

SMS

self-study course

course 2 | june 2023



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E-I, E-I, ohhh!

Leadership & Emotional Intelligence

about this course...

The purpose of this self-study is to provide the dental professional with a review of necessary information regarding patient care & the role of **leadership** and **emotional intelligence** within the dental office. This course will provide a brief overview on how to enhance patient cooperation and trust, through reflection, self - awareness, and communication. Through exploring the importance of emotional intelligence in the dental office, the dental professional can learn how to be their own leader, promote positivity as a team member, and implement new methods during patient care.

Similar to previous SMS self-study courses, this self - study is designed around the idea that there is always something to be learned! The following content is designed to provide both recent graduates and experienced clinicians with evidence - based information that can be used during patient care and team interactions. Specifically, this course is designed to aid the clinician in self-reflection.

course 02

june 2023



E-I, E-I, ohhh!

Leadership & Emotional Intelligence

learning objectives

Upon completion of this course, the participant will be able to:

- define leadership
- identify qualities of a leader
- recognize the focus of the Duke Leadership Model
- identify the five components of the Duke Leadership Model
- define emotional intelligence
- recognize the five elements of emotional intelligence as defined by Daniel Goleman
- differentiate elements of emotional intelligence
- identify the role of emotional intelligence in dentistry
- identify examples of emotional intelligence
- connect personal practices to the improvement of emotional intelligence
- recognize the characteristics of The Leadership Challenge
- identify the components of The Leadership Challenge
- relate the components of The Leadership Challenge to the dental practice

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LEADERSHIP

overview

Leadership is defined as a combination of position, responsibilities, attitude, skills, and behaviors that allows someone to bring out the best in others, and the best in their organization, in a sustainable manner.¹ It is not simply a process, but rather a characteristic. It may even be considered a relationship; a relationship between those who aspire to lead and those who choose to follow. Leadership plays an important role in most organizations and team-based environments, often promoting collaboration and growth. It is utilized to guide a team or organization toward a shared goal.

Leadership is developed through experience and intentional practice. It is important to focus on what not to do, but it can be especially beneficial to consider the qualities and strategies that allow for effective leadership. Similarly, the actions taken to become an effective leader are valuable and often the driving factor in successful leadership. Success is created through developing and sustaining positive relationships. As a leader, qualities of honesty, competence, enthusiasm, and forward - looking should be clearly defined and implemented. Essentially, trust is the most important factor in the relationships between leaders and those who are under such leadership.²

Consider your experiences with leadership --- both as a leader and as a team member. What are the qualities that you valued? How effective was this type of leadership? What specific strategies were valuable? What could have made this experience better? As we explore leadership, reflect on each of these questions. Reflect on how leadership impacts the environment of the dental office, the patient appointment, and the success of the team. **In a few pages, we will review how leadership influences all members of the team, regardless of one's position.**

LEADERSHIP *in healthcare*

Leadership in healthcare is similar to leadership in a general context, but there are key characteristics that are valuable to recognize and understand as healthcare professionals. When considering the application of leadership for healthcare professionals, there are some challenges, as most theories were not developed within a healthcare context, but were usually developed for business and then applied to healthcare. Over the last several years, there has been an awareness that education related to leadership in healthcare is limited. There is limited information regarding the benefits of leadership training for patient care and there is a limited understanding of the competencies of effective leadership. However, there is evidence that leadership can improve patient care and provider competence.³

Leadership styles in healthcare can vary and there is evidence to support the benefits for each. Common approaches include transformational leadership, collaborative leadership, conflict management, shared leadership, distributed leadership, and ethical leadership.⁴ Recent research has led to the development of a concept mapping model, the Duke Leadership Healthcare Model, designed to be a framework for understanding leadership's role within healthcare. This Model uniquely focuses on the following qualities based on patient-centeredness. The five components include Emotional Intelligence, Teamwork, Critical Thinking, Integrity, and Selfless Service.³ **The following information will focus on emotional intelligence and the evidence to support its effectiveness in leadership and the impact it has on patient care.**





EMOTIONAL INTELLIGENCE

introduction

Emotional Intelligence (EI), commonly referred to as Emotional Quotient (EQ), is defined as the ability to recognize personal emotions and identify how they affect you, as well as the people around you.⁵ It also involves the ability to identify how others are feeling, what they need, and how to empathize with such feelings. It involves the process of reflection and a focus on relationships with others. Through research, it has been found that emotional intelligence is significantly beneficial for relating well to others and for building better relationships. Though intellectual intelligence and cognitive ability is important for most real-life interactions, the focus on emotional intelligence has shown that it remains a major component of good relationships. Additionally, it has been evidenced as a strong predictor for success.^{5,6,7}

In 1995, Daniel Goleman, an American psychologist, described emotional intelligence through an elemental framework. This framework included self-awareness, self-regulation, motivation, empathy, and social skills.

- **self-awareness** *the ability to understand what influences one's self and others, as well as the associated feelings*
- **self-regulation** *the ability to regulate one's emotions*
- **motivation** *the feeling of consistently working toward goals and ensuring quality in one's work*
- **empathy** *the ability to understand the emotions of others and respond to feelings*
- **social skills** *proficiency in managing relationships through communication and conflict management*

EMOTIONAL INTELLIGENCE

in healthcare

The focus of emotion intelligence in healthcare has evolved over the last several years. As noted, emotional intelligence is one of the main components of the Duke Healthcare Leadership Model, focused on patient - centeredness. In simple terms, it is the glue that binds the relationship piece of the patient / provider interaction. Similarly, this skill focuses on recognizing the problems of others, including colleagues, and it can allow for problem solving. Many healthcare environments, including the dental office, can present with high levels of stress. It is imperative that all members of the team work closely to manage these stress-inducing situations, while supporting all of those involved.

Communication is a critical skill utilized by all healthcare professionals. In developing rapport with a patient, there is a need for effective communication. In order to transition from an introductory rapport to that of a trusting relationship, the healthcare provider must utilize emotional intelligence by considering the patient's feelings. There is an important balance between identifying patient feelings and providing necessary care... even when the care needed is not favored by the patient. As providers, we may not be able to control a patient's feelings or behaviors, but we have the ability to identify them and apply skills, such as emotional intelligence. In these situations, the most important thing that the dental provider can do is appropriately communicate.





EMOTIONAL INTELLIGENCE

in dentistry

There is limited research related to emotional intelligence in clinical dentistry. However, in understanding the benefits supported through years of research in various other fields, there is an important need for exploring how it may benefit dentistry as a profession! Muhalab Al Sammarraie, D.D.S., articulates the importance of emotional intelligence among dentists, noting that it may be more impactful than that of intellectual intelligence noting, "sustainable progress of the profession depends on the ability of all dentists to strike a balance between meeting the emotional needs of the patients and adequately performing the required operational techniques."⁸

Recently there has been an increased focus on understanding the role of emotional intelligence in dental and dental hygiene education. Such research supports that emotional intelligence has a positive influence on professionalism, suggesting that improving emotional intelligence levels may assist dental and dental hygiene students in their development of professionalism.^{9,10} Similar research evaluates the impact of emotional intelligence on academic performance suggesting that more attention to the development of emotional intelligence may lead to improved academic and clinical performance among undergraduate dental hygiene students and dental students.¹¹

As we identify the importance of emotional intelligence in the field of dentistry and its impact on patient care, creating quality education related to emotional intelligence should be at the forefront of dental and dental hygiene education.



EMOTIONAL INTELLIGENCE

and the dental team

Who on your dental team has high emotional intelligence? Yes, it is the person who listens, understands and is approachable. But it also the person who finds a solution to a problem instead of complaining. It is the independent thinker who is not influenced by peer pressure. It is the person who maintains an optimistic attitude and has the ability to control negative thoughts. It is the mindful person who lives in the present and does not dwell on the past. It is the person who considers the needs of others. It is the person who strives to understand others instead of being overly critical. It is the person who avoids drama and does not allow the emotions and lives of others to affect their own.

A dental team with high emotional intelligence has potential to create an upbeat, inspired workplace environment that benefits all. In contrast, a dental team functioning with limited emotional intelligence results in a stressful environment that affects motivation, may impact patient relationships and limit practice growth.

What can members of your dental team do to improve emotional intelligence? Let's explore!

EMOTIONAL INTELLIGENCE

and the dental team

Research supports that emotional intelligence can be improved through intentional training and education.¹² As such, the following may be helpful approaches for improving one's emotional intelligence.

SELF-AWARENESS

- take an emotional intelligence assessment
- ask for constructive feedback from others
- practice mindfulness techniques
- reflect on your emotional responses every day
- keep a journal of strengths and weaknesses

SELF-REGULATION

- reflect in the moment
- step - away and gather your thoughts
- verbalize what you feel
- be intentional about limiting stressors

MOTIVATION

- set personal goals
- be positive and focus on the desired result
- set clear deadlines
- use to-do lists

EMPATHY

- carefully listen to others
- understand the perspective of others
- acknowledge what others are feeling
- verbalize what you feel
- be approachable

SOCIAL SKILLS

- be sociable
- be aware of your non-verbal communication
- attend networking events
- interact face-to-face instead of on social media





YOU ARE A *leader*

In the article, [How to Lead When You Are Not in Authority](#), Carol A. Jahn, RDH, MS presents the idea of considering one's self as a leader even when not in positions of authority.¹³ The idea of leadership is often associated with the idea that it is positional or decided by a specific role. However, there is benefit in considering that everyone is a leader, especially within the dental setting. Leadership at all levels promotes collaboration and engagement, and as we know, delivery of healthcare requires professionals to employ such methods toward good patient care. Leadership matters and associated behaviors directly relate to workgroup performance and team effectiveness.²

Jahn also introduces research from Kouzes & Posner, leading experts in the field of leadership. In the most recent edition of their book, [The Leadership Challenge](#) (2023), Kouzes and Posner present a leadership model designed around practices and behaviors.² The Leadership Challenge provides a clear 5-step process for implementing effective leadership. They are ---

1. model the way
2. inspire a shared vision
3. challenge the process
4. enable others to act
5. encourage the heart

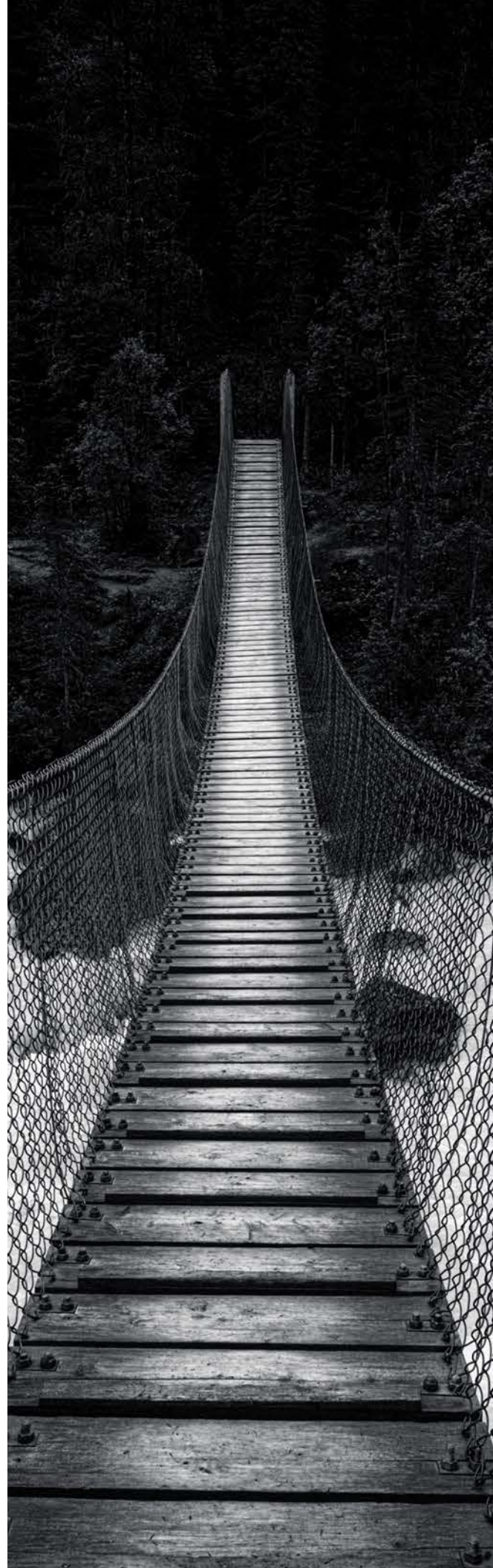
Next, we'll consider how each of these practices can be applied to your role within the dental setting! As each step is detailed, we will review the associated commitments.

