

UNIVERSITY OF THE  
**PACIFIC**

Arthur A. Dugoni  
School of Dentistry

**Alumni Association Meeting**

*The Fairmont Hotel, San Francisco, CA  
March 8, 2014*



***“Exploring the Science of  
Emotional Intelligence & Its Affect on  
Wellness & Practice Success”***

*Presented by: Robert Frazer, Jr. DDS, FACD, FICD*

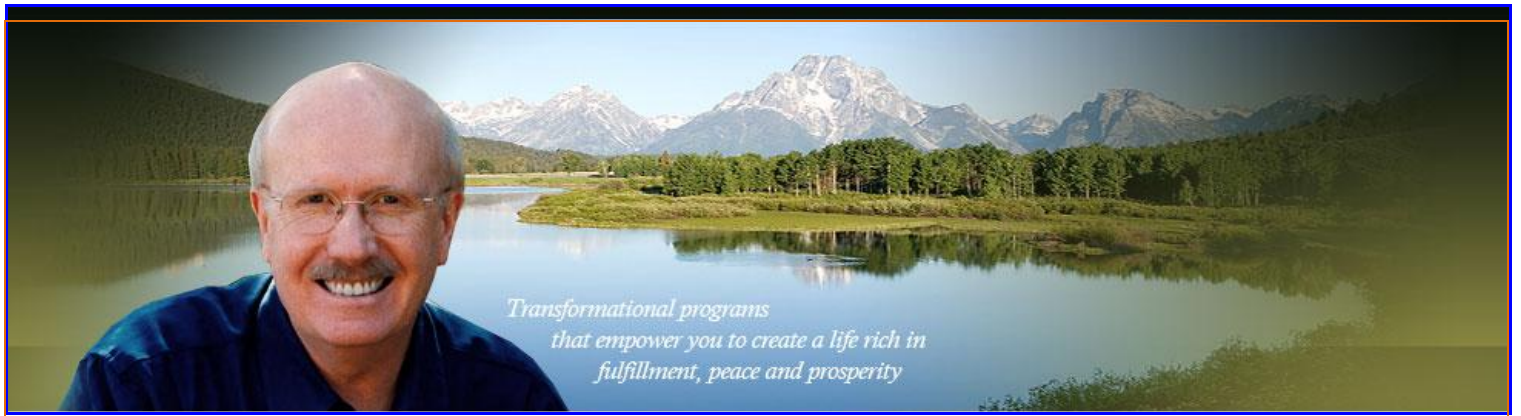
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***“Helping You Achieve Uncommon Success with Significance”***



## ***“Unleashing the Power of Emotional Intelligence”***

**~ Begin with the end in mind ~**

### **“ACTING ON WHAT YOU LEARNED”**

Along the way we suggest you reflect on your insights and discoveries from this time together, what do you intend to do? Consider the most pressing human problems in your work &/or life today in answering the following questions. The likelihood of something being done increases by a factor of five when written down. Take a few minutes to commit to some changes or enhancements.

1. What were the most meaningful things I discovered/learned?
2. What do I intend to change or do differently as a result of this introduction to EI?

- ❖ When will I begin?
- ❖ What resources will I need?
- ❖ When will I start? \_\_\_\_\_ When will action be completed? \_\_\_\_\_
- ❖ What will be my reward(s)?

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**How's Your E.I.? Questions to Answer...**

**Answer the following by indicating:  
1 = Yes      2 = Sometimes      3 = No**

- Q1. I keep avoiding a difficult conversation..... \_\_\_\_\_**
- Q2. There is an emotional divide between my front office & clinical team..... \_\_\_\_\_**
- Q3. Too often my day is an emotional rollercoaster..... \_\_\_\_\_**
- Q4. A member of my family or team is often stressed by being the emotional center of conflict..... \_\_\_\_\_**
- Q5. Often it's difficult for me to identify & verbally express my feelings..... \_\_\_\_\_**
- Q6. Too often new patients are wary & reluctant, or too focused on our fee to accept our best dentistry..... \_\_\_\_\_**
- Q7. When someone feels a strong emotion it makes me uncomfortable..... \_\_\_\_\_**
- Q8. Growing up - my parents/primary care givers did not handle emotions well – especially in conflict ..... \_\_\_\_\_**

**Total Score = \_\_\_\_\_**

**Interpreting Your E.I. Score:**

- \_\_\_\_\_ – Very High
- \_\_\_\_\_ – High
- \_\_\_\_\_ – Moderate \*
- \_\_\_\_\_ - Low \*
- \_\_\_\_\_ - Very Low \*

\* Would truly benefit from E.I. training. Disclaimer: There's no standardized EI test.

