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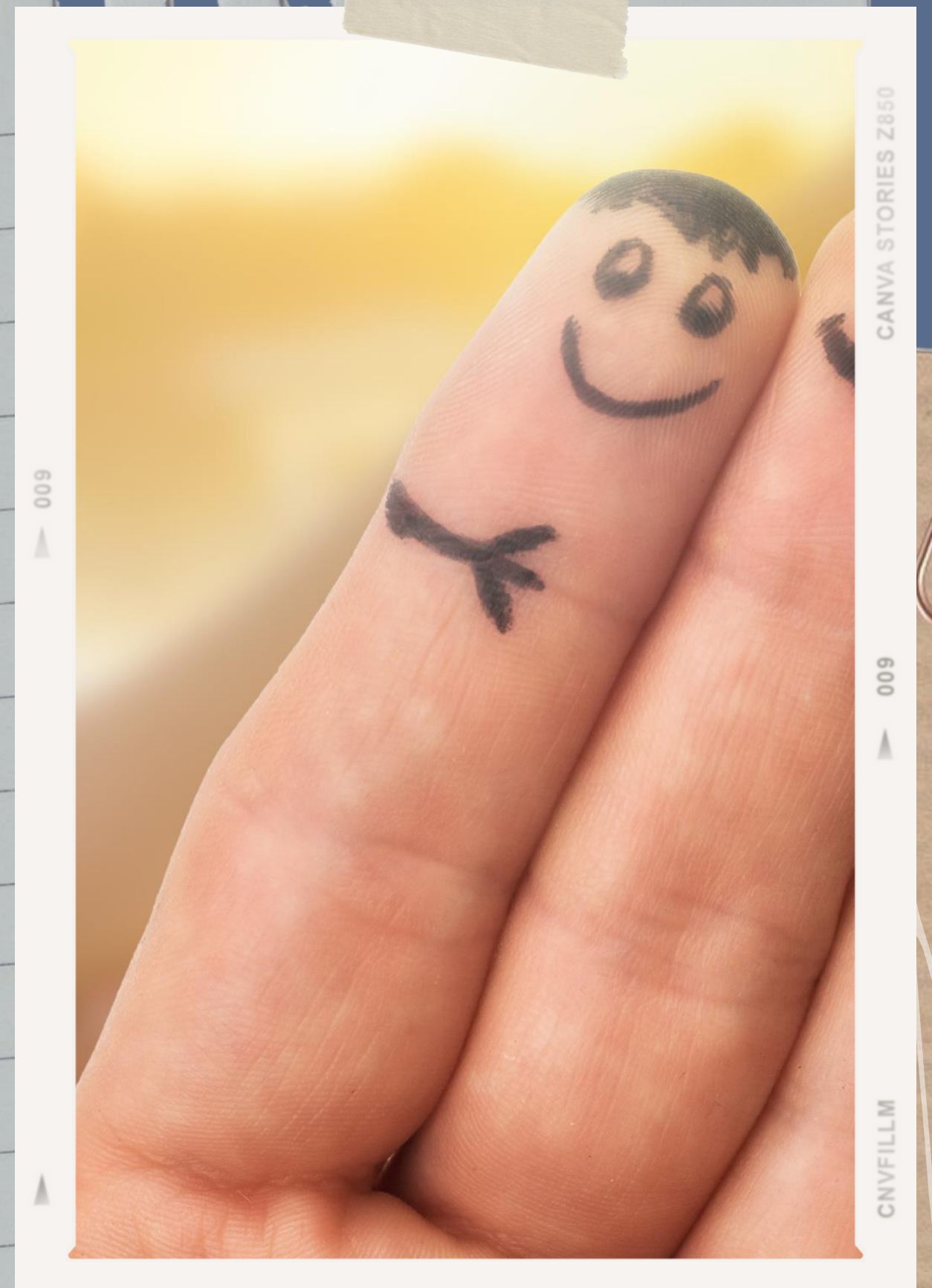


