

# National Academy of Medical Sciences



## Emotional Competencies, Critical Thinking & Decision Making Leadership Development (LEAD) Program 5-7 July 2024

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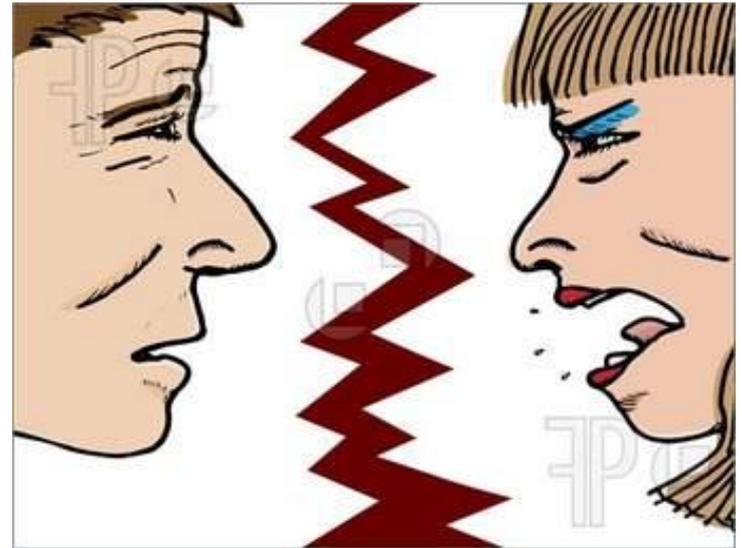
Final 4 SK July Cohort Emotional Competencies, Critical Thinking and Decision  
making

# Outline

1. Exercise
2. What determines our behaviour?
3. What is emotional Intelligence?
4. How to develop emotional competencies
5. Critical Thinking and its complementarity with Emotional Intelligence
6. Decision Making in uncertain situations

# Exercise & Reflections

Recall an experience in your life when you became emotionally charged and behaved under strong emotions. And respond to the following questions



- What exactly happened
- How it affected the work?
- If you face a similar situation now, how differently will you act?

# IQ vs EQ

- People with average IQ outperform those with high EQ 70% of the time
- Those with high IQ outperform those with average IQ only 20% of the time
- EQ accounts for 58% of performance in all types of jobs
- Every point increase in EQ adds \$ 1,300 to annual income

# Emotional Intelligence

Is our ability to

- recognize and understand emotions in self and others
- ability to use this awareness to manage your behaviour and relationships.

Only 36% of people are able to accurately identify their emotions as they happen.

# Emotions

Emotions are essential part of our lives

All emotions are derivatives of five core feelings:

- Happiness
- Sadness
- Anger
- Fear
- Shame

Each one has 20 subtypes



# Emotions affect our actions

- Everything we see, smell, hear, taste and touch create signals that reach our brain
- It enters our brain at the base and reach the frontal brain that is responsible for rational logical thinking
- These signals pass through our limbic system, the emotional HQ in the brain
- We experience things emotionally before the reason kicks in
- The communication between our emotional and rational brains is the source of emotional intelligence

