



Cuddle, Don't Huddle:

Becoming an Emotionally Intelligent
Influential Leader through Self-
Awareness, Connecting, and
Collaborating with Others



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Conflict of Interest Statement

- The views expressed in these slides and the today's discussion are those of Dr. Bates and Dr. Berry.
- Our views may not be the same as the views of our employer, clients or colleagues.
- Participants must use discretion when using the information contained in this presentation.

Objectives

1. Identify and define the fundamental principles of influential leadership, including: self-awareness, connection, and collaboration.
2. Identify and define the principles of emotional intelligence and their implications in becoming an influential leader.
3. Examine and discuss how the next generation of athletic training leaders can appraise and formulate strategies to developing influence leadership and emotional intelligence in the workplace regardless of title.
4. Examine how networking supports the concepts of influential leadership and emotional intelligence using problem-based learning.

Why Cuddle, Don't Huddle?

The athletic training profession is in rapid transition and without influential leaders sitting at the healthcare table; the profession will be left behind.



Who is Gen Z?



Hard Working

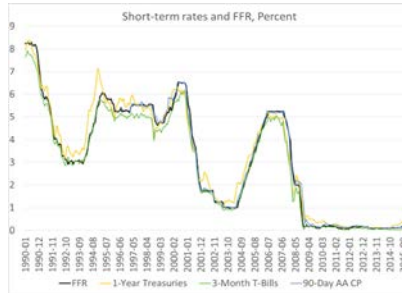


How employers see Gen Z?

**Signs of
Entrepreneurship!**



**Less influenced by
money!**



**Possess Poor
Communication
Skills!**



**Want to work with
honest leaders!**

How employers see Gen Z?



Gen Zs want to be in executive meetings and not left out on the sidelines, having to wait years for the chance!

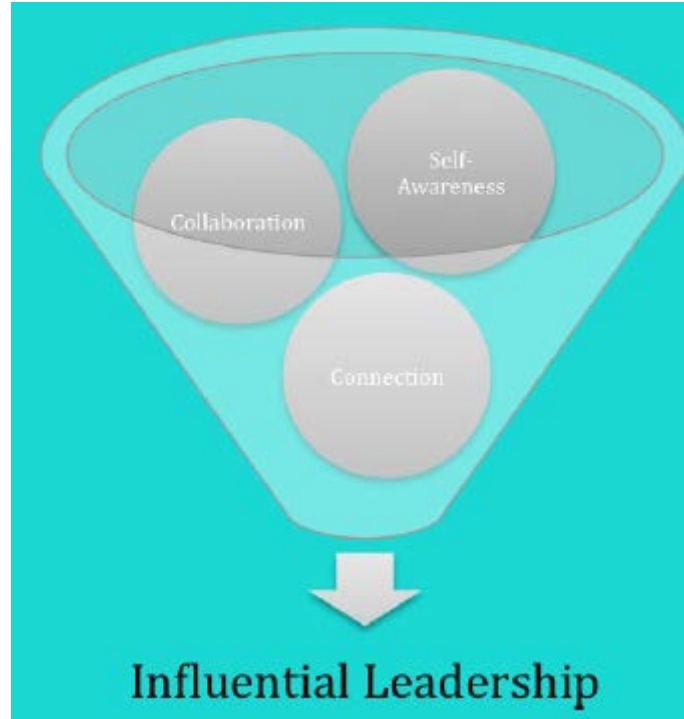
Gen Z as Influential Leaders

Believed that Gen Z will most likely bring balance, leadership, and stability to the workplace... **but, will they be influential leaders???**

Influential Leadership

...occurs when one has the **POWER** to **alter** or **change** a situation. It could mean swaying (change agent) just one other person or a large group, undertaking a major project, or creating new initiatives (vision and mission).

Influential Leadership



Influential Leadership

- **Self-Awareness** is foundational to...
 - Discovering and establishing an **inner core** (values and beliefs)
 - Creating a personal mission statement
 - Accepting responsibility and ownership of self (360 degree assessment)
 - Discovering your primary **behavior** domain and level of motivation

Influential Leadership

But...the **Performance Difference** is key?

Why...

Influential Leadership

... ultimately organizational breakthroughs to
EXCELLENCE are dependent on **BEHAVIOR**
(strengths) choice and **NOT PERSONALITY**

Influential Leadership

Focus is on **Behavior**, NOT **Technical Skills**

Levels of Management Skills and Corresponding Management Position Requiring the Skills



Good behaviors and relationship building

Good behaviors

Technical Skills

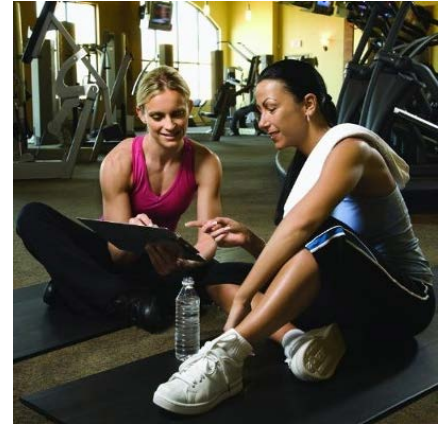
Influential Leadership



Influential Leadership

Which Employee do you want?

- AT with very high technical skills and lower behavior skills?
 - 100 Tech Skills x 2 Behavior = 200
- AT with below average technical skills and above average behavior skills?
 - 2 Tech Skills x 100 Behavior = 200



Influential Leadership

- **Collaboration** is relational to...
 - Developing critical thinking to change one's performance
 - Managing **emotions** for performance leverage
 - Creating and sustaining highly **effective relationships...**

Influential Leadership

- Collaboration is relational...



“Influential leaders rely on the principle of collaboration, knowing that people, not processes, strengthen or weaken an organization’s pursuit of performance excellence.”

Influential Leadership

- **Connectivity** or communication is operational to...
 - Dedicated continuous learning
 - Managing competing priorities for maximum pay-off
 - Developing and enhancing communication skills

Influential Leadership

- **Connectivity** or communication is operational...



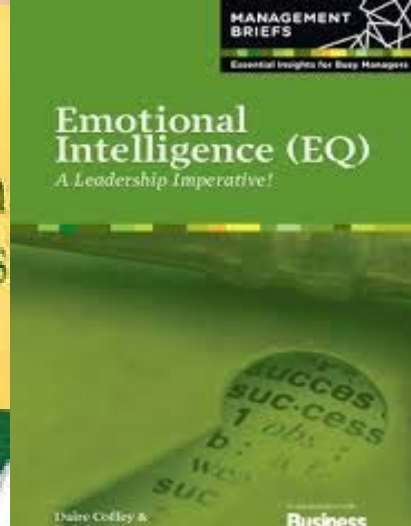
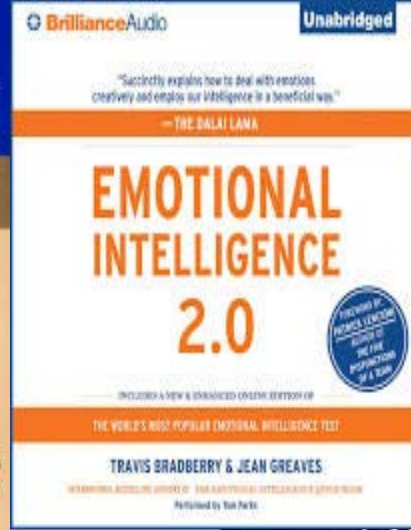
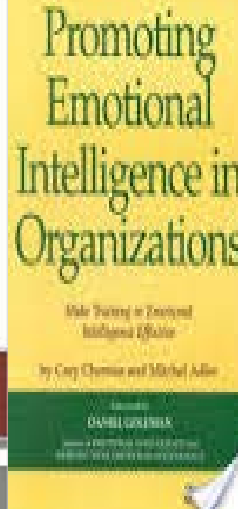
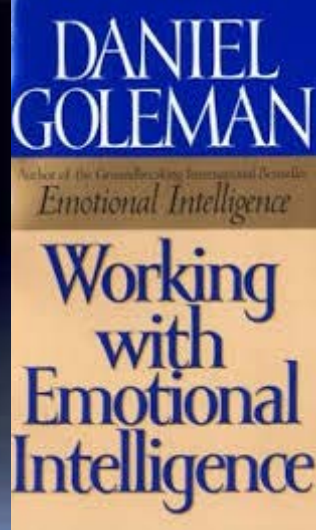
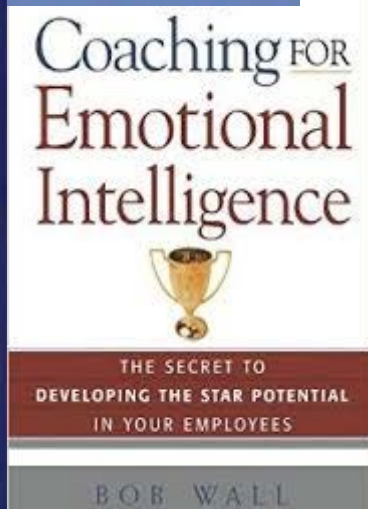
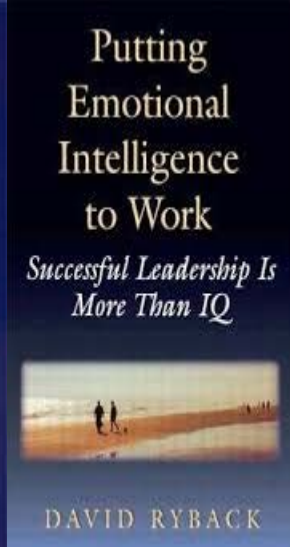
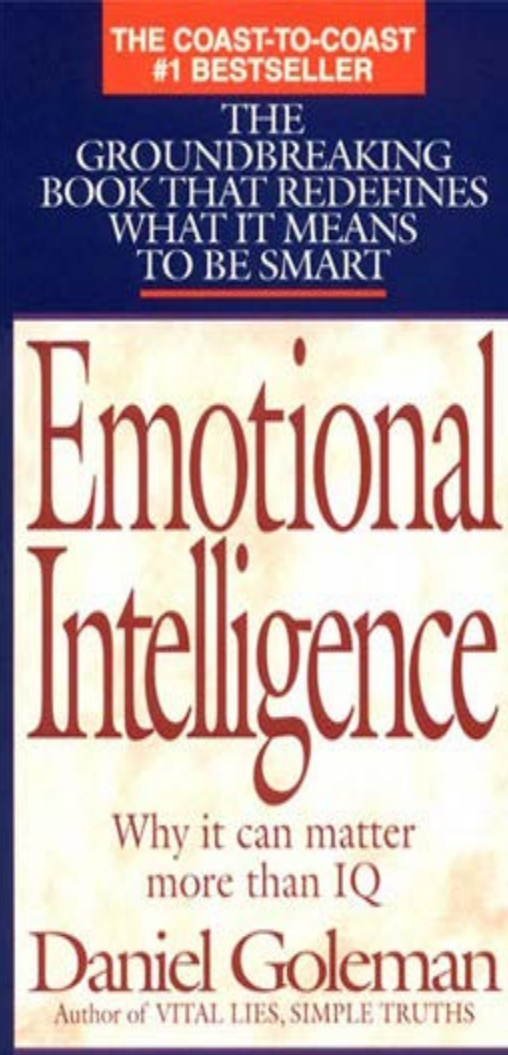
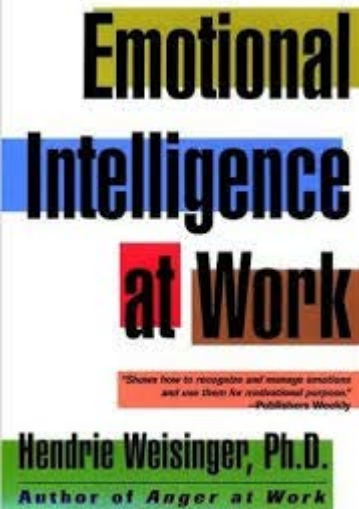
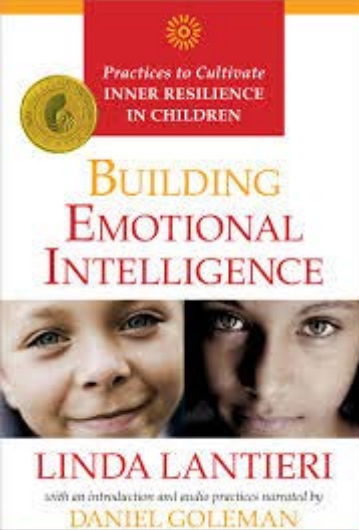
*“When people are **emotionally disconnected** from their leaders, they are **emotionally disconnected** from their work and its accomplishment”*

