

Emotional Intelligence: How to Increase Your EI



Workbook

October 2018

The Five Areas of Emotional Intelligence

Personal – How we manage ourselves

1. Self-Awareness
2. Self-Regulation
3. Motivation



Social Skills – How we handle relationships with others

1. Social Skill
2. Empathy

The Five Areas of Emotional Intelligence

#1 - Self-Awareness



The ability to know one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others while using gut feelings to guide decisions.

The Five Areas of Emotional Intelligence

#2 - Self-Regulation



Involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.

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#3 - Motivation



Motivated by things beyond external rewards; have a passion to fulfill their own inner needs and goals.

The Five Areas of Emotional Intelligence



#4 - Social Skill

Social skills encompasses a wide range of relationship and interpersonal skills. These range from leadership through to influencing and persuading, and managing conflict, as well as working in a team.

The Five Areas of Emotional Intelligence

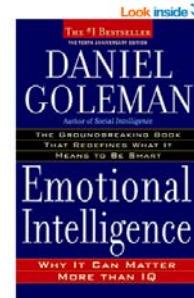
#5 - Empathy



Empathy is an awareness of the needs and feelings of others both individually and in groups, and being able to see things from the point of view of others.

Resources

1. Daniel Goleman's Book: *Emotional Intelligence: Why It Can Matter More Than IQ*



2. UMMS Compensation Website –
<https://umassmed.edu/hr/compensation>

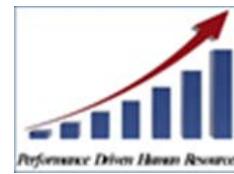
- UMMS Core Competencies
- Dept. & Position Specific Competencies
- Core Competency Worksheet

3. UMMS Learning & Development Website –
<https://umassmed.edu/hr/learninganddevelopment/course-offerings/>

- UMMS Competency Model Training Webinar (within Professional Development)

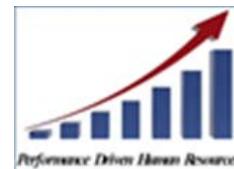
Core Competencies (expectations for <u>all</u> UMMS employees):	
ACCOUNTABILITY	
Holds self and others accountable for measurable, high-quality, timely, and cost effective results	
Consistently demonstrates energy, enthusiasm, and maximum effort in completing responsibilities	
Demonstrates flexibility in response to changing priorities	
Accepts personal responsibility for own actions, including errors	
Supports other team members by prioritizing and altering daily routines to complete assignments	
Complies with established policies, procedures, and rules	
Participates in cross-functional teams and works effectively with employees from diverse backgrounds	
INITIATIVE	
Takes prompt action to accomplish tasks and meet goals and objectives	
Completes assignments with minimal direct oversight	
Utilizes equipment, supplies, and technology to achieve maximum efficiency	
Recommends process improvements within department and organization	
Collaborates with other employees and departments as needed	
Actively participates in the development and achievement of team goals	
PROBLEM SOLVING/DECISION MAKING	
Identifies and analyzes problems weighing the relevance and accuracy of available information and recognizing one's filters, privileges, biases, and cultural preferences	
Generates and evaluates alternative solutions and makes effective and timely decisions	
Reviews the effects and implications of decisions and takes appropriate follow up actions	
QUANTITY/QUALITY of WORK	
Pays close attention to detail	
Strives to achieve accuracy and consistency in all tasks	
Organizes work to achieve maximum productivity	
Actively applies strategies and tactics that routinely deliver results	
Follows all safety rules, proactively works to prevent accidents, and encourages the use of sound judgment in order to comply with departmental and UMMS safety policies and procedures	
Produces a consistently high volume of work that also meets quality standards	
SERVICE ORIENTATION	
Applies effective interpersonal and problem-solving skills when responding to clients	
Treats all of our diverse internal and external clients with respect and courtesy	
Understands the needs and expectations of diverse clients and anticipates how to fulfill them	
Demonstrates cultural sensitivity and competence when interacting with clients, fellow employees, and guests	
Takes personal responsibility applying proactive, solution focused approaches in responding to client needs	
DIVERSITY & INCLUSION	
Understands how social group identities shape the settings in which we work	
Demonstrates self-awareness and the ability to see other points of view, valuing diverse experiences and ways of knowing	
Negotiates conflict and facilitates discussions with culture competence and cultural humility	
Shows commitment to continuous learning/improvement in managing diversity	