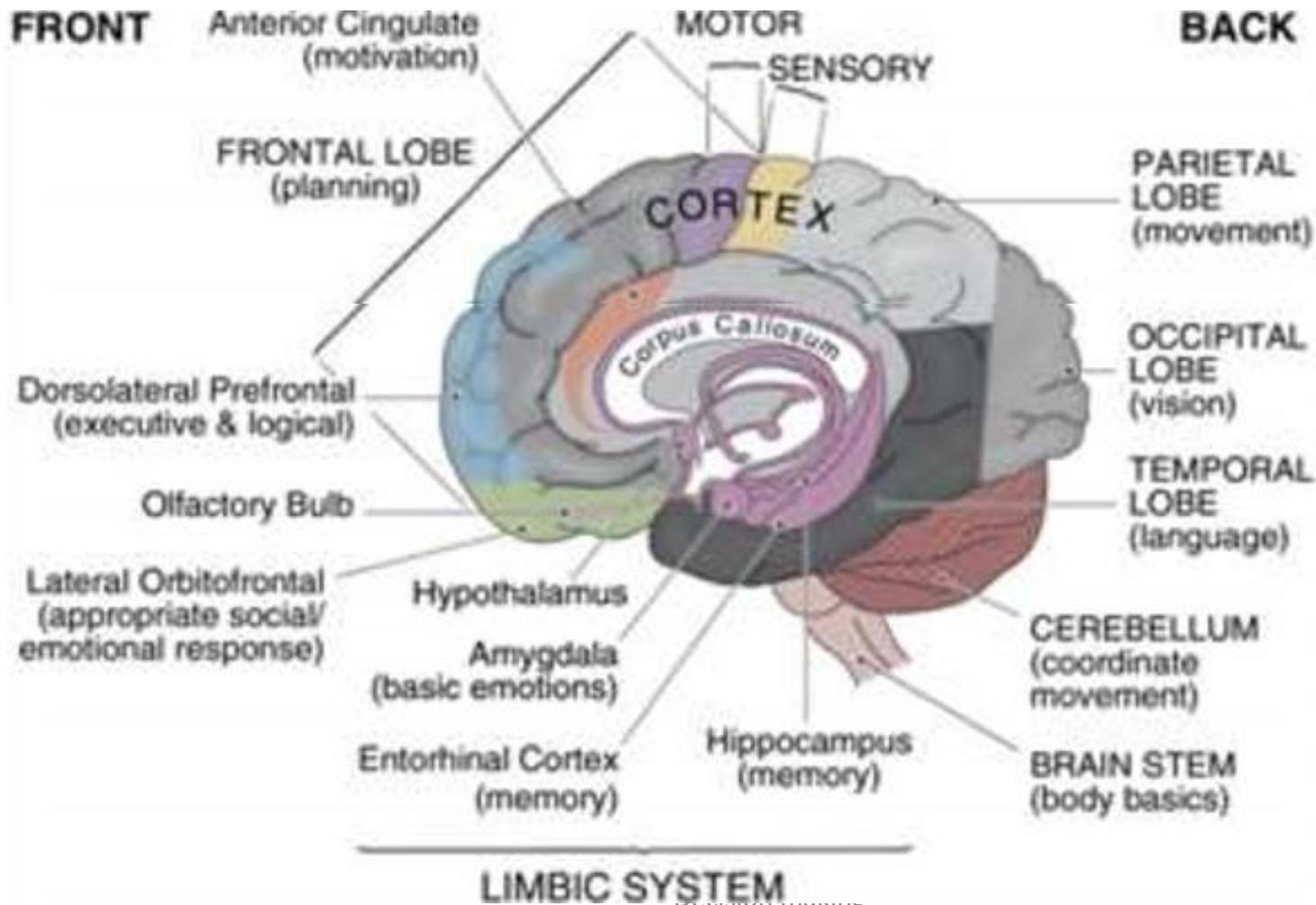
# Moral Evils in Bhagwat Gita

त्रिविधां नरकस्येदं द्वारं  
नाशनमात्मनः ।  
कामः क्रोधस्तथा  
लोभस्तस्मादेतत्त्रयं त्यजेत्  
Chapter 16 Shlok 21

काम, क्रोध और लोभ जीवात्मा  
को आत्म विनाश के नरक की  
ओर ले जाने वाले तीन द्वार हैं  
इसलिए सबको इनका त्याग  
करना चाहिए।

