

Reading list: Emotional intelligence

Date of webinar: 12 October 2023

Prepared by

Nikki Myall

(Evidence support information specialist, BMA library and archive, Corporate & Member Development)

evidence.support@bma.org.uk

Contents

1	Description	3
2	Obtaining full text articles	4
3	Results	5
3.1	e-Books	5
3.2	Web links	8
3.3	Google Scholar	9
3.4	Journal articles	10

1 Description

- This tailored reading list includes signposted web links, links to e-Books held by the BMA library, and journal articles on the topic of **emotional intelligence** as a supplement to the Learning and Development webinar you attended on 12 October 2023.
- The selected content is representative of the current literature on this topic, inclusion on this list does not imply endorsement from the BMA.
- If you would like to request a literature search on any aspect of this topic please fill out a [request form](#) (this service is available to BMA Members only).
- This reading list prioritises online content to ensure all attendees can benefit from this supporting resource. However most full text links will be accessible to BMA Members only. Find out more about [the benefits of BMA Membership](#) and [join here](#).
- The BMA Library prioritises an e-first approach, however if you are near BMA House in London, we have a modern, purpose-built library space where members are welcome to come and study. Find out more and see how we can help you [here](#).

2 Obtaining full text articles

2.1.1.1 Full text links

If available, the full text link has been included.

2.1.1.2 Search for Journals

The BMA Library provides access to thousands of e-journals for all BMA members. Use our [journal search](#) or [search by citation](#) options on the library website.

2.1.1.3 Article Requests

Members can use our article request service to request digital copies of articles that are not available in our library collections. We will try to obtain these copies from other libraries in the UK on your behalf for a fee: £5.10 (+VAT) for the first ten article requests; £13 (+VAT) for all subsequent requests. To request digital copies of articles, use the [order an article form](#) on the library website (you must be signed in).

2.1.1.4 E-Books

We provide free, direct access to thousands of e-books for BMA members.

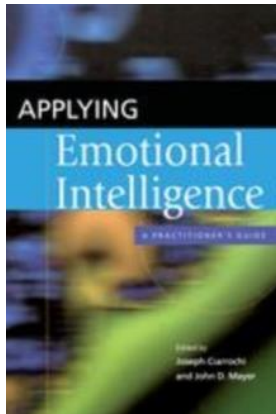
2.1.1.5 Further help

For any further help with getting full text articles, please contact the BMA Library Team (bma-library@bma.org.uk)

3 Results

Results

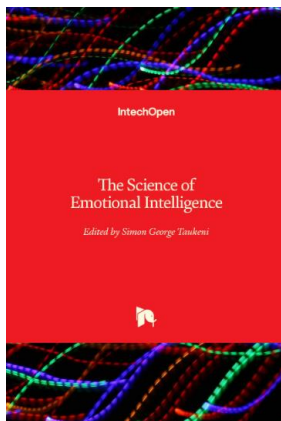
3.1 e-Books



Ciarrochi, J. & Mayer, J.D. ***Improving emotional intelligence: four concrete approaches***. New York: Psychology Press, 2013

Available online [here](#)

The explosion of research on emotional intelligence (EI) in the past decade has provided increasing evidence that EI can be measured reliably and can be useful in predicting important outcomes, such as managerial effectiveness and relationship quality. Naturally, people are now asking, "So, how does one improve EI?". *Applying Emotional Intelligence* collects the most important programs focused on that idea, and enquires of their originators, "What do you do?", "Why do you do it?", and "What is the evidence for your approach?". The emphasis of the book is applied, in that it provides and contrasts concrete examples of what we do in our interventions in a wide variety of situations.



George Taukeni, S. ***The science of emotional intelligence***. IntechOpen, 2021

Available online [here](#)

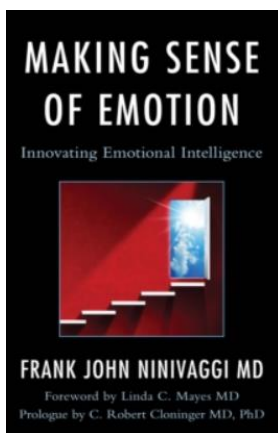
Emotional intelligence (EI) is the best instrument to build stronger relationships, communicate effectively, relieve stress, overcome challenges, and achieve career and personal goals. As such, this book covers a variety of topics related to the science of EI.



Sparrow, T. & Knight, A. ***Applied EI the importance of attitudes in developing emotional intelligence.*** Chichester, West Sussex, England; San Francisco, CA: Jossey-Bass, 2006

Available online [here](#)

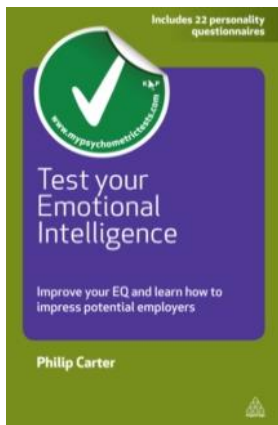
Tomorrow's leaders will have to be facilitators who work collaboratively to help others develop their potential, and this will require emotionally intelligent skills and attitudes. Applied EI provides the tools and advice needed to develop and manage a relationship with yourself and create positive relationships with others - the twin cornerstones of emotional intelligence.



Ninivaggi, F.J. ***Making sense of emotion: innovating emotional intelligence.*** Lanham, Maryland: Rowman & Littlefield, 2017

Available online [here](#)

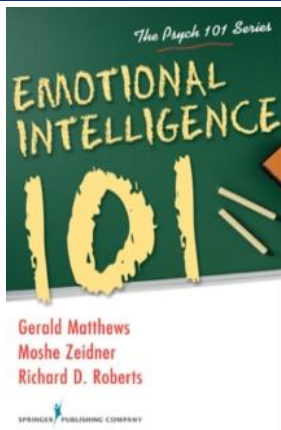
Emotions often get in the way of our functioning or understanding a situation. This book helps readers better understand emotions, as they learn to perceive, recognise, identify, and adapt their emotional reserves to increase well-being and happiness.



Carter, P.J. ***Test your emotional intelligence improve your EQ and learn how to impress potential employers.*** London; Philadelphia: Kogan Page, 2011

Available online [here](#)

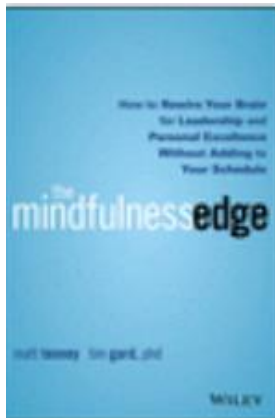
Test Your Emotional Intelligence will help you to think about various aspects of your personality to identify your strengths and weaknesses, giving you a head start in recruitment psychometric tests.



Matthews, G. et al. *Emotional intelligence 101*. New York: Springer Pub., 2011

Available online [here](#)

Concise yet comprehensive, this book provides a critical but balanced account of this new research area, emphasizing what psychologists can learn from the emerging science of EI and how it may help treat mental illness and delinquency, among other issues.



Tenney, M. & Gard, T. *The Mindfulness Edge: How to Rewire Your Brain for Leadership and Personal Excellence Without Adding to Your Schedule*. Newark: Wiley, 2016

Available online [here](#)

In this book, you'll learn how mindfulness training helps you: Quickly improve business acumen and your impact on the bottom line, become more innovative and attract/retain innovative team members, develop the emotional intelligence essential for creating and sustaining a winning culture, and realize the extraordinary leadership presence that inspires greatness in others.

3.2 Web links

**BMJ Learning***Emotional intelligence*

This module will help you understand the concept of “emotional intelligence” and how it supports everyday human interactions and leadership within modern healthcare environments.

Available online [here](#)

**Health Education England***Emotional Intelligence and Professional Support*

Available online [here](#)

**HelpGuide.org***Emotional Intelligence Toolkit*

Want to become a happier, healthier you? This free program offers tools for managing stress and emotions, improving your relationships, and bringing your life into balance.

Available online [here](#)

**RocheMartin***50 tips for improving your emotional intelligence*

Emotional intelligence fuels your performance both in the workplace and in your personal life, but it starts with you. Fortunately, it is something you can learn and we’ve compiled a comprehensive list of tips to help you explore your own level of emotional intelligence and gain important emotional intelligence skills that can be implemented into everyday life.