Influential Leadership

- **Connectivity** or communication is operational...
 - thus leader must be...
 - charismatic, empathetic, compassionate, and approachable

Clinical Bottom Line

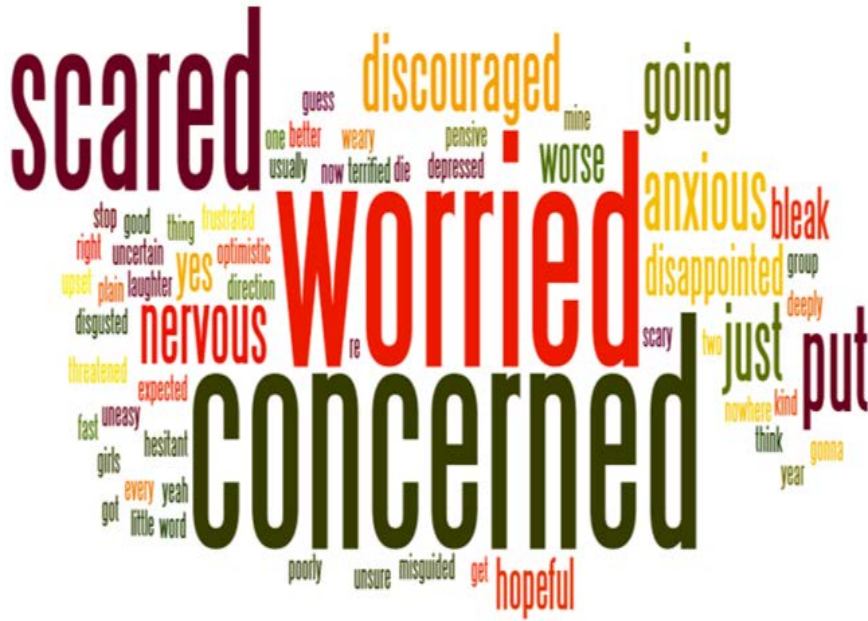
- Athletic training students and professionals in all health care organizations and settings can benefit from being able to **positively** influence and **advocate** for patients, parents, administrators, colleagues, legislators, and the public on health related issues.



Breaking down EI

Emotional = (- words)

Intelligence = (+ words)



Smart vs. Intelligent

Emotional Intelligence (EI)

seeks to evaluate your capacity to successfully deal/work with others.

Intellectual Quotient (IQ)

seeks to evaluate your ability to solve logical (ex - mathematical) problems.

Sample IQ question

Which number should come next in this series?

25,24,22,19,15

A. 4

B. 5

C. 10

D. 14

Correct answer: C

Explanation:

The pattern decreases progressively: -1, -2, -3, -4, -5

Check your emotions at the door!

- **Our emotions can directly impact:**
 - performance - academic & physical
 - environments & relationships with others
 - attitudes towards self and others
 - potential for professional success
 - our physical posture and our words

Emotional Intelligence Characteristics

- ☐ * **Self-awareness.**
- ☐ * **Self-regulation.**
- ☐ **Motivation.**
- ☐ **Empathy.**
- ☐ **Social skills.**

*** Also a fundamental principles of Influential Leadership**

Emotional Intelligence Characteristics

- **Self-awareness**

- always know how you feel
- understand that and how your emotional actions impact the people around you

- **Strategies**

- keep an honest journal of how you performed
- take a break and choose your words carefully
 - written, verbal, nonverbal

Don't Press Send!!!

☐ **Warning -**

Sending messages like the one you're about to read can get your fired or worse.

Dear Boss (raw),

I am tired of having to deal with either being ignored or embarrassed in meetings. You really need to learn how to talk to people. It is amazing how clueless you are on so many issues. Honestly, I know that most people don't like you, they just put up with you because of your title. They would leave in a heartbeat if they could. I would say I wish you the best in future...but that would be a lie. Dueces.