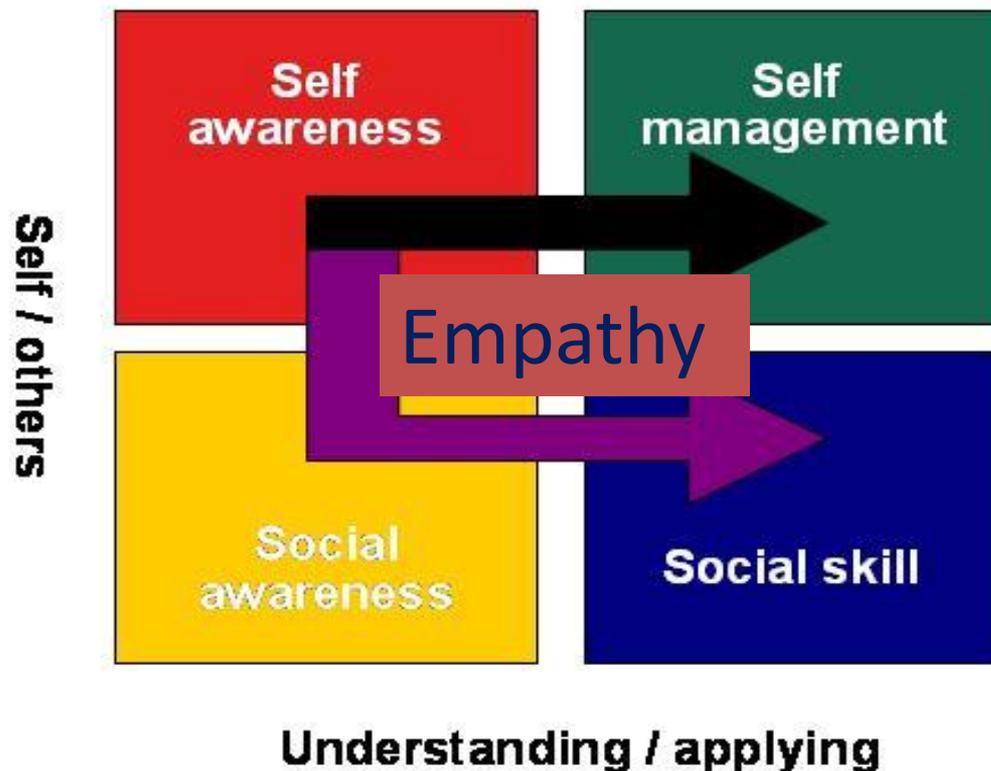


# 'Decapitation' of Logical Brain in Emotional Clouding



# Working on Emotional Intelligence

## Emotional Intelligence Model



# SELF – AWARENESS

**83% of top performers & 2% of bottom performers reflect self awareness**

- **Know which emotions they are feeling**, how feelings affect their work. Realize the links between their feelings and what they think, do, and say
- **Speak openly about their emotions**
- Recognize **how their feelings affect their performance**

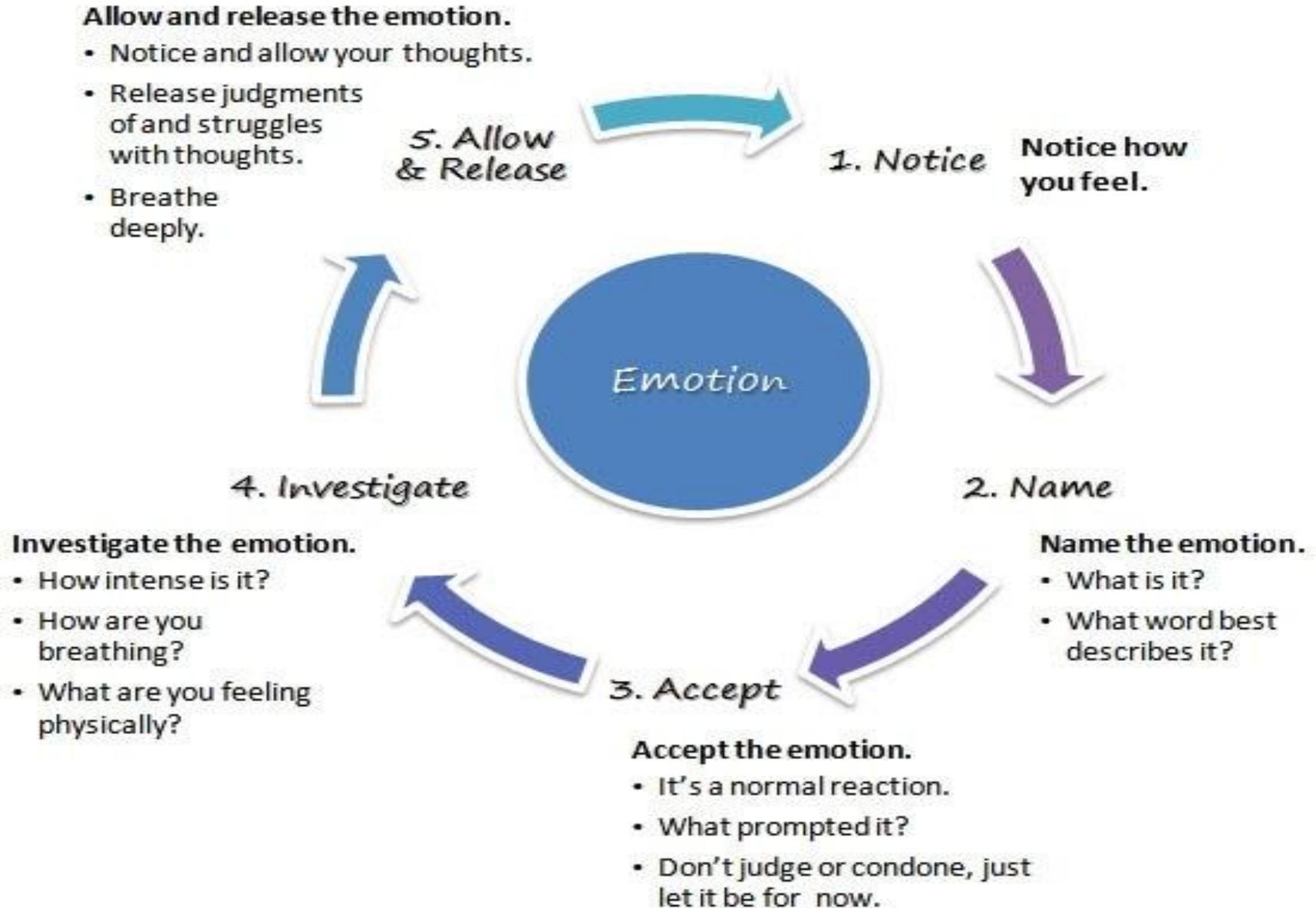


# SELF - MANAGEMENT

- **Emotional Self Control:** Manage your disturbing emotions and channel them in useful ways. Stay calm and clear headed in crisis.
- **Transparency:** Authentic openness to others about your feelings, beliefs, actions and integrity. Openly admit your faults and mistakes.



# Emotional Regulation



# Daily Dose of Positive Emotions

- Regularly **engage in activities** that evokes positive emotions in you
- Keep up your **hobbies**
- It can be as simple as listening to music, going to a park, drawing or playing with your child etc.
- Find “Your Time” everyday



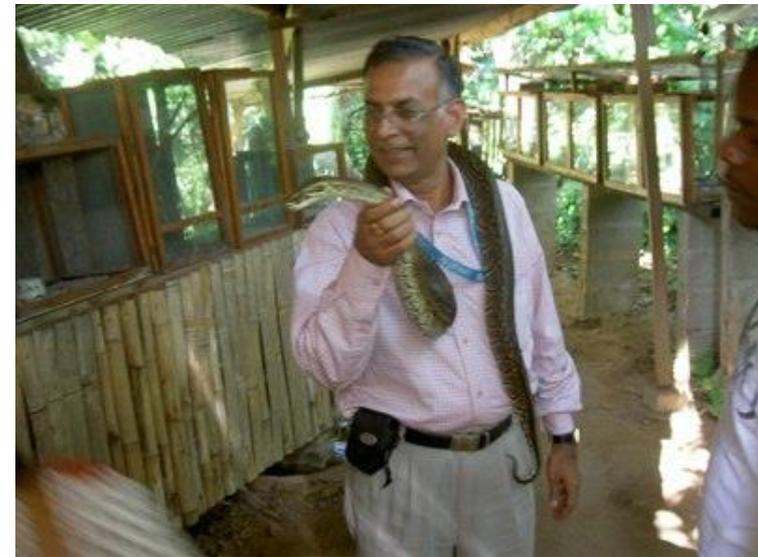
# SOCIAL AWARENESS

- **Empathy:** Sense others' feelings and take active interest in their concerns
- **Service orientation:** Anticipate, recognize, & meet others' needs
- **Develop others:** Sense what others' need to develop their abilities
- **Leveraging diversity:** Cultivating opportunities
- **Political awareness:** Read group's emotional currents



# RELATIONSHIP MANAGEMENT

- **Generate a friendly & collegial atmosphere**, models of respect, helpful & cooperative, develop close relationship beyond work
- **Influence:** Persuasive and engage when they talk to people
- **Develop others:** Genuinely interested in cultivating people, give timely & constructive feedback. Natural coaches and mentors.



# CRITICAL THINKING



problem



thinking



solution

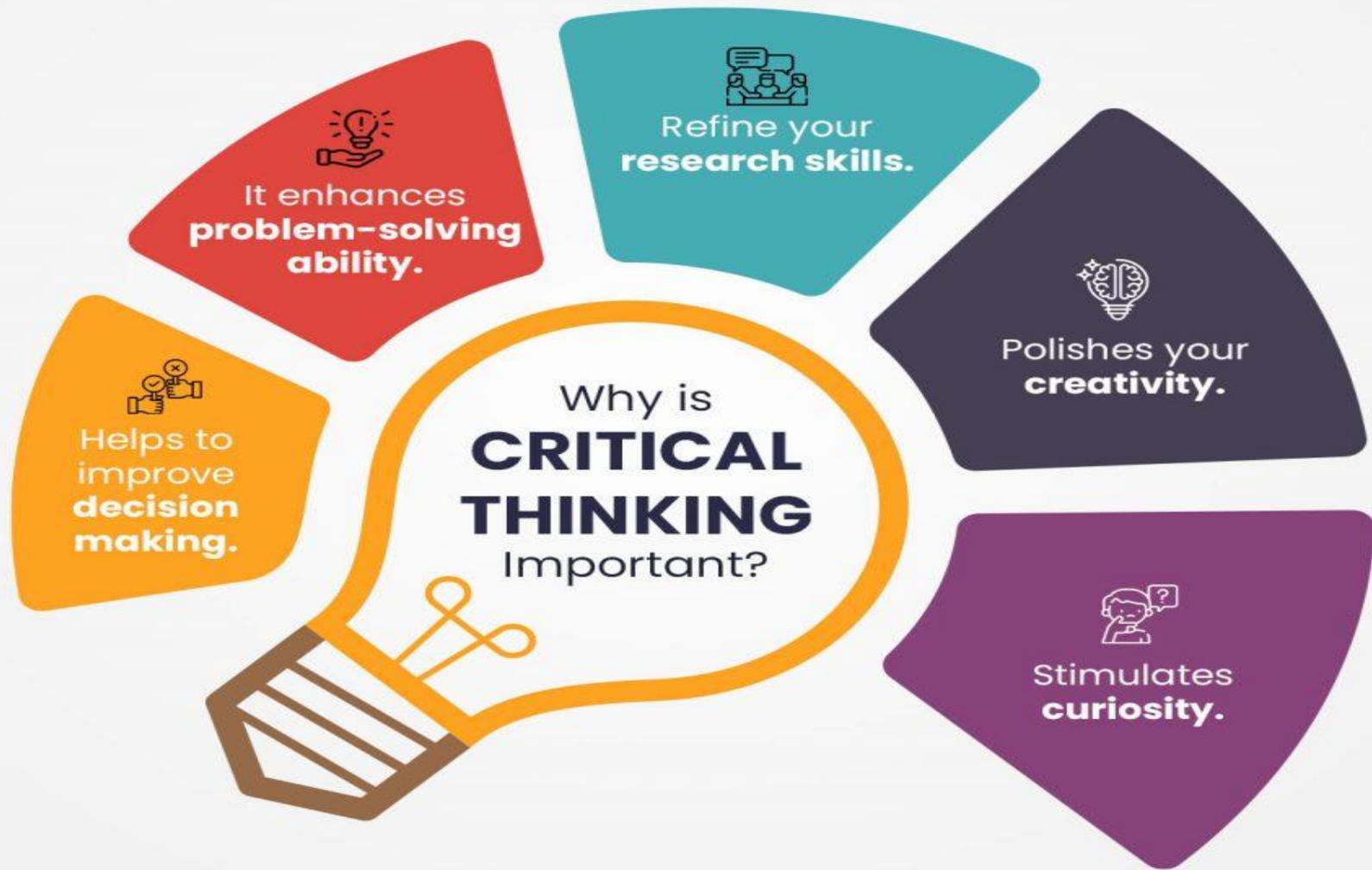
# Working with Difficult (Persons) Behaviors

- A difficult person is one who causes irritation, upset, stress or anxiety.
- There are three levels of difficult persons:
  - I. difficult some of the times and it includes almost everyone of us
  - II. when a person's behavior affects more than one person on a regular basis
  - III. include persons who purposely hurt or harm others through their behavior

# What is Critical Thinking?

- **Reasonable, reflective thinking** that is focused on deciding what to believe or do – **Robert Ennis**
- Skillful, responsible thinking that is conducive to good judgement because it is **sensitive to context, relies on criteria and is self-correcting** – **Mathew Lipman**
- **Thinking about your thinking**, while you're thinking, in order to make your thinking better – **Richard Paul**