Available online [here](#)

**EWF International***5 Components of Emotional Intelligence You Need to Become a More Effective Leader*

The effectiveness of emotional intelligence in leadership is no small thing, it is a primary concern in climbing the corporate ladder as technical skills only go so far. The actual difference between a good leader and a brilliant one is the

emotional element. This article looks at the five core components of emotional intelligence for professional growth.

Available online [here](#)



Big Think

Daniel Goleman Introduces Emotional Intelligence

Emotional intelligence is a range of abilities, self-awareness, emotional self-management, empathy, social skills.

Available online [here](#)



Being Well Podcast

Emotional Intelligence: Improving Self-Awareness, Self-Regulation, and Empathy

Emotional intelligence is considered an essential trait for everything from being a desirable romantic partner to having a successful career. This podcast explores emotional intelligence, including what's "in" it, balancing emotional closeness and distance, and how we can become more self-aware, self-regulated, and empathic.

Available online [here](#)

3.3 Google Scholar



intitle:"emotional intelligence" workplace ("health profession" OR doctor OR physician)

[Click link to see Google Scholar results](#)

BMA members can follow the instructions set out in [this library blog post](#) to directly access the full text of any of the Google Scholar articles that the BMA library has a subscription to (you only need to follow these instructions once).

**Please note that as Google Scholar results are ordered by relevance, the first few pages of results will be the most useful.*

3.4 Journal articles

1. White, B.A.A. & Quinn, J.F. (2023)

“Personal Growth and Emotional Intelligence: Foundational Skills for the Leader”

Clinics in sports medicine, 2023, Vol.42 (2), p.261-267

[Click to view reference](#)

Emotional intelligence (EI) has gained popularity and is being seen as a necessity, spreading beyond the business world, and becoming universal. In that shift, medicine and medical education have started to see the importance. This is evident in mandatory curriculum and accreditation requirements. EI includes 4 primary domains with several subcompetencies under each domain. This article outlines several of the subcompetencies necessary for success as a physician, competencies that can be honed with targeted professional growth. Empathy, communication, conflict management, burnout, and leadership are discussed in an application way to help identify importance of and how to improve each.

2. Carminati, L. (2021)

“Emotions, Emotion Management and Emotional Intelligence in the Workplace: Healthcare Professionals' Experience in Emotionally-Charged Situations”

Frontiers in Sociology. 6:640384, 2021.

[Click to view reference](#)

This perspective article is grounded in a cognitive and context-dependent view on emotions. By considering emotions as socially embedded and constructed, the different but related concepts of Emotion Management and Emotional Intelligence can be introduced. Yet, research juxtaposing and applying them within the healthcare sector to explain healthcare professionals' multifaceted emotional experiences at work is still scarce. Hence, this article contributes to the literature on emotions by offering an overarching perspective on how the juxtaposition of Emotion Management and Emotional Intelligence may help healthcare professionals to bridge the developmental transition between these two crucial abilities which, in turn, can help them overcome emotional difficulties in complex situations. Such integration would positively influence individuals' behavioral and mental health, as well as the overall quality of the healthcare system.

3. Stoller, J. (2021)

“Emotional Intelligence”

Chest. 2021, Vol.159 (5), p.1942-1948.

[Click to view reference](#)

Emotional intelligence (EI) has become widely appreciated as an important leadership attribute, in business, education and, increasingly, in health care. Defined as “the capacity to understand your own and others’ emotions and to motivate and develop yourself and others in service of improved work performance and enhanced organizational effectiveness,” EI is correlated with a number of success attributes in several sectors; for example, in business, with enhanced business performance and enhanced personal career success, and in health care, with enhanced patient satisfaction, lower burnout, lower litigation risk, and enhanced leadership success. While multiple models of EI have evolved, perhaps the most popular model is framed around four general rubrics

with component competencies. The general rubrics are: self-awareness, self-management, social awareness, and relationship management. EI can be measured by using available instruments, and it can be learned and taught. Indeed, teaching EI has become increasingly common in health-care organizations in service of improving health care and health-care leadership. Although more research is needed, ample evidence supports the notion that EI is a critical success element for success as a health-care leader, especially because EI competencies differ markedly from the clinical and scientific skills that are core to being a clinician and/or investigator. This review of EI presents evidence in support of the relevance of EI to health care and health-care leadership, discusses how and when EI can be developed among health-care providers, and considers remaining questions.