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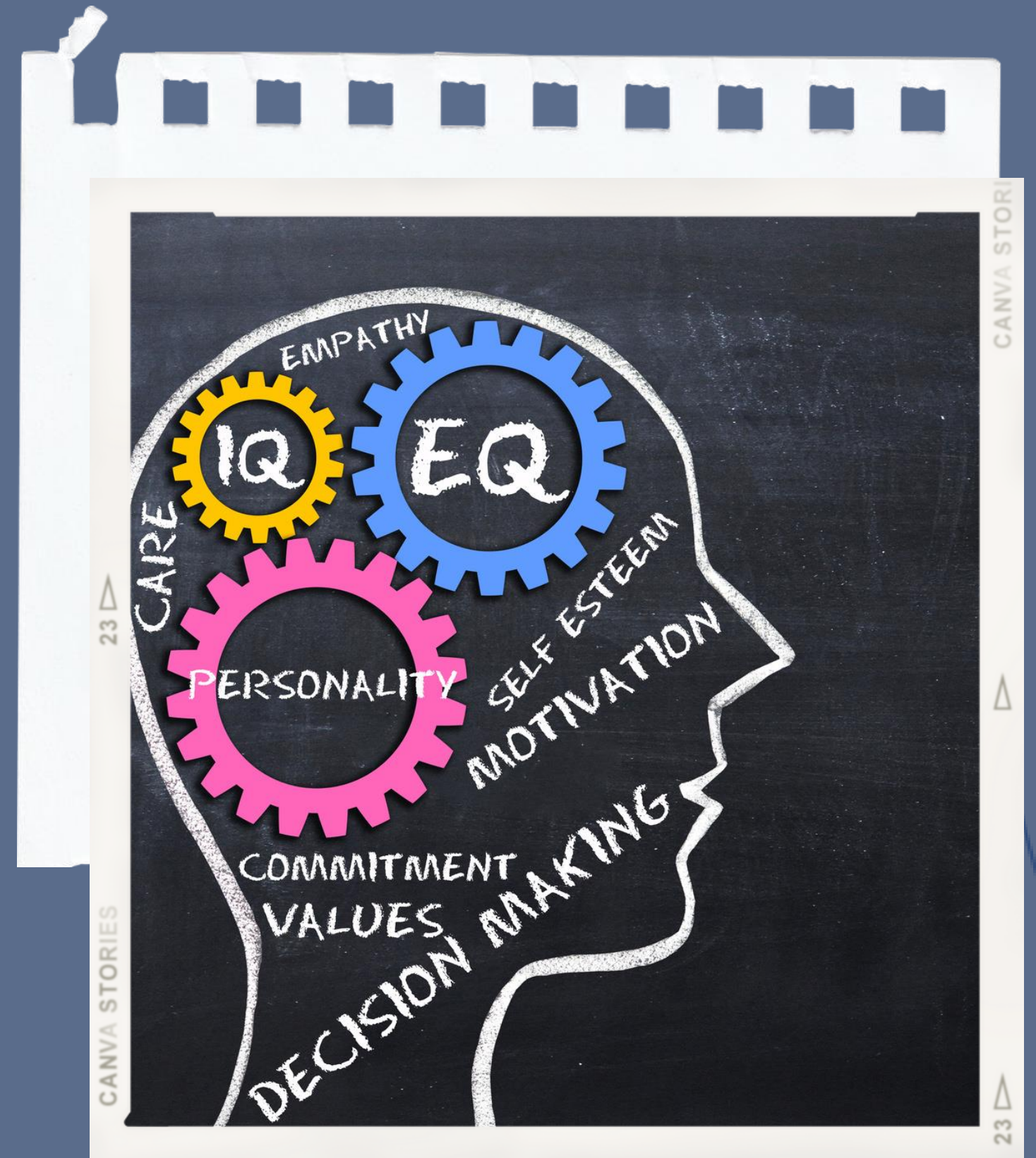
# The Importance of Emotional Intelligence in Healthcare Leadership





# Introduction: What is Emotional Intelligence?

Emotional intelligence refers to the ability to understand, manage, and express emotions effectively. This critical skill is vital in healthcare leadership to manage teams and develop strong relationships with patients.