# Why Critical Thinking?



# Actions for a Leader to Lead Critically

1. Be aware of the context of your situation and evaluate the implications of your decisions
2. Ask questions and listen appropriately
3. Take the time to understand the diversity of others' decisions, values, and opinions
4. Be flexible and open-minded in your decision-making.
5. Accept, internalize, and apply constructive criticism.
6. Evaluate assumptions before you try to challenge them
7. Understand processes before you try to change them.
8. Know the strengths and weaknesses of your followers and direct or empower accordingly
9. Be purposeful and take into account your organization's mission and values when making decisions
10. Engage others where they are, not where you want them to be.
11. Encourage critical followership
12. Take informed action

**DM Jenkins, AB Cutchens. *Leading Critically: A Grounded Theory of Applied Critical Thinking in Leadership Studies*; Journal of Leadership Education. Volume 10, Issue 2 – Summer 2011**

# Changing World: Shifting Priorities

Today's world is:

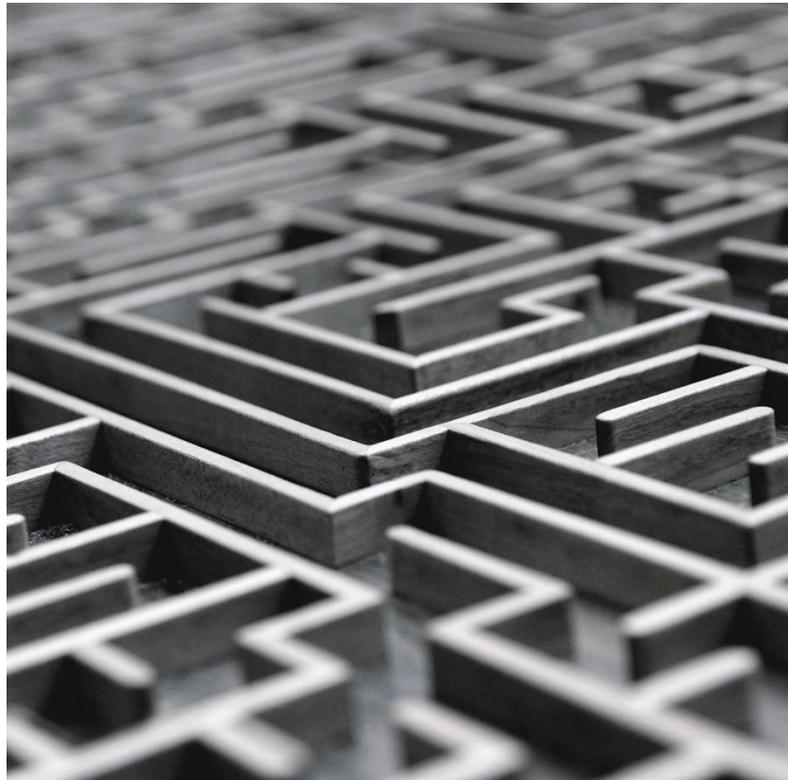
## **VUCA**

- Volatile
- Uncertain
- Complex and
- Ambiguous

## **BANI**

- Brittle
- Anxious
- Non-linear
- Incomprehensible

# Leadership in Decision Making, Uncertain Situations & Risk Mitigation



**Dr Sanjiv Kumar**

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**6<sup>th</sup> INCLIN Leadership Course**

Final 4 SKUs: Self-awareness, Emotional  
Competencies, Critical Thinking and

Decision making

# Taking decisions in uncertainty

## SITUATIONS

- Career choices
- New research domain
- Shifting back to India
- Selecting career enhancement opportunities
- Relocating to remote area
- Pressure from academic peers
- Forced collaboration
- Shifting from a high credibility institution to an upcoming institution

## UNCERTAINTIES

**Financial  
unsustainability**

**High possibility  
of failure**

**Threat to work-  
life balance**

**Unequal  
partnerships**

# Decision in Uncertainty

- **High tolerance for ambiguity.**
- **Requires more information.**
- **Considers more alternatives.**
- **Careful and adaptable.**

# **Decision In Uncertainty (DIU) Conceptual Framework**

**For decision making in uncertain situations,  
the leaders needs to be**

- Very broad in outlook**
- Considers many alternatives**
- Good at finding creative solutions**
- Focus long range**

# Decision Tools

## Marginal Analysis

Analyzing decisions in terms of their incremental costs

## Management Information

A mechanism to provide needed and accurate information on a regular and timely basis

