Hitch

Sara: "What should we toast to?"

Hitch: "Never lie, steal, cheat, or drink.
But if you must lie, lie in the arms of
the one you love. If you must steal,
steal away from bad company. If you
must cheat, cheat death. And if you
must drink, drink in the moments that
take your breath away."

Constant Work in Process

Each of us is continually adding to our emotional intelligence “puzzle”



Constant Work in Process

No one is perfect.

Everyone needs to hone their skills.



Constant Work in Process

How Successful People Become
Even More Successful!

What Got You Here Won't Get You There

Discover
the 20
Workplace Habits
You Need to
Break

MARSHALL GOLDSMITH

"...Marshall's proven improvement process ROCKS!"
—Alan Mulally, CEO, Ford Motor Company

WITH MARK REITER



Thank You



ANY
QUESTIONS
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