

Outline and References
Medical Physics Leadership Academy - Emotional Competencies: Empathy
AAPM 2016 Annual Meeting, Washington, D.C.

Speaker: **E. Russell Ritenour, Ph.D.**, Medical University of South Carolina, Charleston, SC
Talk #3 – 2:45pm Medical Physics Leadership Academy – Emotional Competencies: Empathy

Session: **MO-DE-201-3** Monday, Aug. 1, 1:45pm – 3:45pm

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.

Rad Safety Rules and Regs - Shielding

Effective Dose Tissue Weighting Factors

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

Collaborative Learning, The Dynamics of group projects

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.

Medical Physics

NCRP, ICRP, reports
State Rules and Regs, OSHA
Journals – Peer review, statistics
Academic Research Universities

Management Science

NAS, N Acad. of Applied Psychology, N Acad. of Education
OSHA, EEOC,
J of Applied Psych, J of Educ. Psych, J of Social Psych
Schools of Business: Wharton, Harvard, Stanford

7. What I found about Emotional Intelligence.

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

Salovey P, Mayer JD. Emotional intelligence. *Imagin Cogn Pers* 1990;9:185-211

Thorndike E et. al. Intelligence and its measurement: a symposium. J Educ Psychol 1921; 12: 123-54 and 195-216.

Gardner H. Frames of Mind: the Theory of Multiple Intelligences. New York: Basic Books, 1983.

Salovey P, Mayer JD. What is emotional intelligence? In: Salovey P, Sluyter DJ, eds. Emotional Development and Emotional Intelligence. Jew York: Basic Books, 1997.

Goleman D. Working with Emotional Intelligence. New York: Bantam Books, 1998.

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

Nel (2001). An industrial psychological investigation into the relationship between emotional intelligence and performance in the call centre environment. Unpublished Master's Thesis. University of Stellenbosch, Department of Industrial Psychology.

Lloyd, M. (2001). Emotional intelligence and Bass Brewers Ltd. Unpublished Dissertation. Nottingham: Nottingham Business School.

VanSickle, J. L. (2004). The relationship between emotional intelligence and coaching effectiveness in Division I head softball coaches. Unpublished Dissertation. Lexington, KY: University of Kentucky, College of Education.

9. What I found about Empathy.

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

*Skinner C. & Spurgeon P. (2005) Valuing empathy and emotional intelligence in health leadership: a study of empathy, leadership behaviour and outcome effectiveness. Health Services Management Research 18, 1–12.

*Barbuto J.R., Barbuto J.E. Jr. & Burbach M.E. (2006) The emotional intelligence of transformational leaders: a field study

of elected officials. *The Journal of Social Psychology* 146 (1), 51–64.

Demonstration of empathy leads to feelings of empowerment by employees.

Sosik J.J. & Megerian L.E. (1999) Understanding leader emotional intelligence and performance. *Group & Organization Management* 24 (3), 367–390.

Sosik J.J. & Megerian L.E. (1999) Understanding leader emotional intelligence and performance. *Group & Organization Management* 24 (3), 367–390.

Goleman D., Boyatzis R. & McKEE A. (2002) *Primal Leadership. Realizing the Power of Emotional Intelligence*. Harvard Business School Press, Boston, MA.

10. Dictionary Definition and etymology

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

– origin early 20th cent.: from Greek *empathia* (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*).

Citation: (2010). empathy. In Stevenson, A.(Ed.), *Oxford Dictionary of English*. : Oxford University Press. Retrieved 31 May. 2016, from http://www.oxfordreference.com/view/10.1093/acref/9780199571123.001.0001/m_en_gb0263320.

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.

DYMOND, ROSALIND F. Personality and empathy. */. consult. PsychoL*, 1950,14, 343-350.

Kerr proposed measurement techniques

KERR, W. A., & SPEROFF, B. J. Measurement of

empathy. Chicago: Psychometric Affiliates.
KERB, W. A., & SPEROFF, B. J. The empathy test:
supplement to manual. Chicago: Psychometric
Affiliates, 1951.

Bell and Hall connected it with leadership

Bell, Graham B.; Hall Jr., Harry E., The relationship between leadership and empathy.
The Journal of Abnormal and Social Psychology, Vol 49(1), Jan 1954, 156-157.

<http://dx.doi.org/10.1037/h0053927>

THE RELATIONSHIP BETWEEN LEADERSHIP AND EMPATHY¹
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
Ioannidou F, Konstantikaki V, Empathy and emotional intelligence: What is it really about?,
International Journal of Caring Sciences, 1(3); 118-123, Sept.-Dec. 2008.

What is generally accepted about Empathy in Management Science?

When we 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

Austin EJ, Evans P, et.al., A preliminary study of emotional intelligence, empathy and exam
performance in first year medical students, Personality and Individual Differences, 39 (2005)
1395–1405. DOI:10.1016/j.paid.2005.04.014.

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 lose status

Church, A.H., Managerial self-awareness in high-performing individuals in organizations, Journal
of Applied Psychology 82(2):281-292.

13. Summary: the Bottom Line.

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.