Management Theory:
Applying Emotional Intelligence in the Healthcare Environment

Your Faculty

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Acknowledgements
Tricia Hughey
Vice President of Operations
Western Region at American Pathology Partners
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Objectives

- Identify opportunities to apply leadership skills
- Identify the history of management
- Identify the modern elements of management theory
- Determine your Emotional Intelligence and how it applies to managing a laboratory and healthcare environment

What is EQ?

Introduced by Peter Salovey and John D. Mayer in 1990

The Emotional Quotient (Emotional Intelligence) is one’s ability to perceive, control and evaluate emotions.

“People high in Emotional Intelligence are expected to progress more quickly through the abilities designated and to master more of them.”¹

“People in good moods are better at inductive reasoning and creative problem solving.”²

Take an Emotional Intelligence quiz
Bradberry and Greaves study

Success is not totally tied to intellectual measures.³

How EQ Affects Success

<table>
<thead>
<tr>
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<th>High IQ</th>
<th>Average IQ</th>
<th>Other</th>
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Laboratory Leaders

- Many leaders are promoted for their experience or expertise
- May not reflect their ability to work emotionally in the workplace
- How do we avoid the scenario of leadership without Emotional Intelligence?
Laboratory Environment

• Practically speaking, most pathologists are both leaders and managers
• Pathologists are leaders to the laboratory
• The best leaders have some middle-management skills
• Leaders combine management with a vision for their laboratory

Why We Need Lab Leaders?

CLIA Requirements

• Provide quality services for pre-analytic, analytic and post-analytic phases
• Physical and environmental conditions of the lab workplace must be appropriate
• Supervision is required, especially for high complexity testing
• Safety and biohazard requirements are followed
• Sufficient qualified personnel are available for all lab functions
• Review of new test requests and procedures
• Specification of all employees responsibilities and duties
New Opportunities

- Accountable Care Organizations (ACOs)
- Clinical Comparative Effectiveness Research (CCER)
- Electronic Health Records (HER)

New initiatives are on the horizon requiring laboratory leaders at all levels (ARRA).

ACOs: The Concept

- Bridging a change from fee for service for individual patients to competitive financially independent entities with risk-based health management of populations
- Collaborative, clinically integrated
- ACOs will coordinate costs through joint responsibility for quality and costs.

- A problematic assumption: bundling Quality with dollars
ACOs: The Concept

Laboratory Leaders

We can only manage what we measure...
To measure, we need data

• Thus, we will be asked information regarding our laboratory utilization. For example, how do lab tests contribute to good clinical care?

• Become partners with a number of groups in the ACOs to determine these measurements and collect data.

Comparative Clinical Effectiveness Research (CCER)

Laboratory Leaders

AHRQ Definition

A type of health care research that compares the results of one approach for managing a disease to the results of other approaches. Comparative effectiveness usually compares two or more types of treatment, such as different drugs, for the same disease. Comparative effectiveness also compares types of surgery or other kinds of medical procedures and tests. The results often are summarized in a systematic review.
Comparative Clinical Effectiveness Research (CCER)

Systematic Reviews

Clinical trials

Studies observing patients

Basic research, theories, animal tests

For the purposes of the Medicare and Medicaid Incentive Programs, eligible professionals, eligible hospitals and critical access hospitals (CAHs) must use certified EHR technology.

Gives assurance to purchasers and other users that an EHR system or module offers:

- technological capability
- functionality
- and security

Helps providers and patients be confident:

- electronic health IT products and systems they use are secure
- can maintain data confidentially
- can work with other systems to share information

Visit this web site to learn more: [http://healthit.hhs.gov/](http://healthit.hhs.gov/)

Click NEXT to continue
Pathologists Role in EHR

- Engage in the institutional efforts to implement EHR certification
- Validate all electronic interfaces with EHR and laboratory IT systems
- Ascertain that reporting IT requirements meet CLIA requirements
- Provide support from laboratory expertise for development and implementation

Laboratory Leaders

- Pathologists understand the importance of validation of IT interfaces
- Pathologists regularly review electronic reporting formats
- Pathologists can translate terminology for others involved in the EHR meaningful use initiative
Explore the History of Management via some of the theories and people who influence approaches used today:

Click on each of the buttons in the timeline to review the information. Select next when you are finished to continue on to the next section.

**Industrial Revolution 1750-1850**

The Industrial Revolution gave rise to new industrial technologies and changed the United States from a largely agricultural society to a manufacturing society.

**Robert Owen (1771-1858)**

- Developed work descriptions in the early Industrial Revolution (early 1800’s, textile mills)
- Productivity and motivation are important to the workplace
- Child labor rules created (although he believed children could work in factories age 10 or older)
These classical management approaches were developed to emphasize efficiency:

- Bureaucratic
- Scientific
- Administrative

**Max Weber (1864-1920)**

"Father of Modern Sociology", introduced "bureaucratic management" as the most rational structure for large organizations.

Advocated a bureaucratic structure to organizations, based on rules, procedures, hierarchy, and a clear division of labor.

