

Part time &  
Full time

Clinical &  
Non Clinical

We are All  
in this  
Together

Junior &  
Senior

Everyone



# “The Way We Do Things Here”



## Webinar 1 - Junior/Mid Leadership

A motivational quote by Cari Deane is centered on a background of a beach with waves. The text is in a dark, sans-serif font. The quote reads: "JUST BREATHE. You are strong enough to handle your challenges, wise enough to find a solution to your problems, and capable enough to do whatever needs to be done." Below the quote, the author's name "Cari Deane" is written in a cursive font, and the website "tinybuddha.com" is written in a small, lowercase font.

**JUST BREATHE.**  
You are strong enough to  
handle your challenges,  
wise enough to find  
a solution to your problems,  
and capable enough to do  
whatever needs to be done.

*Cari Deane*

tinybuddha.com

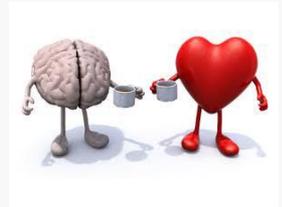
Deep breaths calm you, clearing out the stale air and taking in lungfulls of fresh air, means more oxygen to your brain. When things are tough that's a good thing!

The logo for Sue Simpson features a stylized red 'S' with a small figure of a person sitting on top of it. To the right of the 'S' is the name 'SUE SIMPSON' in a red, serif font.

SUE SIMPSON

# Specifics for this Learning Intervention

The anticipated outcomes are:



- ✓ The involvement of all in the building, maintenance and further development of a working environment that supports staff wellbeing, staff engagement and enhanced morale and creates cohesion and mutual respect; all of which underpin excellence in patient experience and organisational effectiveness.
- ✓ An approach to leadership at all levels that models and supports all of the above and demonstrates a duty of care to staff and a commitment to professional and organisational values.
- ✓ Action plans, personal & team.



# Content for this Learning Intervention

We will:-

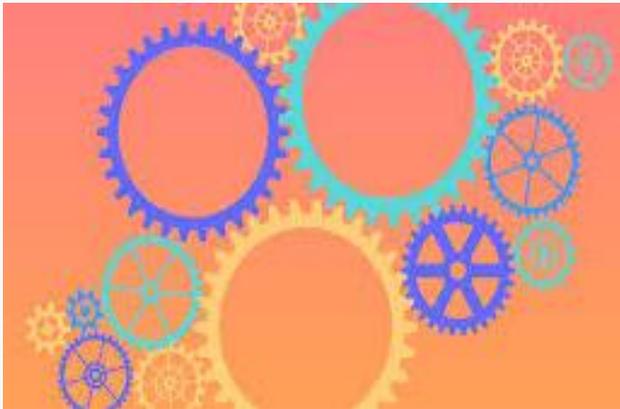
- ✓ Identify the practical characteristics of an emotionally literate environment in everyday work. How it could look like in practice and how we would know we were moving in the right direction.
- ✓ Explore the EI capabilities valued in such an environment and how to enhance these, offering opportunity for everyone.
- ✓ Move to planning and action.



# Today

We will:

- Outline the principles and process of this development project.
- Review and refresh previous Emotional Intelligence content.



# Process

## For you:

One 45 minute webinar every month for four months.

Content linked to EI and the creation of an emotionally literate culture.

A recording link if you miss a live webinar. Please request it.

Your input to the content is encouraged and welcomed.

Three small group sessions (seminars) facilitated by internal facilitators, approximately 45 mins, over the 4 months for discussion, exchange ideas and good practice. Registration link will be sent immediately after this webinar, Team link will be on the email sent once you've registered. Each seminar will have a different Teams link. Look out for it.

## The Plan

GROUP	WEB 1	WEB 2	WEB 3	WEB 4
SENIOR TEAM	Wed 20 Oct 1pm	Wed 17 Nov 1pm	Wed 15 Dec 1pm	Wed 12 Jan 1pm
JUNIOR/MID LEADERSHIP	Wed 27 Oct 9am	Tues 23 Nov 3pm	Wed 15 Dec 9am	Tues 18 Jan 3pm
FIRST LEVEL	Tues 2 Nov 9am	Wed 1 Dec 3pm	Tues 11 Jan 9am	Wed 16 Feb 3pm

