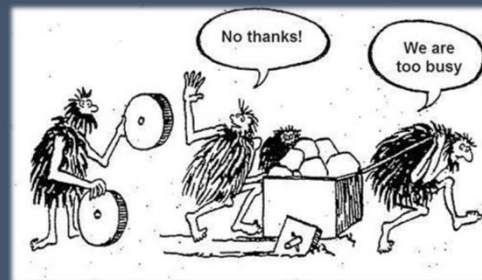


EMOTIONAL INTELLIGENCE & THE RISK MANAGER

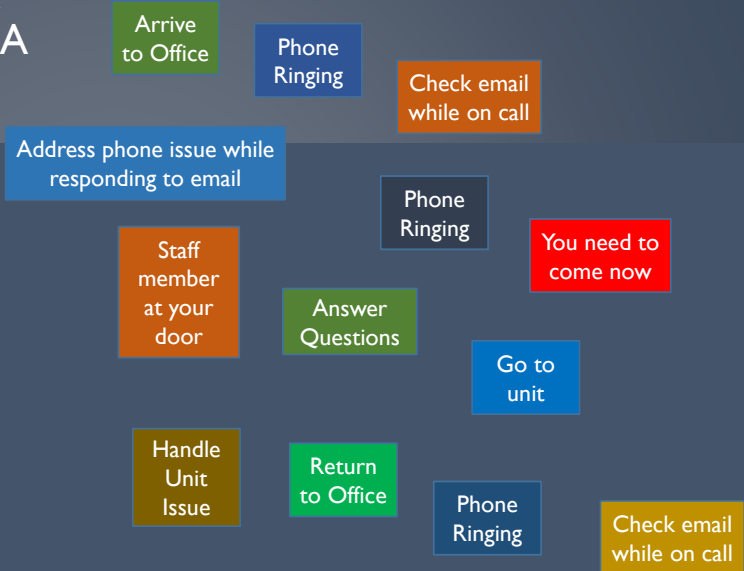
LISA RAMTHUN, RN, MSN, CPHRM, FASHRM

HISTORICAL PERSPECTIVE

- Long days – agenda never follows what you hoped it to be
- Extreme multi-tasking
- Frequent diversion from goals
- Low visibility – “lost in the front line”
- Seen as reactive; seen as a ‘cost’ department
- Viewed as the naysayer
- Rewarded for problem solving – validates role



CURRENT STATE OF RISK MANAGEMENT CHAOS IN A TYPICAL DAY



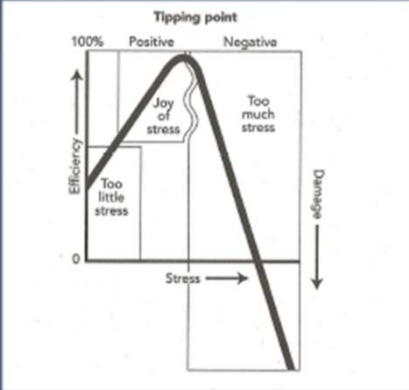
CURRENT STATE OF RISK MANAGEMENT CHAOS IN A TYPICAL DAY



What other things drain your time?



MANAGING STRESS



Reference: Walton, David. Emotional Intelligence.

Some stress is needed for optimal efficiency and functioning

Too much stress can become damaging; to ourselves and others

Risk Management is about juggling and shifting priorities, but we must work to avoid too much stress and/or prolonged periods of stress

WHAT IS EMOTIONAL INTELLIGENCE? (EQ)

EQ is defined as a set of competencies demonstrating the ability one has to recognize their behaviors, moods, and impulses and to manage them best according to the situation.

PERSONALITY VS EMOTIONAL INTELLIGENCE



PERSONALITY

- Emotions, thoughts, and behavior patterns unique to an individual
- Influences one's tendencies, such as a preference for introversion or extroversion
- Personality can't be used to predict EQ



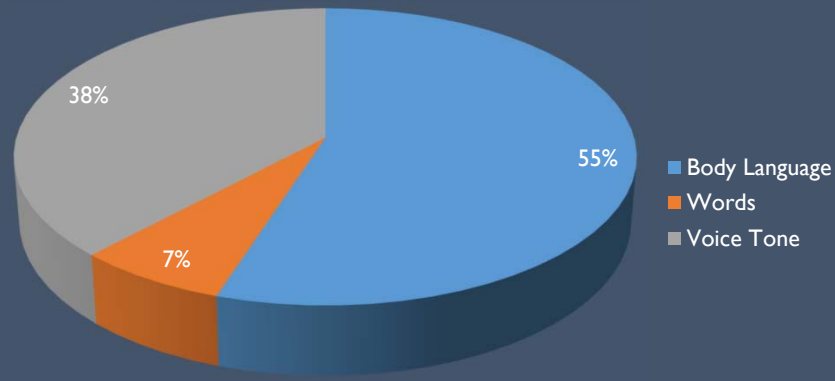
EQ

- **EQ** can identify both the biases and clarity in one's thinking patterns
- This allows one to make good, sound decisions while personality only refers to the biases in the behaviors themselves

EMOTIONAL INTELLIGENCE



COMMUNICATION



VISIBLE AND INVISIBLE ASPECTS OF HUMAN INTERACTION



What We “See” in the Workplace:
Strategies, Objectives, Policies and Procedures, Structure, Technology, Formal Authority, Chain of Command

Hidden below the Surface:
Attitudes, Personal Beliefs, Perceptions, Group Norms, Informal Interactions, Interpersonal and Group Conflicts

Adapted from: Walton, David. Emotional Intelligence

EQ COMPETENCIES THAT CORRELATE TO
SUCCESS IN RISK MANAGEMENT
(**SOCIAL COMPETENCIES**)

Intuition and Empathy

Understanding
Others

Customer Service
Orientation

People Development

Leveraging Diversity

EQ COMPETENCIES THAT CORRELATE TO
SUCCESS IN RISK MANAGEMENT
(**SOCIAL COMPETENCIES**)

Political Acumen & Social Skills

Influence

Communication

Leadership

Change
Catalyst

Conflict
Resolution

Building
Bonds

Collaboration
& Cooperation

Team
Capabilities

EQ COMPETENCIES THAT CORRELATE TO
SUCCESS IN RISK MANAGEMENT
(PERSONAL COMPETENCIES)

Self - Awareness

Accurate Self Assessment

Self-Confidence

Emotional
Awareness

EQ COMPETENCIES THAT CORRELATE TO
SUCCESS IN RISK MANAGEMENT
(PERSONAL COMPETENCIES)

Self-Regulation

Self-
Control

Trustworthiness

Conscientiousness

Adaptability

Innovation

EQ COMPETENCIES THAT CORRELATE TO SUCCESS IN RISK MANAGEMENT (PERSONAL COMPETENCIES)

Self-Expectations & Motivation

Achievement Drive

Commitment

Initiative

Optimism

GETTING OUT OF YOUR OWN WAY.....



Enabler



Content Advisor



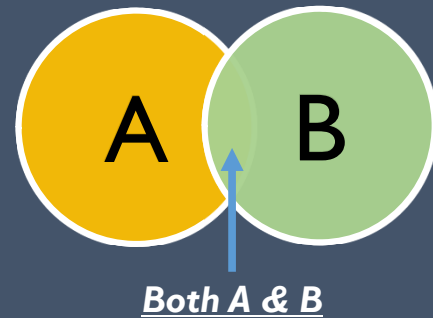
Facilitator



FACILITATION VS. LOGISTICS

Understanding the importance
of:

- A** - Facilitated Decision Making
and
- B** - Teaching Critical Thinking Skills



REPROGRAM

- Reframe how to get to a solution
- Recognize enabling behaviors
- Focus on facilitation
- Encourage critical thinking
- Facilitate risk/reward perspective



FACILITATION 101

Key questions:

- What are things that would make this safe?
- Are there any legal issues to address?
- What is the plan to help staff through this experience?
- What needs to happen right now?
- Who are my key resources/subject matter experts who need to be engaged now?
- Are we willing/able to take that risk?

SELF ASSESSMENT I

Self-reflection, self-assessment and peer feedback help assess your strength and weaknesses as *decision-facilitator*.

ACHE Healthcare Executive Competencies Assessment Tool

- http://www.ache.org/pdf/nonsecure/careers/competencies_booklet.pdf

Northwestern University, Kellogg School of Business:

Leadership Assessment Tool Inventory (Professor Brian Uzzi)

- *Effectiveness of Empowerment and Delegation Assessment*
- *Gaining Power and Influence*
- *Using Influence Strategies*
- <http://www.kellogg.northwestern.edu/faculty/uzzi/html/teaching-leadership.htm>

SELF ASSESSMENT 2

Understanding personal leadership styles(s)

- Transactional
- Transformational
- Situational
- Behavioral

Understanding personal leadership traits (or gaps)



SELF ASSESSMENT 3

Communication and Relationship Management Skills

- How do you communicate most effectively?
- How would your peers describe your communications skills?
- What is your success with developing interpersonal relationships?
- What is your success with maintaining interpersonal relationships?
- What is your ability and confidence in identifying and connecting stakeholder and subject matter experts?

QUESTIONS?



REFERENCES

Emotional Intelligence in the workplace: Why It Matters More than Personality
(www.irmi.com/articles/expert-commentary/emotional-intelligence-in-the-workplace)

Gaffey, A, McCarthy, B. Authentic Leadership as Decision Facilitators. ASHRM
Conference 2017
(www.pmi.org/learning/library/managing-risk-attitude-usi)