Dear Boss (measured),

Reflecting on our recent meetings, I am not as confident as I would like to be about our direction. I understand there is a lot of pressure to get our projects completed which can contribute to stress for everyone. I am requesting to talk in person about how we can better understand one another's perspective. My goal is to find ways to be a positive contributor to our team's success. Thank you,

Emotional Intelligence Characteristics

- **Self-regulation**

- be assertive but not attacking towards others
- do not make rushed or emotional decisions

- **Strategies**

- prepare to be calm in stressful situations
- don't jump to conclusions based on how you feel, focus on facts
- be direct and honest

EI Self Awareness Scenario

After reading the following scenario, you will be given five possible responses.

I want each of you to identify the least effective and most effective response from the options provided.

Sample EI Scenario

You are aware that small amounts of AT supplies have been going missing over the past couple of weeks. You have noticed one of your classmates putting things from the clinic into her bag on a number of occasions and you suspect that she is responsible. What should you do?

Possible decisions to consider...

- A. Gather more evidence and catch her red-handed.
- B. Confront your classmate and ask her about what you have noticed.
- C. Tell your preceptor who it is you suspect is stealing.
- D. Don't do anything because it is not your business. If guilty, your classmate will be caught eventually.
- E. Privately ask some of your classmates if they have noticed anything suspicious recently.

Least Effective Option

D. Don't do anything because it is not your problem. If guilty your classmate will be caught.

This option does not resolve the issue. You have not addressed why this behavior is occurring, confronted your suspicions or informed anyone else. This activity is illegal and may now continue indefinitely.

Most Effective Option



B. Confront your classmate and ask her about what you have noticed.

This option allows you to discuss the issue directly with your classmate addressing your suspicions and clearing any doubt or ambiguity. On the basis of this outcome you would then proceed to option C (inform manager).

Emotional Intelligence Characteristics

□ Motivation

- work consistently toward goals
- have very high standards for quality of work

□ Strategies

- Find the positive in difficult situations, your attitude will make the difference
- Ask yourself “WHY” five times before making a difficult or complicated decision

Decision - To move or not to move....



Emotional Intelligence Characteristics

□ Empathy

- put yourself in other's situation
- help develop team members constructively
- challenge others who are acting unfairly
- listen to those who need it

□ Basic Strategies

- Pay attention to body language
- Recognize and directly address concerns

How is your patient doing...really



BE KIND.

FOR EVERYONE YOU
MEET IS FIGHTING A
BATTLE YOU KNOW
NOTHING ABOUT.



Emotional Intelligence Characteristics

□ Social skills

- be equally open to hearing bad and good news
- carefully manage change and resolve conflicts
- model appropriate behavior - 3 P's of Berg ATP

□ Strategies

- Be willing to lose in order to win
- Genuinely appreciate and praise others

“REALLY
GREAT
PEOPLE
MAKE YOU FEEL
THAT YOU,
TOO, CAN
BECOME
GREAT.”

- Mark Twain

EMPLOYERS VALUE EI OVER IQ?

In order of importance, employers say it's because those with high EI...

1) Usually remain calm under pressure

2) Resolve conflict effectively

4) Lead by example

3) Are empathetic to their colleagues — and act as such

5) May put more consideration into business decisions



How do YOU apply IL and EI...

- ☐ as an ATS or young professional?
 - ☐ requests for feedback...course evals
- ☐ with my colleagues & boss?
 - ☐ ask thoughtful questions
 - ☐ learn what you don't know 1st
- ☐ with your patients?
 - ☐ show them you genuinely care