THE LEADERSHIP *challenge*

At first glance, you may be thinking, "I am not a leader. My boss is the leader" and to some extent, this is true. However, the intention in walking through "The Leadership Challenge" is to promote the idea that leadership is a characteristic, rather than a position. So, as we explore each of the steps, imagine how YOU can make a difference, regardless of your role on the dental team.

MODEL THE WAY

Modeling the way is as simple as leading by example. Exemplary leaders are those who show the team what they are expected to do by doing it themselves. To effectively 'model the way,' you must first identify your guiding principles and determine what is valuable to you and to the team. Speaking your values can be an effective method for this. Consider how often you work with your teammates and how much you influence their decision making (even when deciding what to eat for lunch!) Through any role, sharing these values with other members of the team allows them to understand the things that you feel are important. As a team member, something as simple as respecting honesty can be noticed. If you demonstrate honesty through avoiding gossip and communicating your feelings, other members of the team may find it impactful. As a dental provider, reflect on the ways that other team members interact with patients. Are they effective? Does the patient appreciate their approach? Consider how you can model patient interaction for others to observe.





INSPIRE A SHARED VISION

Inspiring a shared vision begins with considering what 'could' be. Leaders envision the future and all the possibilities that can occur. In the dental setting, there is opportunity for this every day! Consider what is discussed during morning huddle --- there is often discussion for what the day will look like and how each member of the team will help to reach the end. This is the perfect time to decide what the vision for the day could be, even a personal vision! Something like, "I am going to share one compliment with each patient today to spread positivity." A shared vision begins when team members come together and determine how each person's ideas can be implemented. It is important for all team members to see their values reflected. Enthusiasm is contagious! Sharing your ideas can lead to excitement among others, especially when they observe your genuine passion. It begins with an idea and it is fostered by each individual.

CHALLENGE THE PROCESS

Challenging the process may sound a bit intimidating, but this approach involves a leader searching for opportunities by seizing the initiative and looking outward for innovative ways to improve. It is focused on possibility, similar to having a shared vision. It is a process of thinking differently, creating differently, and acting differently. There may be situations within the dental office that requires a restructuring of plans. It may be as simple as deciding what new product to implement into the practice, or a new technology that can benefit patient care (i.e. asking for a new ultrasonic system to boost efficiency and quality of care, even if there is an additional cost). It begins with simply asking a question --- "What we have now is okay, but how can we make it better?" It is not a matter of complaining, but rather a matter of being proactive!

ENABLE OTHERS TO ACT

Enabling others to act is defined by a relationship created through trust. It requires a focus on 'we' and how the 'we' can create change and action. In considering the flow of the dental office and making it 'work,' there are noticeable characteristics that each member has to support in the overall initiative. Being intentional in what you say to others is key --- when you notice that they do something well, share it with them! It may look like helping others with tasks, working collaboratively on a task, or learning others' jobs in order to support them in the future. It could be as simple as the doctor learning sterilization to support the team during busy times, or the clinical team learning how to treatment plan and 'check-out' patients to support the front desk. It matters who you work with and how you treat them. Being a leader involves helping others to feel strong, capable, competent, and committed. Exemplary leaders focus on serving others. This overall focus can in-turn, encourage others to take risks, make changes, and act.