Leadership/Management (for those with supervisory responsibilities)
Sets clear priorities, goals and expectations and provides timely, constructive, and balanced feedback in holding staff members accountable
Delegates effectively and empowers team members and flexes style when faced with diverse teams understanding and effectively managing complex group dynamics and diverse perspectives
Manages performance problems and team conflicts skillfully
Demonstrates effective mentoring, developing and motivating skills
Inspires and fosters team commitment, spirit, pride and trust and is attentive to the well-being of her/his staff
Takes a long-term view building a shared vision with staff in planning, decision making, and process improvement
Acts as a positive role model
Ensures that diverse, talented employees are appropriately recruited, selected, oriented, and acclimated to the organization

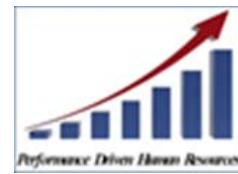


UMMS Position Specific Competency Master List

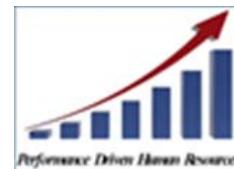
1. **Accounting** - Knowledge of traditional accounting practices including accrual, obligations, and costs methods.
2. **Budget Administration** - Knowledge of the principles and practices of budget administration and analysis; including preparing, justifying, reporting on, and executing the budget.
3. **Clerical** - Knowledge of filing, typing, entering data, maintaining records, taking shorthand, and using and completing forms.
4. **Coaching and Motivating** - Works to improve and reinforce performance of others. Facilitates their skill development by providing clear, behaviorally specific performance feedback, and making or eliciting specific suggestions for improvement.
5. **Communications and Media** - Knowledge of the production, communication and dissemination of information and ideas to inform and entertain via written, oral, and visual media.
6. **Computer Skills** - Uses computers, software applications, databases, and automated systems to accomplish work.
7. **Conflict Management** - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter -productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
8. **Confidentiality** - Respects and adheres to ethical principles and confidentiality regarding any sensitive information or documents used as part of professional activity.
9. **Conscientiousness** - Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.
10. **Continual Learning** - Assesses and recognizes own strengths and weaknesses; pursues self – development.
11. **Creativity and Innovation** - Develops new insights into situations. Questions conventional approaches. Encourages new ideas and innovations. Designs and implements new or cutting edge programs/processes.
12. **Data Analysis** - Identifies and reports key metrics, statistics, data trends, and abnormalities using tools such as Excel, SAS, SQL, R and Access.
13. **Data Security/Confidentiality** - Understands the importance of protecting confidential data and the security of systems and fully complies with all legal, regulatory, and organizational policies.
14. **Dependability** - Arrives on time to work, meetings and appointments. Adheres to schedule. Follows up on decisions, actions, and commitments.
15. **Developing Others** - Develops the ability of others to perform and contribute to UMMS by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.



