1. Introduction

I am not qualified to talk about the general topic of empathy as it relates to Emotional Competency.

I will be talking about my experience in learning about this subject from the point of view of a physicist.

I will report on my observations as to the worth of emotional intelligence and, in particular, empathy, in working toward the goal of being a better leader.

2. The Hubris of the physicist

“I only concern myself with objectively defined variables that can be measured and concepts that can be proven from first principles”

First of all – Get over yourself!

We deal with “fuzzy concepts” all the time.

We interact with many team members – radiologists, technologists, administrators

3. Uses of the concept of Empathy for Medical Physicist Leaders

- MOC professional development
- Growing Trends toward Teamwork in Medicine
- MP Interactions with:
  - Patient Care workers
  - Trainees, Employees
  - Regulators
  - General Public

4. Teams and Teamwork

- Medical Univ. of SC required medical school course
- The current generation of medical physicists:
  - K – 12 Education
5. Searching for information:

Google
- emotional intelligence
- empathy
- empathy in the workplace
- empathy and leadership

What do you find?
- Jane Smith’s 10 steps to Empathy in Leadership
- John Doe’s 7 principles of leadership
- Business Today™ Profile of Empathetic Leaders
- Leadership World™ Empathy as a Tool of Effective Leadership

What do you find if you actually read them?
- Unsubstantiated statements
- Anecdotes
- Assertions of qualities that make good leaders

Don’t Give up!
- So, what do you believe?
- Find the academics behind the verbiage.
  - Google Scholar
  - Univ. Library Searches – Pub Med, etc.

There is such a thing as Management Science, a subfield of Applied Psychology.

6. We have our scholarly underpinnings, so does Management Science.
The judgement of Blue Ribbon Panels and Recognized Experts play roles in both endeavors.

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7. What I found about Emotional Intelligence.

Emotional Intelligence was generally recognized as an important concept in the 1990s.


8. Emotional Competency Inventory – Outcomes

Leads to improvements in:
Department Performance – Nel 2001
Sales Performance - Lloyd 2001
Softball Coaches Division I winn/loss record – VanSickle 2004


9. What I found about Empathy.

Empathy quotient is correlated with transformational leadership – and predicted the emergence of future leaders.


Demonstration of empathy leads to feelings of empowerment by employees.


10. Dictionary Definition and etymology

empathy [noun] the ability to understand and share the feelings of another.

– origin early 20th cent.: from Greek empatheia (from em- 'in' + pathos 'feeling') translating German Einfühlung.

usage: People often confuse the words empathy and sympathy. Empathy means ‘the ability to understand and share the feelings of another’ (as in both authors have the skill to make you feel empathy with their heroines; ), whereas sympathy means ‘feelings of pity and sorrow for someone else’s misfortune’ (as in they had great sympathy for the flood victims).

11. Evolution of the term “empathy” In Applied Psychology:

Dymond defined empathy

DYMOND, ROSALIND F. A scale for the measurement of empathic ability. / /. consult. Psychol., 1949, 13, 228-233.

Kerr proposed measurement techniques

KERR, W. A., & SPEROFP, B. J. Measurement of
empathy. Chicago: Psychometric Affiliates.

Bell and Hall connected it with leadership


THE RELATIONSHIP BETWEEN LEADERSHIP AND EMPATHY

GRAHAM B. BELL
Louisiana State University
AND
HARRY E. HALL, JR.
Florida State University

12. Consensus in Management and Applied Psychology

Definition of Empathy
The ability to identify the viewpoint of employees


What is generally accepted about Empathy in Management Science?

When be become better listeners, we become better managers

Empathy is built through an awareness of oneself

Understanding non-verbal messaging is an important part of empathy


Q. What is the major barrier to the effective use of empathy as a management tool?
A. Belief that empathy will cause the manager to loose status


When faced with tasks or decisions as a leader:

Always take the step of including empathy

Empathy costs nothing, it delays nothing, it does not require action – but may suggest it.

Case Studies – “Gedanken Experiments”

Employee A reports an action taken by employee B that is against normal policy.
A leader refused to visit a lab that was to be relocated because it might “cloud” the decision.

EMPATHY:
It may provide the “new perspective” we all need.
It may help you decide how to break “log jams”
It may lead to transformative behavior

Einstein: repeating an action over and over and expecting a new result is a definition of madness”

The message: try something new! Empathy is a concept that demands rethinking a problem from a different perspective.