# Seminar Dates

AFTER WEB 1		AFTER WEB 2		AFTER WEB 3		AFTER WEB 4	
2 Nov	9am	30 Nov	9am	16 Dec	9am	25 Jan	9am
2 Nov	3.30pm	30 Nov	3.30pm	16 Dec	1pm	25 Jan	3.30pm
3 Nov	1pm	1 Dec	1pm	21 Dec	9am	26 Jan	1pm
3 Nov	4pm	1 Dec	4pm	21 Dec	3.30pm	26 Jan	4pm
4 Nov	9am	2 Dec	9am	22 Dec	9 am	27 Jan	9am
4 Nov	1pm	2 Dec	1pm	11 Jan	9am	27 Jan	1pm
8 Nov	1.30pm	3 Dec	9am	11 Jan	1pm	28 Jan	9am
9 Nov	1.00	7 Dec	1pm	11 Jan	4pm	1 Feb	9am
10 Nov	3.30	7 Dec	3.30pm	12 Jan	9am	1 Feb.	3.30pm
11 Nov	9am	8 Dec	9am	12 Jan	1pm	2 Feb	9am
11 Nov	3.30pm	8 Dec	1pm	12 Jan	3.30pm	2 Feb	1pm
16 Nov	1.00	8 Dec	4pm	13 Jan	1pm	2Feb	4pm
17 Nov	9am	9 Dec	9am	13 Jan	4pm	3 Feb	9am
18 Nov	9am	9 Dec	3.30pm	14 Jan	9am	3 Feb	1pm
18 Nov	3.30					4 Feb	1.30pm

# Seminar Outcomes and Process

## Seminar Outcomes

The anticipated outcomes from the seminar sessions are that you will;

- ✓ Feel this is a safe and supportive environment.
- ✓ Share good practice.
- ✓ Be encouraged to put your learning into practice, discussing actual and potential opportunities.
- ✓ Be motivated and energised to take action.

## Behaviours that will promote your success.

The seminars give us the opportunity to work together and model the behaviour we would welcome in all our everyday work.

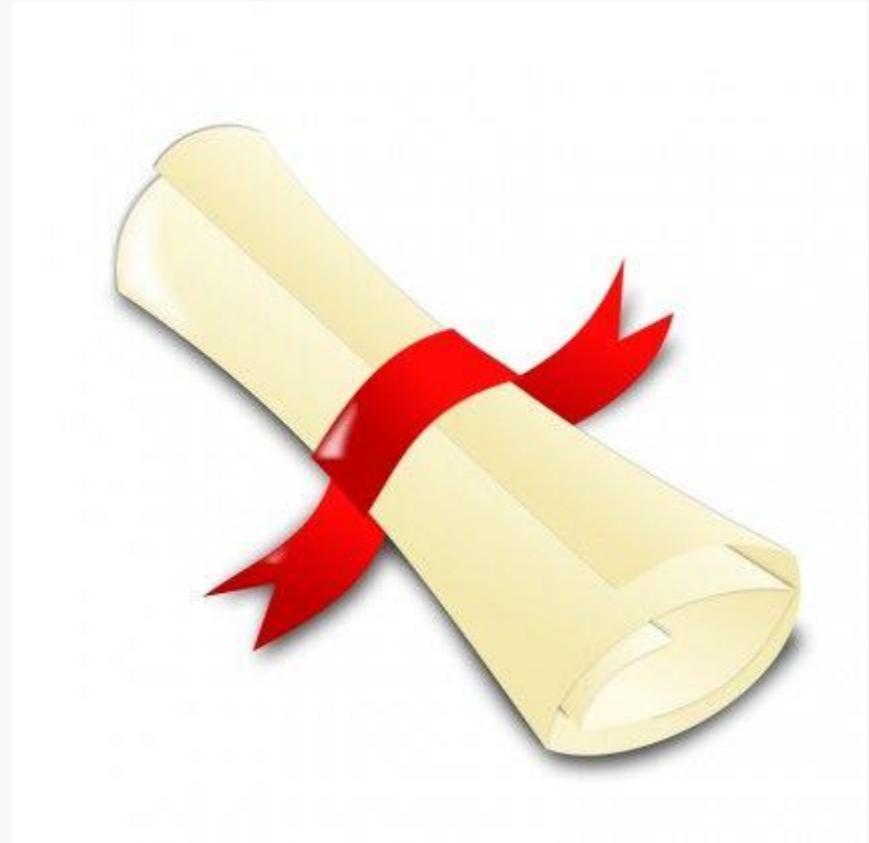
So we will all be present on the call to start on time, bringing energy to participate and take an equal share of accountability (responsibility) for progress.



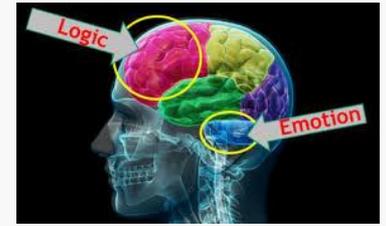
# CPD Certificate

A CPD certificate will be issued on completion of 4 webinars and 3 seminars.

If you listen to the recording you will still qualify for certification if you confirm your learning from it, via email.



# An Emotionally Literate Environment



*“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.”*

*Dale Carnegie*

- People create culture and are influenced by culture.
- An emotional culture exists in the organisation irrespective of whether we acknowledge it or not.
- Cognitive culture is about thinking; emotional culture is about feeling.
- Emotional culture - the 'shared affective (meaning feeling, moods or attitudes) values, norms, artefacts and assumptions that govern which emotions people have and express at work and which ones they are better off suppressing.
- An emotional culture is more likely led by individuals themselves, rather than being prescribed by the organisation.

# Emotional Culture Matters

In a strong emotional culture, staff genuinely experience happiness, delight, and excitement at work and share the emotions that their colleagues experience (because emotions are contagious) and internalise these emotions as their own. Even if some employees do not feel the same emotion as the majority, they tend to engage in “norm compliance” to meet the group expectation.

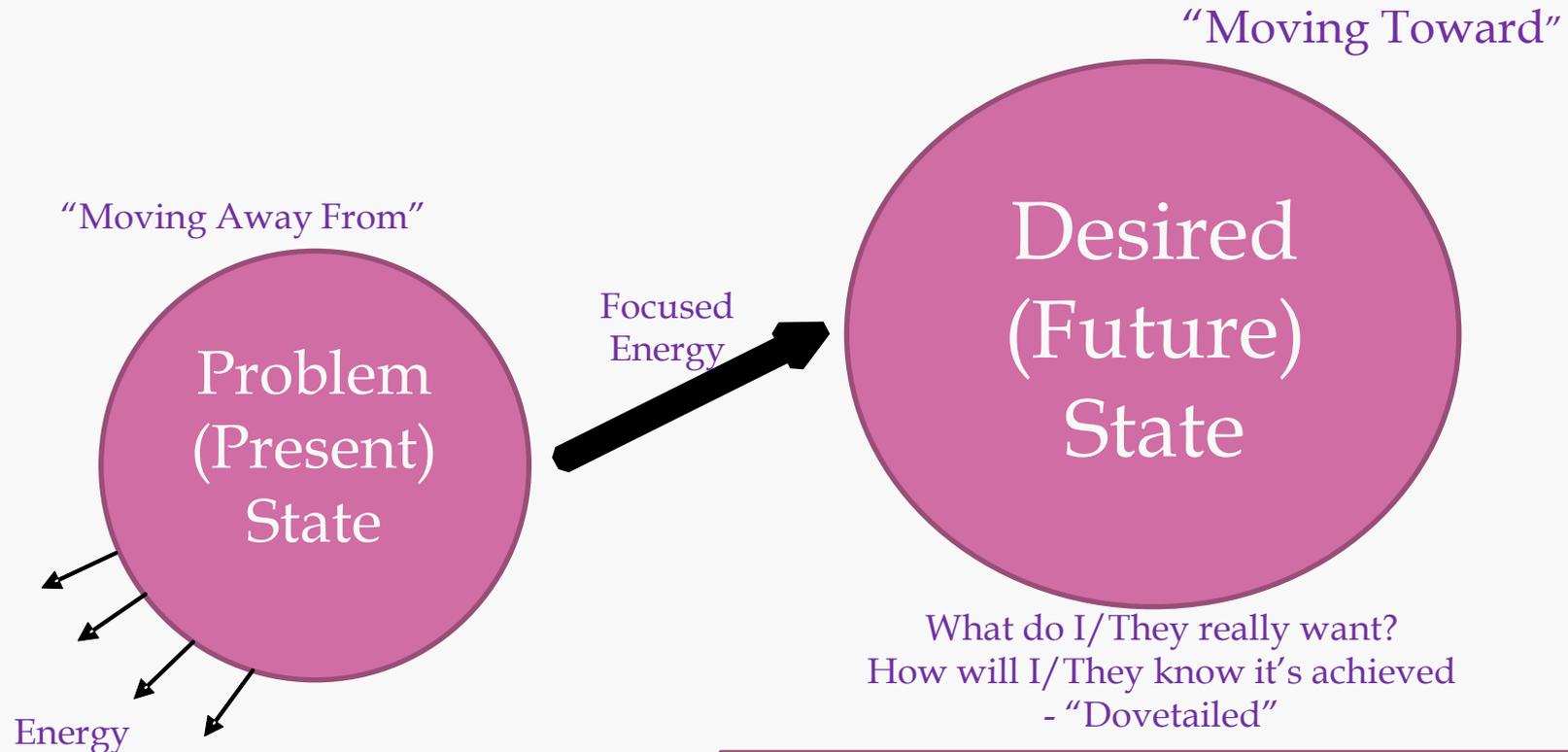
## We need to:-

- Recognise and understand the important role emotional culture plays in fostering positive employee attitudes and generating supportive employee behaviours.
- Not only care about employees’ emotional well-being but also cultivate an emotional culture infused with positive emotions.