## **Emotional Intelligence is . . .**

**"Emotional Intelligence is defined as our capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and our relationships."**

**Daniel Goleman, "Working With Emotional Intelligence,  
Bantam 1998**

### **The Basics of Emotional Intelligence Include:**

- ❖ Knowing your feelings and using them to make life decisions you can live with.
- ❖ Being able to manage your emotional life without being hijacked by it...not being paralyzed by depression or worry, or swept away by anger.
- ❖ Persisting in the face of setbacks and channeling your impulses in order to pursue your goals.
- ❖ Empathy - reading other people's emotions without their having to tell you what they are feeling.
- ❖ Handling feelings in relationships with skill and harmony - being able to articulate the unspoken pulse of a group, for example.

***Remember - Facts tell – while Emotions Sell!***

From the October 2002 -Utne Reader ~ Daniel Goleman, Ph.D.

See: [webkeeper@utne.com](mailto:webkeeper@utne.com)

# EMOTIONAL COMPETENCIES

## **Personal Competence**

*These competencies determine how we manage ourselves*

### Self - Awareness

*Knowing one's internal states, preferences, resources, and intuitions*

- ◆ **Emotional awareness:** Reading one's own emotions and recognizing their impact; using "gut sense" to guide decisions
- ◆ **Accurate self-assessment:** Knowing one's strengths and limits
- ◆ **Self-confidence:** A strong sense of one's strengths and capabilities

### Self - Management

*Managing one's internal states, impulses, and resources*

- ◆ **Emotional Self-Control:** Keeping disruptive emotions and impulses in check.
- ◆ **Transparency:** Displaying honesty and integrity; trustworthiness
- ◆ **Adaptability:** Flexibility in adapting to changing situations or overcoming obstacles.
- ◆ **Achievement:** The drive to improve performance to meet inner Standards of excellence.
- ◆ **Initiative:** Readiness to act and seize opportunities
- ◆ **Optimism:** Seeing the upside in events

## **Social Competence**

*These competencies determine how we manage relationships*

### Social Awareness

- ◆ **Empathy:** Sensing others' emotions, understanding their perspective, and taking active interest in their concerns
- ◆ **Organizational awareness:** Reading the currents, decision networks, and politics at the organizational level
- ◆ **Service:** Recognizing and meeting follower, client, or customer needs