# Emotions and the Brain: What is the limbic system?





Figure 6

STATE-DEPENDENT FUNCTIONING

<b>“STATE”</b>	<b>CALM</b>	<b>ALERT</b>	<b>ALARM</b>	<b>FEAR</b>	<b>TERROR</b>
<b>DOMINANT BRAIN AREAS</b>	Cortex (DMN)	Cortex (Limbic)	Limbic (Diencephalon)	Diencephalon (Brainstem)	Brainstem
<b>ADAPTIVE “Option” Arousal</b>	Reflect (create)	Flock (hypervigilance)	Freeze (resistance)	Flight (defiance)	Fight
<b>ADAPTIVE “Option” Dissociation</b>	Reflect (daydream)	Avoid	Comply	Dissociate (paralysis/catatonia)	Faint (collapse)
<b>COGNITION</b>	Abstract (creative)	Concrete (routine)	Emotional	Reactive	Reflexive
<b>FUNCTIONAL IQ</b>	120–100	110–90	100–80	90–70	80–60

All functioning of the brain depends on the state we’re in. As we move from one internal state to another, there will be a shift in the parts of the brain that are in “control” (dominant); when you are calm, for example, you are able to use the “smartest” parts of your brain (the cortex) to reflect and create. When you feel threatened, those cortical systems become less dominant, and more reactive parts of your brain begin to take over. This continuum goes from calm to terror.

State-dependent shifts result in corresponding changes in a host of brain-mediated functions, including problem-solving capacity, style of thinking (or cognition), and the sphere of concern. In general, the more threatened someone feels, the

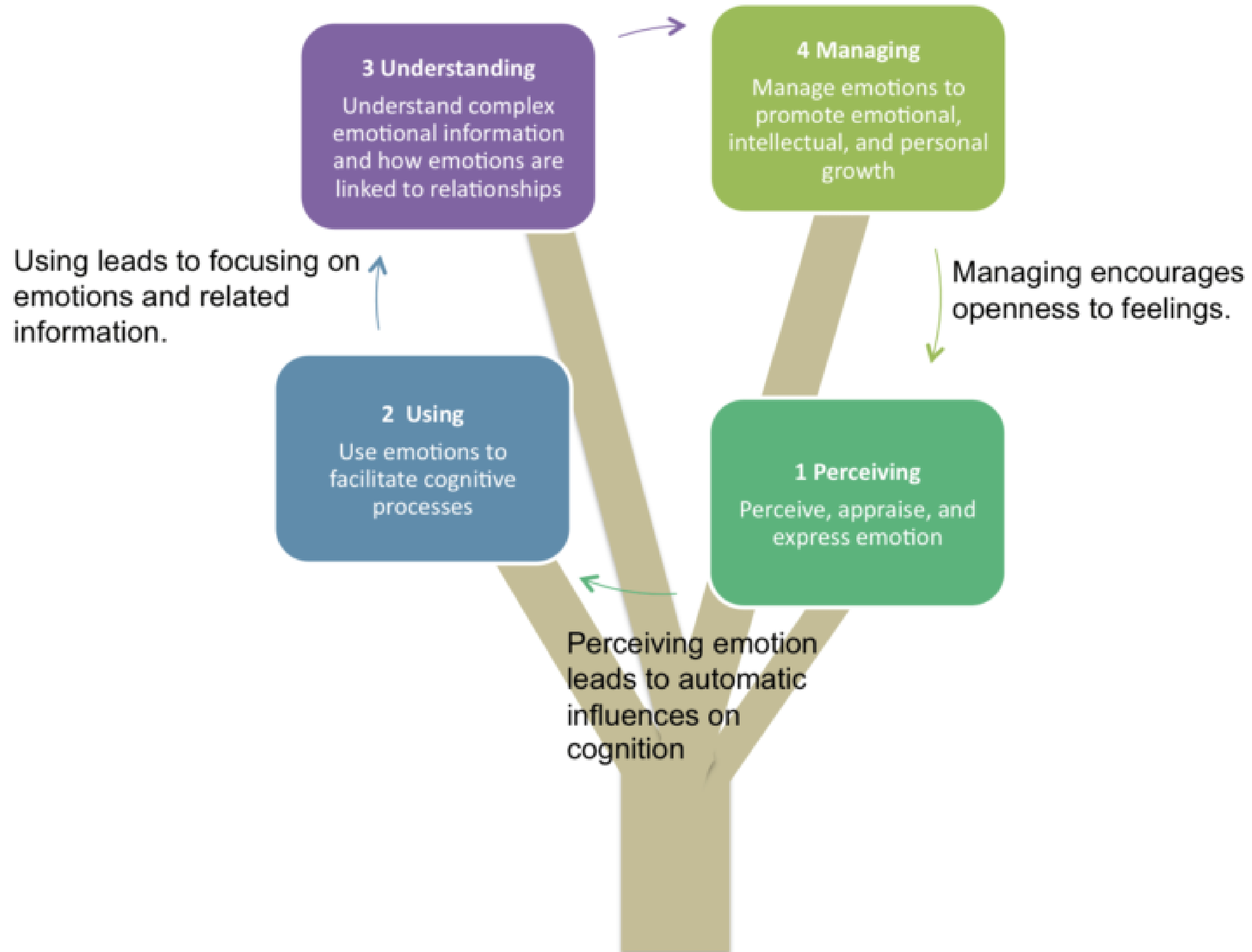
more control of functioning shifts from higher systems (cortex) to lower systems (diencephalon and brainstem). Fear shuts down many cortical systems.