**THAT’S WHAT WE ARE DOING NOW!**



# Outcome Thinking



The major motivational difference between:  
“Moving Towards”  
and  
“Moving Away From”

# The features of an emotionally literate environment include:

- ✓ A calm, happy, welcoming and safe environment in which adults are happy to work.
- ✓ All will recognise and understand their feelings and so become more adept at handling and expressing them appropriately.
- ✓ Leadership and management are committed to improving the health and well-being of all staff.
- ✓ A physical and psychological environment that supports emotional well-being.
- ✓ Ongoing work to eliminate discrimination and stigma.
- ✓ A clear set of values and principles that underpin the work, with all kinds of participation and success being celebrated and valued.
- ✓ Positive and trusting relationships throughout the Service based on mutual respect, recognition of individual need and the promotion of self-confidence and self-esteem.
- ✓ Emotionally literate individuals who model emotionally literate behaviour in working with each other and with patients and families.
- ✓ Positive rules and positive approaches to problem management, with participation in rule making encouraged and clarity about negotiable and non-negotiable rules.
- ✓ The contributions of everyone are welcomed and valued.

**This is an ideal world model – one that we will aspire to and work towards, rather than one that is likely to be wholly achieved straight away. It is worth recognising how far we have already come.**



# How will we know we are moving in the right direction?



What could our performance indicators be?

Behavioural indicators are **clusters of effective behaviours** eg **Here are a few important ones:**

- Being a positive influence on other people and their motivation.
- **Setting an example.**
- Recognising the achievement of staff.
- **Communicating with others, sharing and building knowledge with others.**
- Collaborating with others across the organisation, offering assistance and actively being helpful where needed.

**Avoid too many measurements**

- Levels of compliance
- Patient experience
- Safety/Risk

**Analyse all parts of the system**

**Set Benchmarks & Track Progress**



# Journeys

What did we learn?

What worked?



What new ideas have we got?

What can we do better?

**How can we use this learning to create our emotionally literate environment?**

“Whenever you find yourself doubting how far you can go, just remember how far you have come. Remember everything you have faced, all the battles you have won, and all the fears you have overcome.”