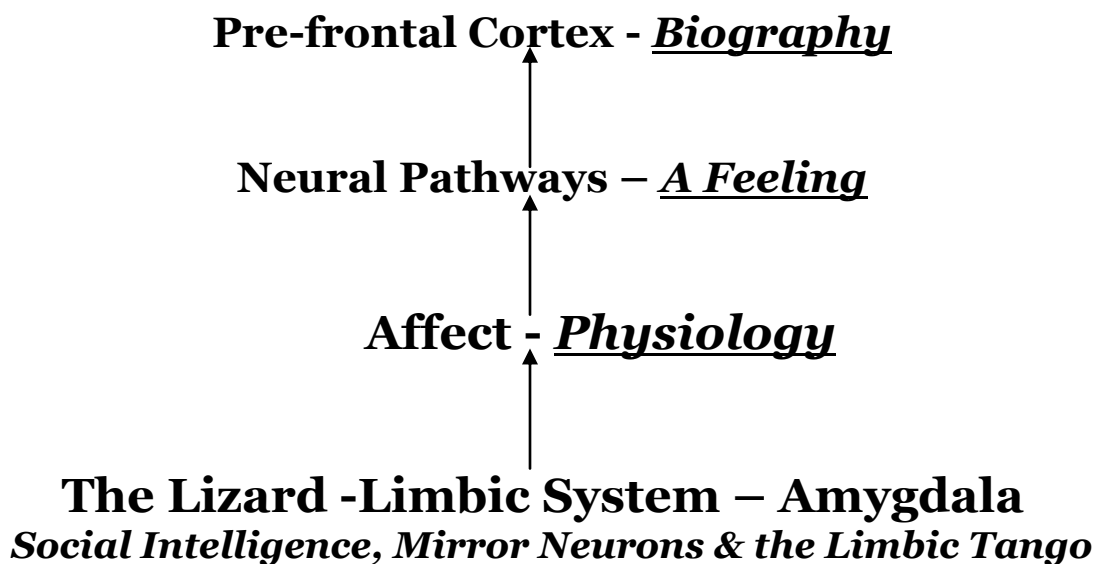
### Relationship Management

- ◆ **Inspirational leadership:** Guiding and motivating with a compelling Vision.
- ◆ **Influence:** Wielding a range of tactics for persuasion
- ◆ **Developing others:** Bolstering others' abilities through feedback and guidance.
- ◆ **Change catalyst:** Initiating, managing, and leading in a new direction
- ◆ **Conflict management:** Resolving disagreements
- ◆ **Building bonds:** Cultivating and maintaining a web of relationships
- ◆ **Teamwork and collaboration:** Cooperation and team building.

## What Happens When Lizard is Out?

- Increased impulsivity
- Disruption in strategic thinking
- Increased general anxiety
- Over-focusing on vivid, trivial details
- Memory set to recall confirming past events
- Actions taken that aren't fully conscious

## How Emotions Occur



## LEADERSHIP STYLES SUMMARY

The consulting firm of Hay-McBer conducted research on 3,871 executives selected randomly from a database of more than 20,000 executives worldwide to determine the most effective leadership styles. Their research found six distinct styles, each springing from different components of emotional intelligence. The styles taken individually appear to have a direct and unique impact on working atmosphere (climate) within a company, division or a team and on financial performance.<sup>1</sup>

The most important finding of this research is that the best leaders in terms of results, use all of these styles each week seamlessly and dependent the situation. For you to become an exceptional leader, these six styles need to be studied and brought into your repertoire of leadership styles. Too often we rely primarily on one style, often with a second fall back style.

The research shows that such leaders do not achieve excellent results. We believe that these leadership styles are as critical to the success of a dental practice for leading both your team and your patients as they are for business executives. To effortlessly access these styles we must have or develop the underlying emotional competencies

The Leadership Styles...

## **VISIONARY**

Leader's modus operandi: Mobilizes people toward a vision.

Style in a phrase: *"Come with me!"*

Underlying E.I. Competencies: Self-confidence, empathy & change catalyst

Builds Resonance by: Moving people toward a shared vision.

When Appropriate: When changes require a new vision, or when clear direction is needed. Overall impact on climate: Most strongly positive

## **COACHING**

Leader's modus operandi: Develops people for the future.

Style in a phrase: *"Try this."*

Underlying E.I. Competencies: Developing others, empathy, service & self-awareness

Builds Resonance by: Connecting what a person wants to the organization's goals.

When Appropriate: To help an employee improve performance, release potential, develop long-term strengths.

Overall impact on climate: Positive

## **AFFILIATIVE**

Leader's modus operandi: Creates harmony & builds emotional bonds.

Style in a phrase: *"People come first."*

Underlying E.I. Competencies: Empathy, building bonds, teamwork & collaboration

Builds Resonance by: Creating harmony by connecting people.

When Appropriate: To heal rifts in a team or to motivate people during stressful times.

Overall impact on climate: Positive

## **DEMOCRATIC**

Leader's modus operandi: Forges consensus through participation.

Style in a phrase: *"What do you think?"*

Underlying E.I. Competencies: Teamwork, collaboration, service & communication

Builds Resonance by: Valuing people's input & getting commitment through participation.

When Appropriate: to build buy-in or consensus or to get input from valued others/employees

Overall impact on climate: Positive

## **PACESETTING**

Leader's modus operandi: Sets high standards for performance.

Style in a phrase: *"Do as I do, now!"*

Underlying E.I. Competencies: Conscientiousness, achievement & initiative

Builds Resonance by: Meeting challenging & exciting goals.

When Appropriate: To get high-quality results from a motivated & competent team.

Overall impact on climate: Often highly negative because of poor execution & overuse.

## **COMMANDING**

Leader's modus operandi: Demands immediate compliance.

Style in a phrase: *"Do what I tell you, now!"*

Underlying E.I. Competencies: Achievement, initiative & self-confidence

Builds Resonance by: Soothing fears & giving clear directions in an emergency.