**Bureaucratic Management Characteristics**

1. Clearly defined and specialized functions (giving rise to "working in silos")
2. Use of legal authority
3. Superior/subordinate hierarchy
4. Written rules and procedures
5. Technically trained bureaucrats
6. Appointment to positions based on technical expertise
7. Promotions based on competence
8. Clearly defined career paths
Increased productivity by making work processes more efficient. Each worker had a specified, well-controlled task that could be performed according to procedures without exceptions.

**Frederick Taylor (1856-1915)**
*(Father of Scientific Management)*

- During his study of factory jobs in 1911, Taylor learned to design efficient jobs that required less time and fewer motions.
- Introduced rest periods of specific interval and duration, differential pay scales, and offered a piece rate that increased as workers produced more.

Advocates of "administrative management" emphasized the flow of information in the operation of the organization.

**Henri Fayol (1841-1925)**
*"Father of Modern Management"*

Defined the manager's job in terms of the now familiar management functions:

- planning
- organizing
- commanding
- coordinating
- controlling

((Click image above to learn more about the other management principles influenced by Fayol.)
k10    change to bullet spacing
karisam, 10/2/2012
Henri Fayol (1841-1925)
“Father of Modern Management”
He also developed principles of management, which included:

Administrative Management

- division of work
- authority and responsibility
- discipline
- unity of command
- unity of direction
- subordination of individual interests to general interests
- renumeration of personnel
- centralization
- scalar chain
- order
- equity
- stability of tenure of personnel
- initiative
- and esprit de corps (union is strength)

History of Management

Henry Ford 1863-1947

- Founded Ford Motor Company
- Incorporated the assembly line approach to work to produced low-cost cars efficiently
- Instituted the $5 workday
- Instituted the 40 hr/5 day workweek (1926)

Thought Exercise
What kind of management style do you think Ford used?

Click Return to History to continue
Peter Drucker 1909-2005

History of Management

• Introduced the term “knowledge worker”
• Concept of the “Corporation”
• Viewed management as a liberal art (“social ecology”)
• Changed the views of corporate leaders
• **Primary goal** of a company is to serve its customers (profit is an “essential goal” but not a primary goal)

Thought Exercise
What kind of management style do you think Ducker was more closely aligned with?

(Click the image above to learn more about other management approaches introduced by Peter Ducker).

Click Return to History to continue

Peter Drucker 1909-2005

History of Management

• Decentralization and simplification (vs. command and control)
• Use of workers with high education
• Invented “outsourcing”
• Described the “third sector” as nonprofit, legitimizing much healthcare as a business
• Concept of “planned abandonment”
• Popularized the social concepts of work, the “plant community”
• “Management by objectives”

Click Return to History to continue
Management Today

• Rapid emergence of information technology
• Continuing radical changes in our social, economic, legal and political environments
• Do MORE with less
• Work in new and flexible ways within fluctuating environments

Management Today

Modern forms of management and leadership emphasize:

• guidance
• empowerment
• implementation
• coaching
• teamwork
• coordination
• balance work and life demands

Emerging Management Approaches

• Human Relations
• Integrated and Emerging Management
What is Work?

- Physical or mental effort to produce or accomplish something
- Ties into personal accomplishments
- Tiers of supervision created
- Formal definitions of employee relationships explicitly defined by the

Supervisor: “Any individual having authority from an employer to hire, transfer, lay-off, recall, promote, discharge, assign, reward or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such actions, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.” (NLRA)

Maslow’s Needs Categories

- Self Actualization
- Esteem Needs (status, recognition)
- Social Needs (belonging)
- Safety Needs (security, protection)
- Physiological Needs (hunger, thirst)

Maslows Needs 4
Herzberg’s Satisfiers and Dissatisfiers

Dissatisfiers (important only when absent)
- Competent Management
- Competent Technical Supervision
- Good Interpersonal Relations with Supervisors, Peers, Subordinates
- Job Security
- Salary
- Working Conditions

Satisfiers (the real “motivators”)
- Achievement
- Responsibility
- Recognition
- Advancement
- Growth Potential

Click NEXT to continue
Emotional Intelligence

- Work is much more than sustaining one’s existence through the act of employment
- Sense of self worth, a profession, and success are components of the work experience
- Involves Emotional Intelligence to personally sustain work

How Emotional Intelligence Enables the Successful Pathologist in the Workplace

Emotional Intelligence

<table>
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<th>Competencies</th>
<th>What We See</th>
<th>What We Do</th>
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<td>Self-Awareness</td>
<td>Self-Management</td>
</tr>
<tr>
<td>Social Competence</td>
<td>Social Awareness</td>
<td>Relationship Management</td>
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</table>

Parameters for Emotional Intelligence

Click NEXT to continue
Select each of the buttons below to learn more about how the four areas of Emotional Intelligence can influence the success of a pathologist leader in the workplace.

Self-Awareness  Self-Management  Social Awareness  Relationship Management

How Emotional Intelligence Enables the Successful Pathologist in the Workplace

Questions for Yourself

1. How do you react to a conflict in opinion?
2. What kind of emotion do you have when someone challenges your self-worth?
3. How would people describe your problem-solving skills in meetings?
A member of Dr. Mack’s group has a tendency to irritate him with small talk when he is busy signing out cases. Usually he is patient, but one day he became frustrated and lost his temper and exclaiming that he had too much to do than to talk about little league.