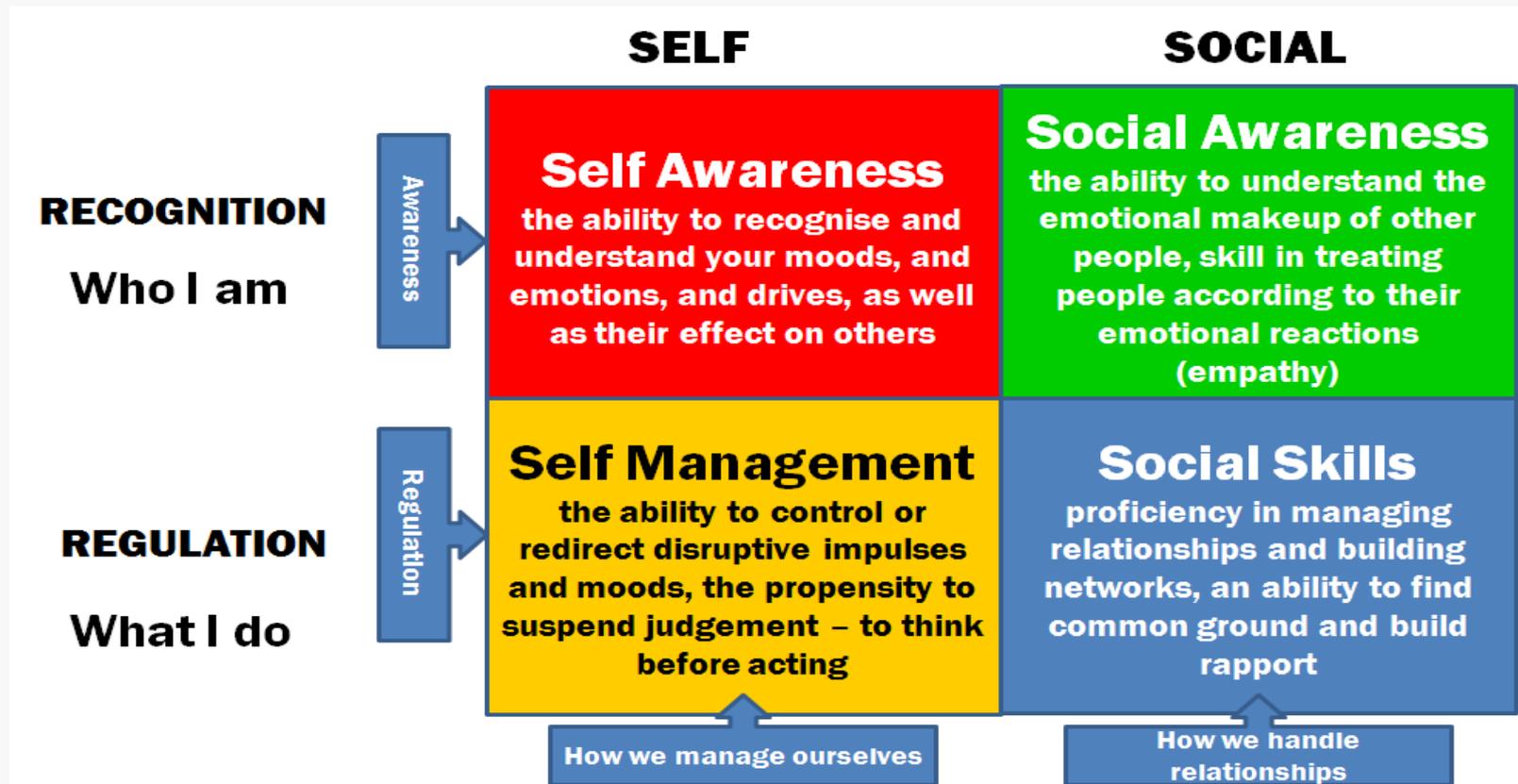


*Anonymous*

# Emotional Intelligence

Goleman defines Emotional Intelligence as:

*“The capacity for recognising our feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in relationships.”*



# Emotional Intelligence

	Recognition	Regulation
Personal Competence	<p><b>Self-Awareness</b></p> <ul style="list-style-type: none"> <li>✓ Self-confidence</li> <li>✓ Awareness of your emotional state</li> <li>✓ Recognizing how your behavior impacts others</li> <li>✓ Paying attention to how others influence your emotional state</li> </ul>	<p><b>Self-Management</b></p> <ul style="list-style-type: none"> <li>✓ Getting along well with others</li> <li>✓ Handling conflict effectively</li> <li>✓ Clearly expressing ideas and information</li> <li>✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully</li> </ul>
Social Competence	<p><b>Social Awareness</b></p> <ul style="list-style-type: none"> <li>✓ Picking up on the mood in the room</li> <li>✓ Caring what others are going through</li> <li>✓ Hearing what the other person is "really" saying</li> </ul>	<p><b>Relationship Management</b></p> <ul style="list-style-type: none"> <li>✓ Getting along well with others</li> <li>✓ Handling conflict effectively</li> <li>✓ Clearly expressing ideas/information</li> <li>✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully</li> </ul>

# Emotional Intelligence - Interesting Positive Facts

- EI is responsible for 58% of job performance, while IQ accounts only for 4-25% of it. More than 90% of high performers have above average EI (Schmidt, 2012).
- Supervisors with high EI are four times less likely to lose staff than those with low EI scores and are more likely to develop increased employee engagement.
- Losing top performers cost 150% or more of an individual's base line salary, as well as the cost of losing those critical skills. Positive engagement with strategic recognition, results in significantly improved performance.
- EI can help improve public image. A study of malpractice lawsuits showed that surgeons who spent an extra 3 minutes comforting and being supportive towards their patients, were less likely to be sued (Freedman, 2014).
- Global EI average rose by 30% during five consecutive years (2003-2008) (Van Camp, 2012).
- Finally, unlike IQ, EI can be improved! This phenomenon is called 'brain plasticity' (Bradberry,). So we can increase our EI level by practicing emotionally intelligent behaviour until it becomes our habit and second nature. EI development can lead to significant, sustained changes in EI and performance at work, (eg. EI improvement up by 18%, identifiable changes in evidence two years later.)



# .... And More, The Concerning Ones

- EI impacts on careers: 75% of them get derailed for reasons related to EI.
- EI impacts on the an organisation's effectiveness, research showed that 70% of reasons for dissatisfied clients were EI-related, there are direct ties between EI and measurable organisational performance.
- EI affects health: physical, psychosomatic and mental (Schutte N. , Malouff, Thorsteinsson, Bhullar, & Rooke, ). Emotional intelligence helps us to deal with negative emotions; people who experience uncontrollable destructive emotions on a regular basis have 19% higher chances of heart diseases(Kam,), and a frightening 70% higher chances of developing cancer (Hagan,)!
- The core of emotional intelligence is understanding one`s emotions and emotional states of others. Unfortunately, only 36% of people can recognise their emotions accurately and quickly. (Bradberry & Greaves)
- Individuals have a better understanding of rights and the way they want to be treated, Sturrock, Francis enquiry and recent Whistleblowing legislation are having an impact.



# What will an emotionally literate environment offer us?

Decreased occupational stress

Increased personal wellbeing

Reduced staff turnover

Increased leadership ability

Increased team performance

Enhanced personal performance



Improved professional and personal relationships

**“Life is not always the way you want it to be.  
It is the way it is.  
The way you cope with it, is what makes the  
difference!”**



*“I am in  
charge of  
how I feel.”*

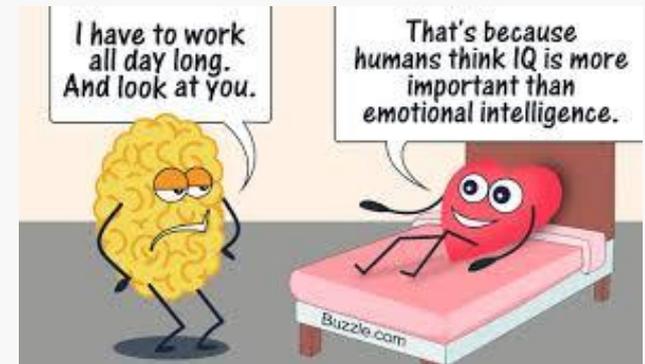
*It's not what is happening  
to you, but how you  
interpret what happens to  
you, that actually makes all  
the difference.*

*“Everything in your  
life is a reflection of  
a choice you have  
made. If you want a  
different result,  
make a different  
choice.”*

# Professional Success Is Built On Interpersonal And Personal Skills As Well As Cognitive Abilities

Daniel Goleman found:

- Intellect was a driver of outstanding performance.
- Cognitive skills such as big-picture thinking and long-term vision were particularly important.



EI proved to be twice as important as these for jobs at all levels.

“IQ may get you hired but EI gets you promoted.”

# Traits Shared By People With High EI

They-

- ✓ Manage themselves, not venting their frustration on others.
- ✓ Are difficult to offend.
- ✓ Have self awareness of their real, not perceived, strengths and weaknesses.
- ✓ Have an enhanced ability to handle their emotions & understand those of others.
- ✓ Have enhanced empathy.
- ✓ Motivate themselves and create a motivational environment for others.
- ✓ Coach and encourage others.
- ✓ Develop good working relationship and are curious about others, increasing personal influence.
- ✓ Build networks and promote partnerships.
- ✓ Shake off negative feelings & bounce back more quickly, their focus is on the positive.
- ✓ Use energy more effectively, increasing productivity.
- ✓ Demonstrate enhanced leadership.
- ✓ See change as a welcome part of life.
- ✓ Do not live in the past.
- ✓ Create and maintain boundaries.
- ✓ Are not perfect!

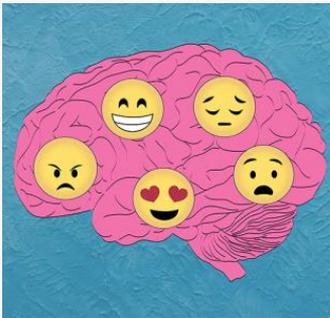


# Emotionally Expressive

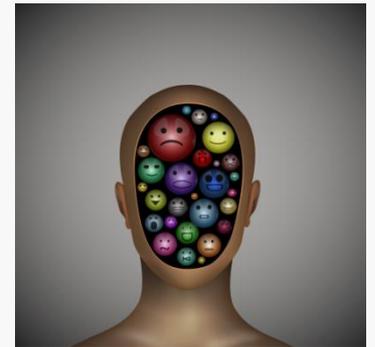
Emotions are your personal response to how you feel about what is happening in your world or in your head.

Being emotionally expressive is knowing what you are feeling and finding appropriate ways to let others know how you are feeling.

The better you are able to identify emotions in yourself and others, understand the context of emotions at a given time, and appropriately express emotions, the healthier you and your relationships will be.



  
SUE SIMPSON



# Aside from your exceptional clinical skills, what do you think would make this a great place to work?



Which of these are currently and consistently in place?

What is missing?

What can we do about that?





# The Health Sector

People in the health sector generally scored higher in aspects of relationship management such as regard for others, emotional expression, conflict handling and interdependence but were lower in self-regard. Low self-regard may indicate putting oneself second and not taking care of one's own needs.

Self-regard is closely related to morale.

A person's self-regard is closely related to meeting their emotional needs; if an individual feels that their work lacks meaning, they are undervalued, treated unfairly, and lack autonomy then this will undermine their morale and self-esteem.