# Decision Tools

## Decision Tree

Encompass' expected value analysis by assigning probabilities to each possible outcome and calculating payoffs for each decision

# Decision Tools

## Expected Value Analysis

**It permits decision makers to place a monetary value on the various consequences likely to result from the selected course of action.**

# Alternatives Developed

Identify the strengths and weakness of each alternative

&

Select the one that best addresses the salient discrepancies

# Take a Decision

Implement the decision and take the steps necessary to ensure correct timing and execution

Follow-up and evaluate the results

# DIU Behavioral Skills

- **Work well with others**
- **Concerned with achievements of subordinates**
- **Receptive to suggestions**
- **Avoids conflict**
- **Seeks acceptance**

# Ethics in Decision Making

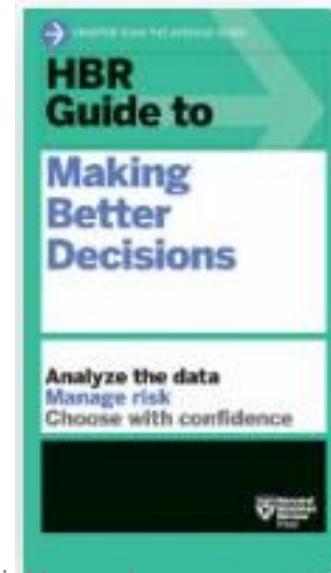
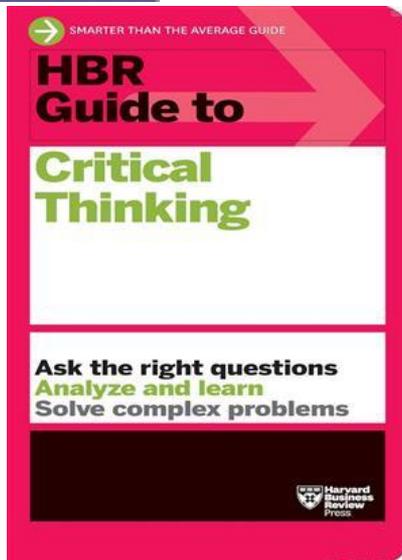
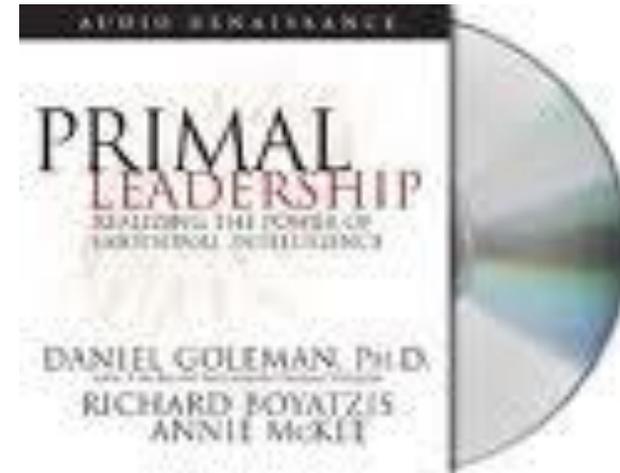
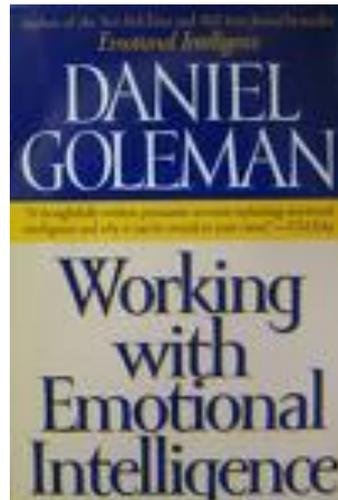
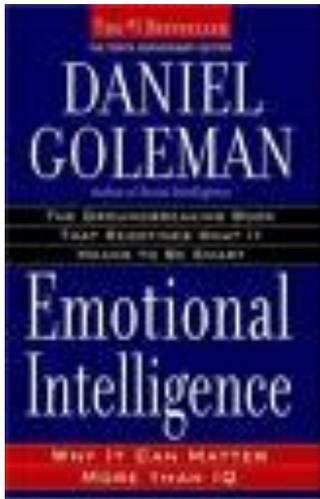
## \* Utilitarian

Decisions are made solely on the basis of their outcomes. The greatest good for the greatest number.