Professional Bottom Line



Seek Conflict
Resolution

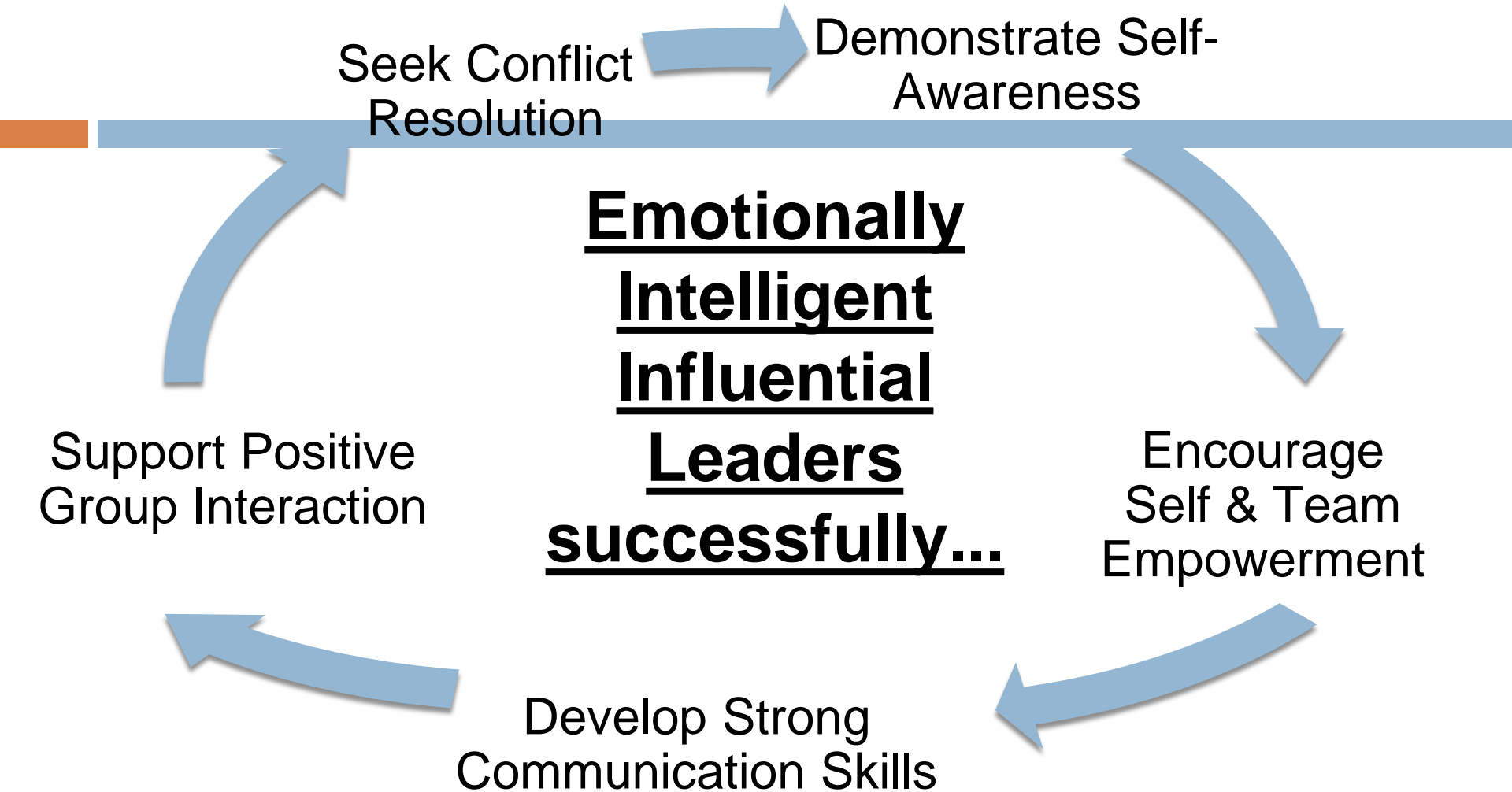
Demonstrate Self-
Awareness

Emotionally
Intelligent
Influential
Leaders
successfully...

Support Positive
Group Interaction

Encourage
Self & Team
Empowerment

Develop Strong
Communication Skills





THANK YOU!

QUESTIONS? / COMMENTS?

Remember - Cuddle, Don't Huddle:
Become an Emotionally Intelligent
Influential Athletic Training Leader!



Please feel free to contact us:

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Resources

ABMP's Student Success Curriculum (www.abmp.com / School Alliance Section)

Daniel Goldman: *Emotional Intelligence: Why it Can Matter More Than IQ*

Applying Emotional Intelligence in the Classroom