# Leadership And EI - Some Thoughts

- Leaders today need to inspire and engage their people differently, accepting that the traditional command and control approach no longer works if they are to keep pace with the speed of disruption and change in the world.
- A leader's identity today is more about communicating the vision, connecting an individual's role to the overall objectives of the Service, integrating different perspectives, being comfortable with ambiguity and uncertainty, asking questions, listening and empowering their people.
- Leaders with EI invest time and effort in their team members to help establish future goals. They become a coach and mentor, helping them with opportunities to achieve what they are looking for within the organisation. This is highly motivational for employees.
- Lack of leadership is identified as the primary obstacle to organisational success.
- Leadership is cited as the number one success factor in driving change at work, that is directly linked to the leaders' personal capabilities.
- Leadership is a "people business" and emotional intelligence is the missing link. EI helps leaders know themselves and use their own strengths – and work with and through people effectively.
- Key responsibilities of leadership are setting direction and enrolling people. Emotions are central to both these activities: Emotions MOVE people.
- In challenging times, real leadership is required. That means understanding how people really work.
- Leaders have a key role in team member performance; the communication skills and personal warmth of an employee's leader are crucial in fulfilling this role, the quality of the leader may be more important than the experience and individual attributes of the workers themselves.



# How can Leaders Influence Emotional Culture?

## Enable Emotional Literacy

We can start to take into account how people might be feeling and give opportunity to talk and explore emotions, thus providing the basis for increased emotional literacy. We can start ourselves today by using more descriptive words about emotions in our communications and when interacting with our colleagues. We can also take some simple yet effective actions to bring more 'Feelings' words into conversations to the workplace.



## Give space to explore emotions

When we ask better questions about the emotions of our people - what they experience themselves and what they notice in others, we can then start to see the patterns of the current emotional culture. Building a vision around the desired emotional culture is what comes next, as is taking more deliberate actions to create more positive experiences and stop taking actions that bring about negative emotions.

## Increase empathy

Create opportunities to have discussions that you couldn't normally have in the workplace. Giving 'permission' to verbalise feelings, as well being able to hear and see the emotions and behaviours others are feeling or noticing. We can start to see things from a different perspective, hear how emotions play out for others and build empathy.

## Encourage positive role modelling

Leaders should role model and 'act into' pleasant emotions, which gives cause to those around them to do them same. I'm not saying that we shouldn't be authentic, that's a given, but do it in a way that still provides pleasant emotional experiences.

Where we have the ability to provide for more engaged and emotionally healthy employees, we need to take the opportunity to really find out what that looks like from the very people who experience it. By engaging with them in human way and talking about how emotions show up for them, we have the ability to really change the landscape of our organisations. And that's the power of emotions.

# And More

**Adopt an employee-centred communication approach** that is two-way; value listening, feedback, employee voice, and participation; and show genuine care for employees' interests and feelings.

**Promote a responsive, caring, compassionate, warm, and friendly leadership communication style** in day-to-day interactions across the organisation.

**Walk the talk by expressing positive emotions proactively**, which not only creates a positive emotional culture but also shows the genuine, authentic, human side of the leader.

**Utilise “high-touch” communication channels beyond high-tech media.** Leaders need to “humanise the message and the messenger through high-touch communication strategies...,” as “trust is built on human connections, not technology” (Scott, 2018). Despite the numerous benefits that come with workplace technologies, such as enterprise social media, the advantage of high-touch face-to-face channels in communicating complex emotions cannot be replaced.

**Foster collaboration among leaders at all levels**, to design and implement a system, work environment, and systems that acknowledge and respect emotions and reinforce the manifestation of positive emotional culture.



# As Leaders, how can we promote this Emotionally Literate Environment?

## Cultivate:-

**Self-awareness** - leaders aren't only self-aware; they also know how to recognise their emotions.

**Emotional management** - leaders are able to maintain their cool.

**Effective communication** - leaders are able to clearly express their thoughts.

**Social awareness** - leaders can realise what's going on and give valuable feedback.

**Conflict resolution** - leaders can effectively handle conflicts and offer a resolution.



As well as these EI traits, leaders need to be respected. These five traits support that:

1. Be polite and respectful - leaders treat everyone with common courtesy.
2. Show a willingness to change - leaders learn from their mistakes and failures so that you can grow.
3. Listen - leaders don't just listen, they ask about what's going on and for feedback.
4. Avoid excuses - leaders own up to their own mistakes.
5. Help others - leaders are always willing to lend a helping hand whenever someone needs it.

Remember, if you want your team to become more emotionally intelligent, then you must first work on building your own personal EI and being a leader that your team can respect and someone they can rally behind.

Identify team members' strengths and weaknesses. They're unique individuals with diverse skills, talents, and knowledge that could be beneficial to the overall goals. To make the most of every team member, get to know them better. Look beyond first impressions, encourage innovation, let your team members do the teaching, and offer recognition. When a team member does make a mistake, offer useful feedback so that the leader shows the person that they are more important than the process of merely being reprimanded.

# And More



## Spark passion

Energy is sagging at the moment so “spark passion”, the following will help:

- ✓ Recognise the accomplishments and hard work of your team members.
- ✓ Have a flexible and engaging work environment where teamwork is valued.
- ✓ Make sure everyone has a sense of purpose.