ENCOURAGE THE HEART

Reflect on a time that you have felt appreciated. Think of a time when someone displayed a genuine act of kindness toward you. How did this make you feel? Encouraging the heart involves showing appreciation and recognizing contributions and achievements of others. Being a leader requires encouraging team-work and celebrating values and victories by creating a spirit of community. As a member of the dental team, consider how you can show other members of the team how you value their efforts. It may be giving them a 'shout-out' during a morning huddle, or it may be as simple as buying them a coffee! Creating a spirit of community may involve getting together after work to celebrate small wins. As you begin each day, think of ways that you can encourage the heart.



THE LEADERSHIP challenge

The following commitments are reflective of successful leadership through The Leadership Challenge.² Kouzes and Posner provide each of these commitments as an easy reference for successfully leading. Consider using this list as a 'quick-guide' for influencing your decisions --- remember, YOU are a leader!

TOP TEN COMMITMENTS

1. clarify values by finding your voice and affirming shared values
2. set the example by aligning actions with shared values
3. envision the future by imagining exciting and enabling possibilities
4. enlist others in a common vision by appealing shared aspirations
5. search for opportunities by seizing the initiative and looking outward for innovative ways to improve
6. experiment and take risks by consistently generating small wins and learning from experience
7. foster collaboration by building trust and facilitating relationships
8. strengthen others by increasing self-determination and developing competence
9. recognize and contributions by showing appreciation for individual excellence
10. celebrate the values and victories by creating a spirit of community

course RESOURCES

There are numerous resources available for learning more about leadership and emotional intelligence. The resources linked on this page include 'just a glimpse' into all that is offered!

WEB RESOURCES

by ADA

[A Vital Skill for Dentists](#)
[10-Ways for Improving EI](#)

by COLGATE

[Emotional Intelligence in Patient Care](#)

by MINDTOOLS

[Emotional Intelligence in Leadership](#)
**consider taking the assessment*

* additional resources available upon request

LITERATURE

by Kouzes & Posner

[The leadership challenge the leadership challenge:](#)
[How to make extraordinary things happen in](#)
[organizations](#)

by Goleman

[Emotional intelligence: why it can matter more than](#)
[IQ](#)



course

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RELEASE DATE

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instructions

- **CREATE ACCOUNT & REGISTER**

click [here](#) for Continuing Dental Education website

click [here](#) for **HOW to CREATE a NEW ACCOUNT and REGISTER**

enter your **SMS number** for your office in the final data field

- **ACCESS to COURSE**

once registered, you will be **emailed a link with instructions** on how to access the online course content

- **REVIEW COURSE MATERIALS & COMPLETE QUIZ**

complete **10-question quiz** / 80% must be correct to pass

you will be informed instantly if you pass the course and receive an email with a **CE certificate for 2.0 hours** and course evaluation

- **FREQUENTLY ASKED QUESTIONS**

click [here](#) for **FAQ** on how to register, password re-sets, how to access past certificates and course history

questions

- **WHO can EARN FREE CE CREDITS?**

EVERY dental professional in your office

- **HOW MANY CE CREDITS are EARNED?**

two CE credits are issued for successful course completion --- credits count toward OSDB 2022-2023 biennium totals

- **WHAT if I MISS THE DEADLINE?**

submit answers by deadline to receive credits at no charge after deadline, course can be purchased until end of biennium

- **WHEN are SMS COURSES OFFERED?**

March, June, September & December (totaling 8 free CE credits)

- **HOW do I obtain the CERTIFICATE?**

certificate is available online following test completion

- **WHAT is my SMS NUMBER?**

everyone in your office uses the same SMS number (office account number) - number is on label on back of test envelope)

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