When Appropriate: In a crisis, to kick-start a turnaround, or to deal with problem employee.

Overall impact on climate: Because so often misused, highly negative.

<sup>1</sup> Daniel Goleman, Leadership That Gets Results, HBR, March-April 2000, HBR Reprint #R00204

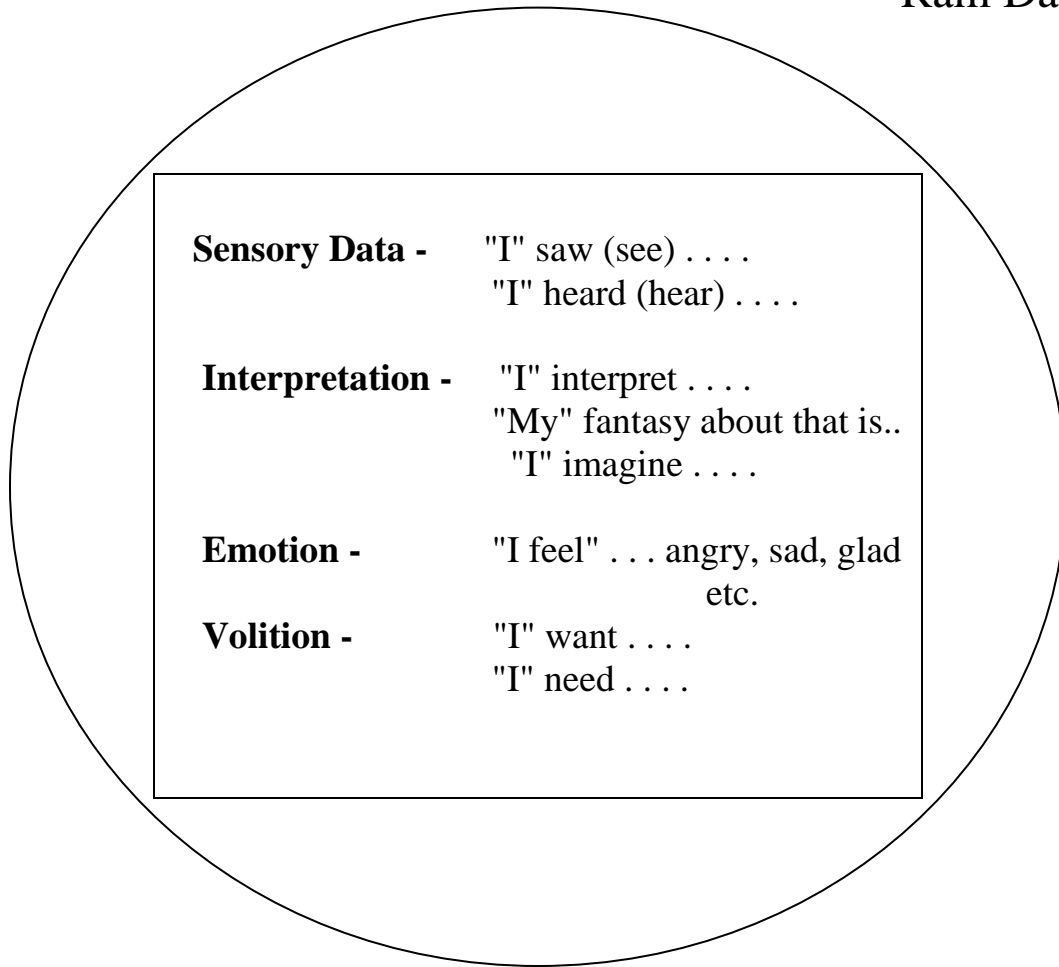
***A Critical E.I. Competency is Listening – & there are four ways to listen with the Most Powerful Type of Listening being – Active Listening – The listener reflects not only what is said, but especially... the emotions expressed by the speaker.***



# THE AWARENESS WHEEL

"One moment of true Awareness can change the most stuck relationships"

~ Ram Dass



From the book *Alive and Aware* by Miller, Sherod, (New York, Farrar, Straus & Giroux 1983

**A good way to begin –**

“I have a problem that I need to speak with you about. Is now a good time?”

Or

“I have a problem with which I need your help. Is now a good time?”

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