## Build team norms

“Group emotional intelligence is about small acts that make a big difference. It is not about a team member staying late to meet a deadline; it is about saying thank you for doing so. It is not about an in-depth discussion of ideas; it is about asking a quiet member for their thoughts. It is not about harmony, lack of tension, and all members liking each other; it is about acknowledging when harmony is false, tension is unexpressed, and treating others with respect.” *Druskat and Wolff “Building the Emotional Intelligence of Groups”*

Make sure that rules connect to values. When these guidelines support both your AHP and team members’ beliefs, they’ll be more inclined to jump to support and back these rules.

# Still More



## **Develop creative ways to manage stress**

Stress can lead to your employees getting burned out, as well as harm their overall health. So your team needs to be able to handle situations such as deadlines and grievances with other colleagues in a healthy way.

To help keep the stress levels down, try some of the following:

- ✓ Stick to schedules.
- ✓ Encourage team members to disconnect from work and take breaks.
- ✓ Discourage multitasking.
- ✓ Resolve conflicts.
- ✓ Be empathetic.

## **Encourage team members to have a voice**

- Support team members to develop stronger communication skills, encourage active listening and a better understanding of body language.
- Offer a channel to vent frustrations or concerns. However, don't let those negative emotions drag the entire team down. Instead, use it constructively so that your team can solve a problem together and work out a way to address the problem.
- Give your team the opportunity to share their ideas. Remember to ask and encourage quiet team members too.

**Encourage team members to stay connected in this remote world.**

# How can we influence these?

What can we do to build on what we have?

What do we need to start doing?

What do we need to stop doing?

What support do we need?

What are the first steps?

How will we measure our progress?

What do I need to do?

What **will** I do and when?



If we don't Do anything...

"OWWWWWWW"

.. nothing will change!

.. hey! you're sitting on a sharp tack!

.. yes! but I don't want to move.. so I'll just howww!!



# Core Working Principles



# Some Examples

- Plain speaking.
- Honesty.
- Focussing & sharing positivity.
- Sharing knowledge, making info. Available.
- Consistency & fairness.
- Communication.
- Demonstrate flexibility.
- Look after each other.
- Create a safe environment.
- Listen to each other.
- Less email and more direct communication.
- Fairness and equality for team members.
- Flexibility to deal with pressures.
- Regularly 'checking in' proactively with others.
- Ideas listened to, tested and changed if not working.
- Kind and respectful.
- Openness, transparency, honesty.
- Assertive conversations.
- Respect: is this a good time?
- Allowing folk to get it wrong.
- Supporting each other to get it right.
- Appropriate confidentiality – being explicit if it's okay to share, having permission.

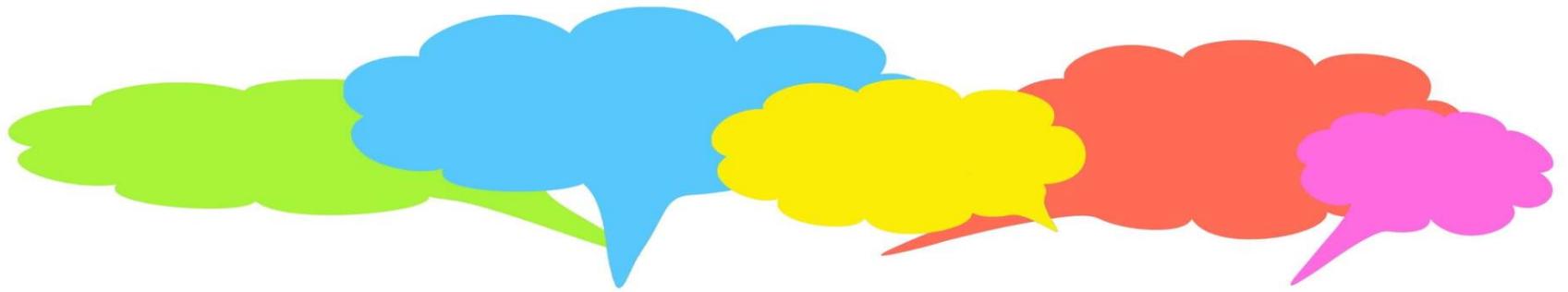




# “Take Aways”

- Identify key elements from this session that are important to you and this team.
- What do you want to do with these individually and collectively?
- Recognise the impact of not doing anything and the potential benefits of doing something.
- Take action. Lets start the discussion.





# feedback

What did you enjoy/find useful?

What could I do differently to improve your experience?

# Questions?



# Next Week

Positive  
inquiry

Inner  
Dialogue

Reframing

YOUR  
SUGGESTIONS

Anchoring

# Contact Details



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