4. Tiffin, P.A. & Paton, L.W. (2020)

“When I say ... emotional intelligence”

Medical education, 2020, Vol.54 (7), p.598-599.

[Click to view reference](#)

Throughout its history, the concept of ‘emotional intelligence’ has elicited controversy. Here Tiffin, Paton explore the definition of the term to highlight how EI has been applied to medical education, how it might be used to guide future research.

5. Sharp, G. et al. (2020)

“Review of emotional intelligence in health care: an introduction to emotional intelligence for surgeons”

ANZ journal of surgery, 2020, Vol.90 (4), p.433-440, Article 433.

[Click to view reference](#)

Background The aim of this review is to explain the components of emotional intelligence (EI) and explore the benefits within today's health care system with an emphasis on surgery. EI is a person's ability to understand their own emotions and those of the individuals they interact with. Higher individual EI has multiple proposed benefits, such as reducing stress, burnout and increasing work satisfaction. The business world recognizes EI as beneficial in terms of performance and outcomes. Could surgeons benefit from being more cognisant of EI and methods of assessing and improving EI to reap the aforementioned benefits? Methods A search of Embase, Cochrane and Medline databases using the following search terms; emotional intelligen*, surg*, medic* yielded 95 articles. After review of all the literature 39 remaining articles and five text books were included. Results To perform optimally, surgeons must be aware of their own emotions and others. EI differs from IQ and can be taught, learnt and improved upon. EI is measured via validated self - reporting questionnaires and ‘multi - rater’ assessments. High EI is positively associated with leadership skills in surgeons, non - technical skills, reduction in surgeon stress, burnout and increased job satisfaction, all of which translate to better patient relationships and care. Future implications of EI have been postulated as a measure of performance, a selection tool for training positions and a marker of burnout. EI should be an explicit part of contemporary surgical education and training. A narrative review of Emotional Intelligence in general surgery today, including its potential benefits.

6. Abu Awwad D. et al. (2020)

“Examining the Relationship between Emotional Intelligence, Leadership Attributes and Workplace Experience of Australian Chief Radiographers”

Journal of Medical Imaging & Radiation Sciences. 51(2):256-263, 2020 06.

[Click to view reference](#)

INTRODUCTION: Emotional intelligence (EI) is a person's ability to control their emotions and be empathetic and it influences how a person interacts with others. EI has been linked to strong job performance parameters such as leadership, and is an important attribute for health leaders, including chief radiographers. This study aimed to investigate the relationship between EI scores and leadership attributes of Australian chief radiographers.

METHODS: A pilot study with a cross-sectional survey design was used. A convenience sample of potential participants (n = 70) were contacted and given unique codes to access the United Kingdom's National Health Service Leadership Self-Assessment Tool (LSAT) and the Trait-EI Questionnaire Short-Form (TEIQue-SF). Demographic information was collected on age, years of experience, and hospital size. In total, 22 chief radiographers from NSW and Victoria from a variety of medical imaging departments completed the TEIQue-SF, and 18 completed both questionnaires. Spearman's rank-order correlation and Kruskal-Wallis H test were used for analysis.

RESULTS: Chief radiographers from larger hospitals (>500 beds, n = 6) had lower scores for the TEIQue-SF sociability factor than smaller hospitals (P = .057; n = 22). Chief radiographers with <10 years' experience (n = 6) had higher scores for the LSAT "Developing Capability" dimensions than those with more experience (P = .043; n = 18).

CONCLUSIONS: This study demonstrated relationships between years of experience, hospital size, EI, and leadership behaviours of Australian chief radiographers. Overall, increasing years of experience as a chief radiographer was associated with a reduction across some EI and LSAT factors. The findings could be used as a starting point to provide increased support to senior leaders of the profession to aid leadership and job performance.