16. **Entrepreneurship** - Positions UMMS for future success by identifying new opportunities. Builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
17. **Execution** - Actively implements strategies that routinely deliver results. Anticipates and surmounts any obstacles that might get in the way of achieving stated objectives.
18. **External Awareness** - Understands and keeps up -to -date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
19. **Facilitation** - Directs group discussions to identify key issues, to examine options and evidence, and to build consensus around potential solutions.
20. **Financial Management** - Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results.
21. **Flexibility** - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
22. **Grants Management** - Knowledge of requirements, practices, and procedures for soliciting, receiving, reviewing, and processing proposals, and awarding and administering grants and agreements.
23. **Health Care Financing Knowledge** - Understanding the variety of methods by which health care is paid for, particularly in regard to populations who have low incomes, disabilities or are otherwise reliant on public programs.
24. **Health Care System Knowledge** - Understanding of how the health care is organized and delivered in the U.S., particularly in regard to populations who have low incomes, disabilities or are otherwise reliant on public programs.
25. **Influencing/Negotiating** - Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals.
26. **Integrity/Honesty** - Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
27. **Interaction with Others** - Works cooperatively and collegially with others to share appropriate information, authority, responsibility, and resources. Treats others with respect and dignity.
28. **Interpersonal Communication** - Connects effectively with others in person. Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
29. **Job Knowledge** - Understands job responsibilities and scope of authority. Understands and applies functional concepts and skills necessary to accomplish job tasks.
30. **Learning** - Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development.



31. **Legal Analysis** - Familiarity with state and federal health care laws; ability to draft and interpret legislation, regulations, contracts and other legal documents.
32. **Leveraging Diversity** - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of UMMS.
33. **Listening** - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations, along with the ability to recall information.
34. **Manages Resources** - Selects, acquires, stores, and distributes resources such as materials, equipment, or money.
35. **Managing Client Relationships** - Understands the techniques required to develop, maintain and manage business relationships to implement and manage projects and to identify new business opportunities.
36. **Negotiation** - Works with others towards an agreement that may involve exchanging specific resources or resolving differences.
37. **Partnering** - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
38. **Policy Analysis** - Knowledge of the public policy process and the ability to develop and assess public policies using tools such as (but not limited to) literature review, qualitative and quantitative data gathering and analysis, statistics, and cost -benefit analysis.
39. **Political Savvy** - Identifies the internal and external politics that impact the work of UMMS. Perceives organizational and political reality and acts accordingly.
40. **Professional Credibility** - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
41. **Professional Presence** - Presents oneself through dress, demeanor and interpersonal behavior in a manner that conveys knowledge, perspective, honesty, openness, self -assurance, and poise, and that inspires trust and confidence in others.
42. **Project Management** - Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
43. **Promoting Collaboration** - Looks for opportunities to make connections with other areas within UMMS. Considers and includes internal stakeholders from across the enterprise when planning and making decisions in which they have an interest.
44. **Promoting Engagement** - Encourages and inspires others to give their best effort each day, commit to UMMS's goals and values, and contribute to UMMS success.
45. **Public Presentation** - Makes clear and convincing oral presentations to individuals and groups. Listens and responds effectively to questions. Clarifies information as needed.
46. **Quality and Process Improvement** - Identifies and implements process improvement strategies resulting in continuous quality improvement.



47. **Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
48. **Research** - Knowledge of the scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.
49. **Resilience** - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
50. **Results Orientation** - Focuses on desired results and sets and achieves challenging goals. Defines all related tasks and activities in terms of how they contribute to the results to be achieved.
51. **Speaking** - Uses correct English grammar to organize and communicate ideas in words that are appropriate to listeners and situations; uses body language appropriately.
52. **Strategic Thinking** - Formulates objectives and priorities, and implements plans consistent with the long -term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
53. **Stress Tolerance** - Deals calmly and effectively with high stress situations (for example, tight deadlines, hostile individuals, emergency situations, dangerous situations).
54. **Teaching Others** - Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
55. **Team Building** - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
56. **Technology Management** - Keeps up to -date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
57. **Vision** - Takes a long -term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
58. **Visual Display of Data** - Presents complex data, analyses, and information in easily understood formats.
59. **Working Effectively on a Team** - Promote a spirit of cooperation with other members of the work group. Champion an environment that supports effective teamwork. Have the trust and respect of the team. Foster an environment of collaboration.
60. **Written Communication** - Writes in a clear, concise, organized, and convincing manner for the intended audience.

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