Adaptive behaviors seen during state-dependent shifts in functioning will differ depending upon which of the two major adaptive response patterns (Arousal and Dissociation) are dominant for any given individual during a stressful or traumatic event.

Default Mode Network (DMN) is a term for a widely distributed network, mostly in the cortex, that is active when an individual is thinking about others, thinking about themselves, remembering the past, and planning for the future.



Understanding encourages thinking about the implications of emotions.





What BENEFITS  
do you believe  
Emotional  
Intelligence  
can bring to  
Leadership?



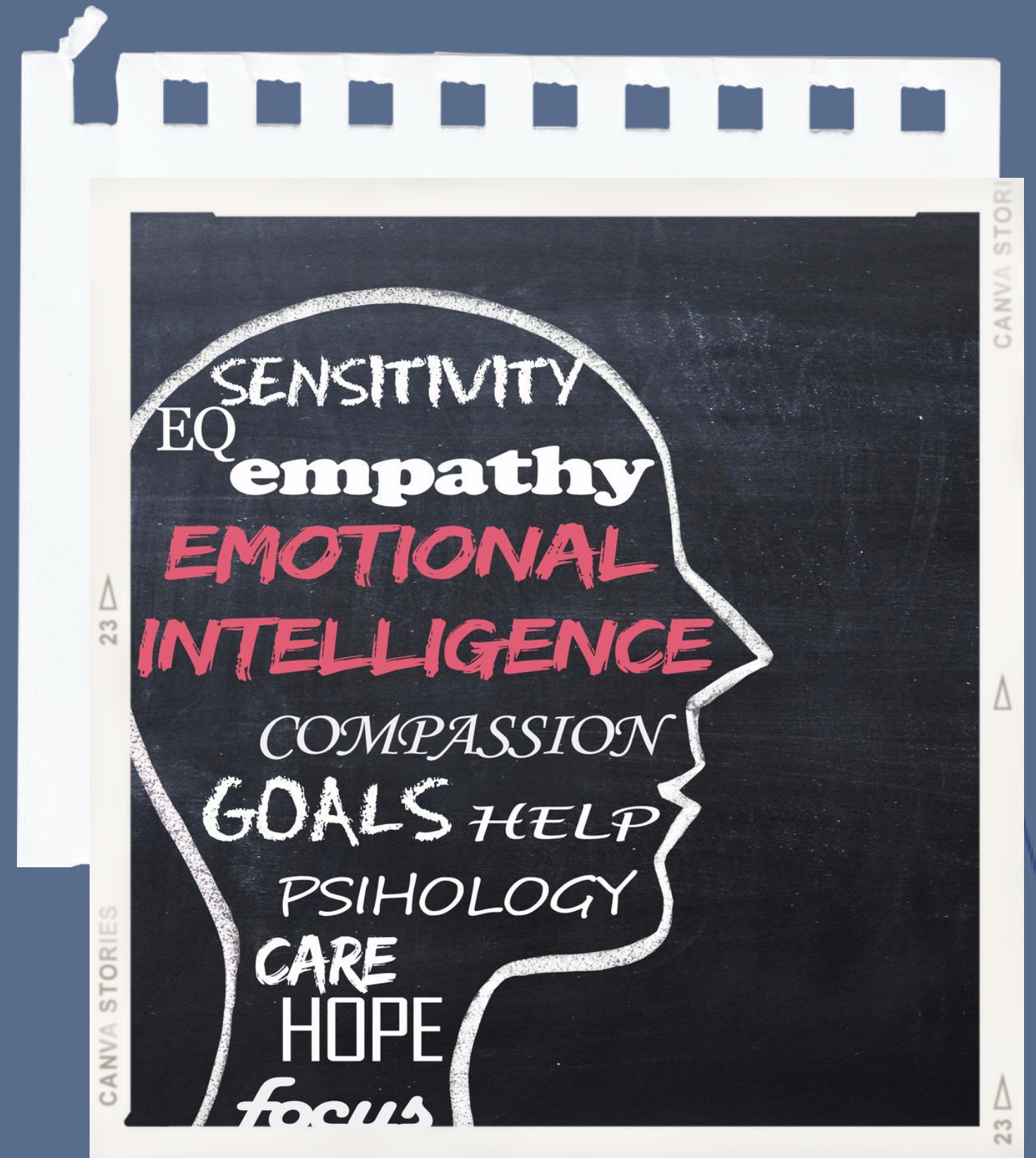




# Develop Emotional Intelligence

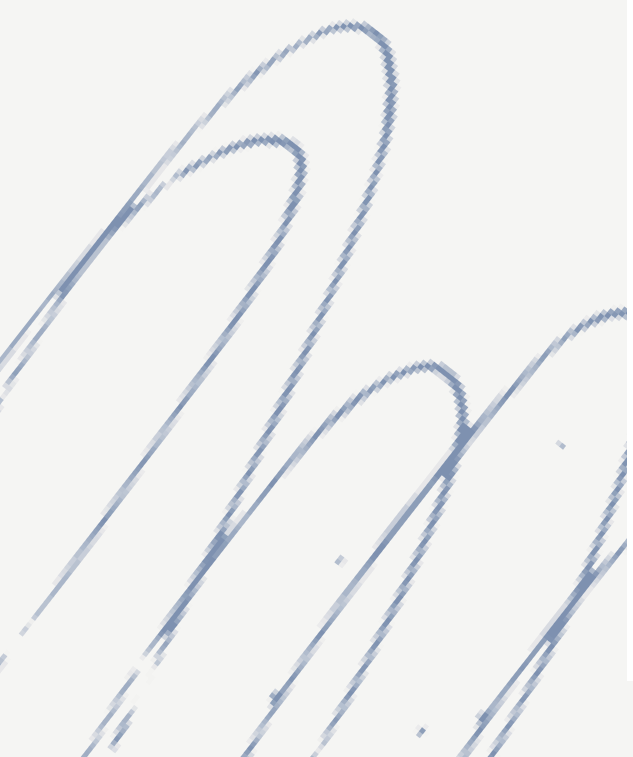
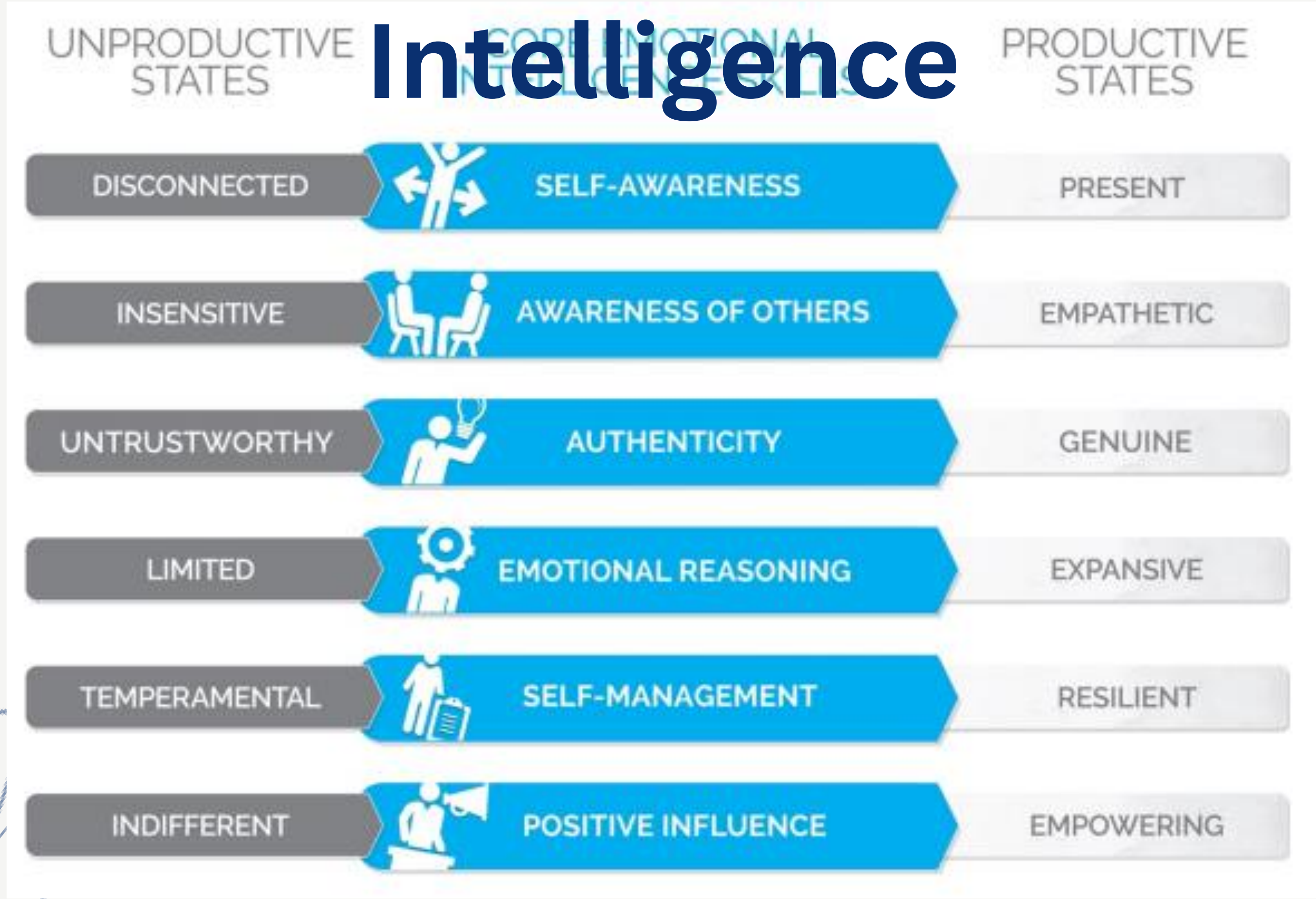
Is this possible?