How else might Dr. Mack have handled this situation? (Choose one best answer)

- Dr. Mack was justified in his response and the situation needed to change
- Examine his emotions on multiple occasions when he has been interrupted by small talk and determine in advance a way to divert conversation when this emotion appears
- Insist that the head of the group intercede to make for a more productive workplace

Tolstoy: “The two greatest warriors are time and patience.” (War and Peace)

Ability to determine in advance when your emotions will interfere with self-management

Questions to Ask Yourself

1. How would you approach a problem which has not been clearly explained to you?
2. What tools do you use when you are uncertain of a decision?
3. How do you respond to a personal style you have difficulties with?
Case Scenario

Dr. Gilmore is in a medical staff committee meeting and a clinician proposes putting more point-of-care testing in his clinic in a demanding manner. She knows that her point-of-care coordinator has had problems in the past with his clinic.

What should Dr. Gilmore do? (Choose one best answer)

- Ask questions regarding the clinic needs, talk to her coordinator and wait 24 hours to cool off
- Indicate that point-of-care testing should only occur in sites with responsible personnel
- Provide feedback regarding the number of point-of-care tests the lab supports and the ways they support them

Social Competence

Social Awareness

Ability to discern small behavior changes in others and interpret their meaning

Questions to Ask Yourself

1. Can you evaluate the body language of your superiors?
2. How would you use timing in a confrontational situation?
3. Give an example of how a question may solve a problem better than a statement

Hint: Plan ahead for work social events and committee meetings.
Dr. Edwards has been asked to implement new software for a quality management system. At his first meeting with managers he notices that a Core Lab manager has his arms crossed and seems disengaged.

What would Dr. Edwards do? (Choose the best answer)

- Ask him how he is going to participate in the project
- Speak louder and more firmly
- After the meeting, Dr. Edwards should ask if there is anything he can do for him.

The ongoing effort of maintaining relationships in the workplace, skills that enhance this maintenance

Questions to Ask Yourself

1. If you realized someone did not understand your statement in a meeting, what would you do?
2. Can you control when you get mad?
3. What is your reaction when you encounter something new?
Case Scenario

A faculty member of Chinese background sits quietly through a faculty meeting when Dr. Timm is discussing change in administration within her department. It seems as if the meeting went well. Later, she heard through the grapevine that he is quite upset regarding his move from one service to another.

What should Dr. Timm do? (Choose one best answer)

- Recognize that she may have to manage her relationship differently with this faculty member given his less demonstrative cultural background
- Immediately seek him out and apologize
- Allow the administrative changes to proceed since they have already been announced and no one else appears upset

Emotional Quotient (EQ)

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<td>Manager</td>
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<tr>
<td>CEO</td>
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Emotional Intelligence

Competencies of Leadership

- Leading is based on communication and understanding
- It is concerned with aligning an organization with the stated objective
- It requires motivating and challenging staff to achieve their goals
- When effective, leadership ensures the continued effectiveness of a well-placed and well-timed strategic plan

Leadership Styles

Let's review three common leadership styles that you may be familiar with:

Click each folder to learn more. Select “next” when you are ready to go onto the next section.
What Leadership Style is This?

Dr. Zee is a new member of the pathology group. He has been asked to devise a test utilization plan for the clinical laboratory. Not knowing much about test utilization, he researches the topic and then invites the Lab Manager and Supervisors to a meeting. He begins by explaining the project and then assigning projects to each area of the laboratory. He gets questioning looks from around the table and ends the meeting with a deadline.

What leadership style is Dr. Zee exhibiting?
- Authoritative
- Democratic
- Laissez-faire

Thought Exercise
Did Dr. Zee hold a successful meeting?
Click here to find out.

Leadership Approaches

There are number of leadership approaches described in management literature. These are just a few to take note of.

Click on each folder to learn more. Select “next”, when you are ready to continue to the next screen.
Dr. Miller is considering using a new process in his lab, but, prior to making any changes, he has decided to get some input from some key members of his team. He believes their ideas will not only encourage innovation, but, also ensure adaptation of the new process throughout the rest of the organization.

What leadership approach is Dr. Miller using?
- Task-oriented
- Change Management
- Theory X and Theory Y
- Theory Z

Thoughtfully considering the feelings of one’s associates and employees along with other factors in making intelligent decisions.

Requires understanding and caring about the emotional make-up of others.

Treat people with consideration of their emotional needs.

In other words, use your “Emotional Intelligence”
References


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You have successful completed the online learning course:
Management Theory: Applying Emotional Intelligence in the Healthcare Environment

Credit is awarded upon successful completion of the post-test:
- Access the post-test by exiting the course and returning to the course content page.
- Click the link Post-Test to take the exam. You must score 80% in three attempts for credit to be awarded.

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- Please join the lab leadership best practices discussion at the Lab Management University online Leadership Communities of Practice.
Move to downloadable reference section
If you still want to be an LMD…

• Resources: