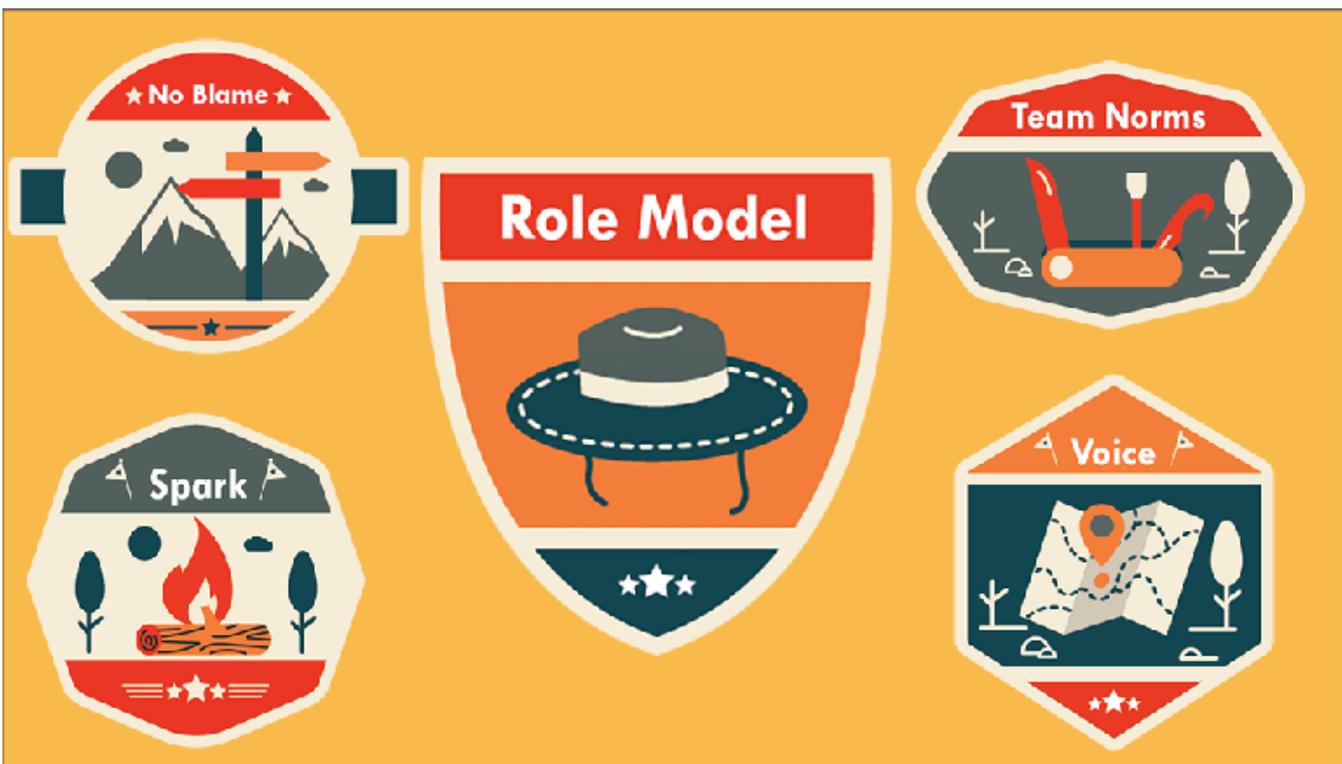




NATIONAL ASSOCIATION OF  
Community Health Centers®

# APPLYING WORKPLACE EMOTIONAL INTELLIGENCE TOOLS

## Participant Workbook



**EXCELLING IN YOUR ROLE AS A HEALTH CENTER  
LEADER**

*It takes something more than  
intelligence to act intelligently.—  
Fyodor Dostoyevsky*

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## **APPLYING WORKPLACE INTELLIGENCE TOOLS**

Emotional intelligence may seem like a strange and paradoxical concept if you think of intelligence in traditional ways. Effective teams are not, however, just based on technical skills or rationality—they are grounded in emotional awareness, empathy, and communication informed by sensitivity and understanding. These skills can be cultivated by leaders to improve their team performance.

This workbook accompanies a self-paced lesson developed through a Johnson & Johnson Foundation grant as part of the “Our Race to Health Equity” initiative, and is based on the NACHC/Skill Path webinar of the same name which took place in Fall 2020.

## **LEARNING OBJECTIVES**

- Define emotional intelligence and outline its role in the workplace
- Develop strategies for improving your team’s collective emotional intelligence
- Implement leadership behaviors that model emotional intelligence and help lower your team’s level of stress

## Team members using emotional intelligence:

1. Respond rather than react or attack
2. Use their patience for advantage
3. Display self-control
4. Look at the whole picture with self-awareness
5. Handle conflict with compassion
6. Work cooperatively and collaboratively

Source:

<https://www.inc.com/marcel-schwantes/5-things-people-with-emotional-intelligence-do-when-their-buttons-are-pushed.html>



# Leadership Strategies for Creating Emotionally Intelligent Teams

In order to be productive, you must as a leader establish an environment of trust, which is the foundation of your group's identity. Only then can your team become truly productive.



Source: <https://execed.economist.com/blog/guest-post/7-ways-create-emotionally-intelligent-teams>

As the training emphasizes, this means that you have some work to do to solidfy your own skills: “We must bring our own; we cannot barter, beg for it from someone else. We must develop it on our own.”

# Exhibit Leadership Behaviors

## BE A ROLE MODEL



## AVOID BLAME



## SPARK PASSION



## BUILD TEAM NORMS



## GIVE MEMBERS A VOICE



# ACTIVITY

## ASSESS YOUR TEAM'S CURRENT EI BEHAVIORS

On a scale of 1 – 5 (1 low to 5 high), how do you rate your team's or department's current EI behaviors?

Source: <https://www.forbes.com/sites/jeffboss/2018/02/04/6-signs-of-an-emotionally-intelligent-team/#287a89765c1>

TEAM BEHAVIOR	RATING
They clarify or re-clarify norms for new members	① ② ③ ④ ⑤
They use curiosity to strengthen relationships	① ② ③ ④ ⑤
Their environment is psychologically safe	① ② ③ ④ ⑤
They balance relationships with tasks	① ② ③ ④ ⑤
They prioritize team learning	① ② ③ ④ ⑤
They listen to each other	① ② ③ ④ ⑤
They settle disputes or conflicts appropriately	① ② ③ ④ ⑤
They collaborate without hesitation	① ② ③ ④ ⑤
They show empathy and compassion	① ② ③ ④ ⑤
They help each other when needed	① ② ③ ④ ⑤

Now you should make an action plan to address any behavior that you rated a 3 or less. What specific actions can you take to improve your team or department's performance?

It can be helpful to use SMART goals when outlining your action plan. SMART stands for Specific, Measureable, Achievable, Relevant and Time-Bound.

TEAM BEHAVIOR
ACTION PLAN

TEAM BEHAVIOR
ACTION PLAN

TEAM BEHAVIOR
ACTION PLAN

# ACTIVITY

As you implement your action plans, remember this basic emotional intelligence equation:

$$\mathbf{E} + \mathbf{R} = \mathbf{O}$$

Event                      Respond                      Opportunity

Exercise your emotional intelligence daily. Daily practice will allow you to reach your potential as a leader and help build your team's efficacy.

## OTHER TRAININGS IN THIS SERIES :

[Being a Leader vs. Being a Boss](#)  
[Leading Curiosity, Creativity and Innovation](#)