Clinical Question

PICOT: At Cleveland Clinic Health Systems in nurse managers and assistant nurse managers, how will a participatory workshop on managing relationships impact their emotional intelligence and ability to relate to nursing staff members within two weeks after attendance?

Practice Problem

- Manager Ready® (2015) assessment
- 200 Nurse Managers, Assistant Nurse Managers, Nursing Operations Managers, Clinical Coordinator
- Identified lowest scores in managing relationship competency
- Communication & relationship building is first of five competencies for nurse managers
- Lack of manager experience, comfort level, and perceived importance of the relationship with their staff may limit their ability to change or improve their communication with staff (Delmatoff & Lazarus, 2014).

Project Description

- Four hour interactive workshop with topics of:
  - Emotional Intelligence (EI)
  - Listening and responding with empathy
  - Practicing reactions and communication during various staff encounters and receiving feedback in a safe environment increases the manager’s awareness of communication strengths and areas for improvement.
  - Having managers’ experience and practice potential situations with staff, while supporting EI and transformational leadership concepts can strengthen their actions in future situations

Project Evaluation

- Emotional intelligence scores have not been found to correlate with age, years as an RN or in management, or years in current job (Codier et al., 2011; Tyczkowski et al., 2015).
- Workshop participation Gender – 86.7% female, 13.3% male
- Nurse Manager 9
- Assistant Nurse Manager 18
- Nursing Operations Manager 2
- Clinical Coordinator 2

Conclusions

- EI increased 2-3 weeks after workshop participation
- Managers’ confidence to make a change recommended by workshop content did increase significantly after the workshop

Composite Score for Emotional Intelligence Group

<table>
<thead>
<tr>
<th>Group</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>Median</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>29</td>
<td>126.86</td>
<td>11.0</td>
<td>125.0</td>
<td>107.0</td>
<td>149.0</td>
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<tr>
<td>Intervention</td>
<td>14</td>
<td>128.64</td>
<td>9.0</td>
<td>130.0</td>
<td>109.0</td>
<td>140.0</td>
</tr>
</tbody>
</table>

Nursing and Healthcare Implications

- Relationship between managers and their nursing staff can positively or negatively affect job satisfaction, retention, and a healthy work environment (Bormann & Abrahamson, 2014; Feather, 2009; Heuston & Wolf, 2011).
- Nurse managers who allow time to get to know their staff, identify, and meet staff individual needs, can foster an improved work environment leading to decreased staff turnover (Lartey, Cummings, & Profetto-McGrath, 2014).
- The workshop will be expected leadership training for all new managers.
- Annual employee satisfaction scores could reflect a positive change in this area.

References