What are some ways you can  
increase emotional  
intelligence?





# Genos Emotional



## 42 Observable Skills of Emotional Intelligence

There are 42 observable skills for emotional intelligence that can be learned, developed, and implemented with intentionality in self-awareness, other-awareness, authenticity, emotional reasoning, self-management, and positive influence.

As you review this list, note areas you are strong in and areas for opportunity to grow. Ask others for feedback and thank them for their honest feedback. Challenge yourself and lead with self-compassion. No one is emotionally intelligent all the time, with continued practice, you will continue to learn about yourself and others.



# SELF AWARENESS

- Demonstrate awareness of how you feel
- Demonstrate awareness of the impact emotions have on your thinking
- Demonstrate awareness of the impact your feelings have on how you interact with others
- Ask others for feedback on your behavior
- Respond effectively to feedback from others
- Demonstrate awareness of your moods
- Behave in a way that is consistent with how you describe yourself

# AWARENESS OF OTHERS

- Accurately assess how others feel
- Recognize other's nonverbal cues
- Recognize when someone needs support
- Relate to other's feelings
- Assess situations from other's point of view
- Adjust behavior for the circumstances
- Anticipate responses from others and check it out



# AUTHENTICITY

- Openly share with others how you feel
- Share feelings in a way that resonates with others
- Choose a time that is appropriate to share
- Engage in difficult conversations with awareness and empathy
- Do what you say you will do
- Encourage others to express themselves
- Keep commitments

# EMOTIONAL REASONING

- Assess emotions in decision making
- Ask others how they feel about decisions
- Look at multiple perspectives
- Involve others in decisions that impact them
- Be aware of biases in decision making
- Communicate decisions with others
- Use the organization's core values in decision making



# SELF MANAGEMENT

- Respond effectively in high stress situations
- Have a positive and uplifting approach
- Adapt to changes
- Listen to and respond respectfully to criticism
- Manage time well
- Be in control of anger at work
- Focus on self-growth

# POSITIVE INFLUENCE

- Provide support to others
- Help others problem solve
- Help others through stressful situations
- Respond to others with emotional intelligence
- Promote a positive environment
- Respond to other's feelings if shared with you
- Recognize how you respond to others' feelings

Genos North America. (2019, September 4). Emotional intelligence and leadership: The EI Academy. Genos North America. Retrieved February 20, 2023, from <https://www.genosnorthamerica.com/emotional-intelligence-leadership-model/>