## \* Rights View

Decisions emphasize respecting and protecting the basic rights of individuals.

# Further Readings



Cohort Emotional Competencies, Critical Thinking and Decision making

# Thank You

Stay in Touch

1. Blog:

<https://drsanjivkumar.wordpress.com/>

[स्वास्थ्य, Afya, صحت, Santé,  
здоровье, الصحة, Health](#)

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# Emotional Intelligence & Resilience Skills

## Resilience and Emotional Intelligence

### Intra-Personal

### Inter-Personal

Awareness

#### Self-Awareness:

Internal Resources; Mindfulness; Positive Perspective; Self-Assurance, Worth & Confidence; Hardiness; Character

#### Empathy/Social-Awareness:

Social Support; Participation; Relationships; Two-Way, Holistic Communication; Compassion & Kindness; Engagement; Feedback

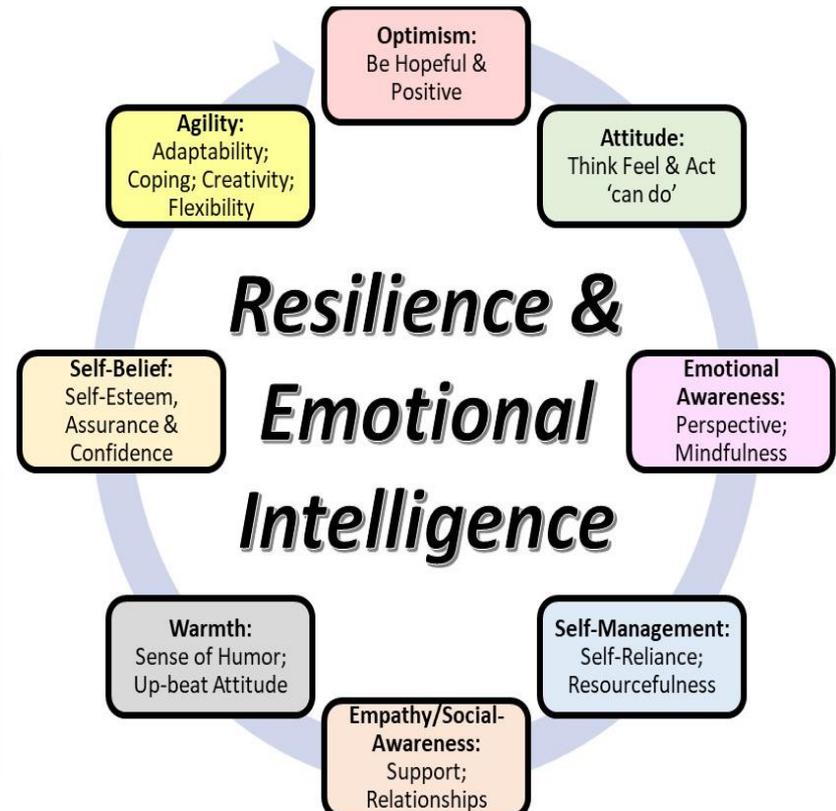
Regulation

#### Self-Management:

Focus; Center; Cultivate Resources & Response; Maintain a Positive, Optimistic Perspective; Operate with Fortitude & Grit: Target Goals & Be Deliberate; Persevere & Commit

#### Relationship Management:

Form & Maintain Mutually Beneficial Connection; Collaboration; Synergy; Serendipity; Creativity; Risk Reduction; Recovery Resources; a Positive Sense of Belongingness



# What is Risk Mitigation?

Risk Mitigation is

- the process of planning for disaster and
- Having ways to lesson negative impacts

Where do we start - Risk Analysis

# What are the types of Risks?

- 1. Compliance Risk:** Violation of Rules, Regulations or Standards
- 2. Legal Risks:** Violate government rules and regulations
- 3. Strategic Risks:** Faulty, its implementation or no strategy
- 4. Reputation Risk:** Negative impact on your personal or institutional reputation
- 5. Operational Risk:** Day-today activities that may divert attention from priority areas or drain resources

# Risk Mitigation Strategies

- 1. Avoidance:** Take measures to avoid risk
- 2. Reduction:** Not possible to avoid, reduce probability of risk
- 3. Transference:** Transfer the risk to the third party. Insurance
- 4. Acceptance:** take calculated risk and be prepared for it