7. Sataloff, R.T. (2020)

"Emotional Intelligence and Physician Wellness"

Ear, nose, & throat journal, 2020, Vol.99 (3), p.157-158.

[Click to view reference](#)

Emotional intelligence (EI) is the ability to recognize and manage one's own emotions and the emotions of other people.¹ It involves the ability to be aware of one's own emotions, the ability to control emotions and apply them to various tasks including problem-solving and thinking, and the ability to manage emotions including regulating one's own emotions and affecting the emotions of other people (eg, cheering them up or calming them down). Intuitively, many of us recognize high EI as beneficial, but there are relatively few data confirming this intuition.

8. Schlegel, K. & Mortillaro. M. (2019)

"The Geneva Emotional Competence Test (GEC): An ability measure of workplace emotional intelligence"

Journal of Applied Psychology. 104(4):559-580, 2019 Apr.

[Click to view reference](#)

Emotional intelligence (EI) has been frequently studied as a predictor of work criteria, but disparate approaches to defining and measuring EI have produced rather inconsistent findings. The conceptualization of EI as an ability to be measured with performance-based tests is by many

considered the most appropriate approach, but only few tests developed in this tradition exist, and none of them is designed to specifically assess EI in the workplace. The present research introduces the Geneva Emotional Competence test (GECO)-a new ability EI test measuring emotion recognition (assessed using video clips of actors), emotion understanding, emotion regulation in oneself, and emotion management in others (all assessed with situational judgment items of work-related scenarios). For the situational judgment items, correct and incorrect response options were developed using established theories from the emotion and organizational field. Five studies (total N = 888) showed that all subtests had high measurement precision (as assessed with Item Response Theory), and correlated in expected ways with other EI tests, cognitive intelligence, personality, and demographic variables. Further, the GECO predicted performance in computerized assessment center tasks in a sample of professionals and explained academic performance in students incrementally above another ability EI test. Because of its theory-based scoring, good psychometric properties, and focus on the workplace, the GECO represents a promising tool for studying the role of four major EI components in organizational outcomes.

9. Krishnakumar, S. et al. (2016)

“Assessing Workplace Emotional Intelligence: Development and Validation of an Ability-based Measure”

Journal of Psychology. 150(3):371-404, 2016.

[Click to view reference](#)

Existing measures of Emotional Intelligence (EI), defined as the ability to perceive, understand, and manage emotions for productive purposes, have displayed limitations in predicting workplace outcomes, likely in part because they do not target this context. Such considerations led to the development of an ability EI measure with work-related scenarios in which respondents infer the likely emotions (perception) and combinations of emotion (understanding) that would occur to protagonists while rating the effectiveness of ways of responding (management). Study 1 (n = 290 undergraduates) used item-total correlations to select scenarios from a larger pool and Study 2 (n = 578) reduced the measure-termed the NEAT-to 30 scenarios on the basis of structural equation modeling. Study 3 (n = 96) then showed that the NEAT had expected correlations with personality and cognitive ability and Study 4 (n = 85) demonstrated convergent validity with other ability EI measures. Last, study 5 (n = 91) established that the NEAT had predictive validity with respect to job satisfaction, job stress, and job performance. The findings affirm the importance of EI in the workplace in the context of a valid new instrument for assessing relevant skills.

10. Littlejohn, P. (2012)

“The missing link: using emotional intelligence to reduce workplace stress and workplace violence in our nursing and other health care professions”

Journal of Professional Nursing. 28(6):360-8, 2012 Nov-Dec.

[Click to view reference](#)

Because of our poor emotionally intelligent responses and interactions, many nurses and other health care staff have become scarred emotionally from abusive, demoralizing, or hostile acts inflicted on one another. Rude, disruptive behavior among health care professionals can pose a serious threat to patient safety and the overall quality of care. The expectation of regulating bodies is that health care professionals focus on effects disruptive behavior has on a

culture of safety for both patients and staff. Relatively recent research in training and development, and behavior change, specifically on emotional intelligence, suggests that it is possible to improve the emotional competence of adults.
