

Developing Emotional Competence as a Clinical Supervisor

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COMPLETE THIS QUICK SELF-ASSESSMENT

Saboteur Self-assessment



SACoMD



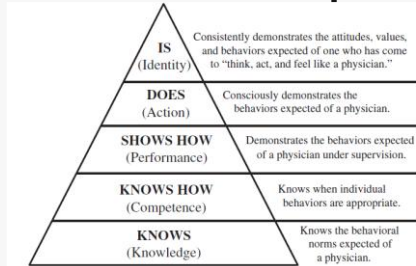
Introduction to S.W.A.T

	Module Themes	Asynchronous online	Interactive Contact sessions Face to face/ Online Webinars
Session 1	WBA: The nuts and bolts (Module 3)	3 hrs	3 hrs
Session 2	Know yourself, your learner and your environment (Module 1)	3 hrs (2 ethics)	3 hrs (2 ethics)
Session 3	Giving effective, high-quality feedback (Module 2)	3 hrs	3 hrs
Session 4	Entrustment decisions: ad hoc and the clinical competency committee (Module 4)	3 hrs	3 hrs
Total: 24 hours - 24 CPD Points (20 general and 4 ethics)		12 hours: (2 ethics)	12 hours: (2 ethics)

SHIFTING PARADIGMS

What makes an exceptional Clinical Supervisor?

Its not what you KNOW
or a special SKILL SET
IT IS WHO YOU ARE.



WE NEED HIGHER ORDER, NEW CAPACITIES
THIS COURSE IS ABOUT *BECOMING*
THE EXTRAORDINARY CLINICAL SUPERVISOR YOU ALREADY ARE

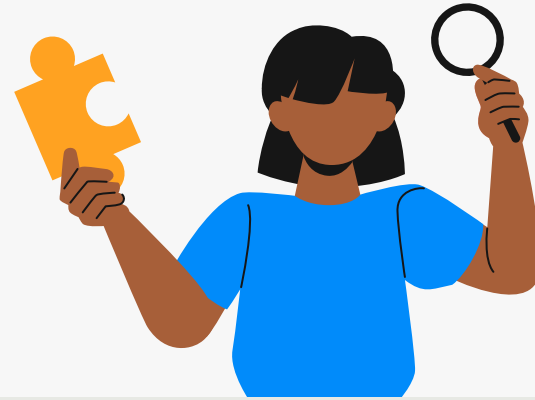
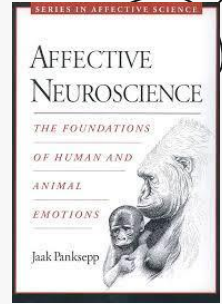
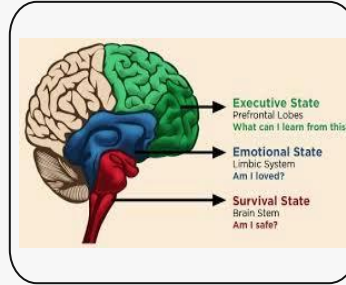
And shifting the **outdated paradigms** in our medical community
As part of a bigger vision: Creating supportive, inclusive, diverse human communities as a global society



Emotional Competence

Behavioural Science The Neurophysiology of Emotion and behaviour

01



Benji Muller: Mastering the Dragon

CMSA
The Colleges of Medicine of South Africa

***Why people, and sometimes even you,
can be such a pain in the arse.***



Stress and the brain: **THE TWO MODES**



Survival Mode (Dragon)

PAIN AVOIDANCE

Fight / freeze / fawn / flight system

PLEASURE SEEKING (DRIVES)

Food

Safety

Intimacy /Sex

Tribe

Power

Executive Mode (Dragon master)

HIGHER FUNCTIONS

Executive planning

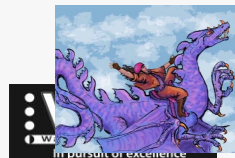
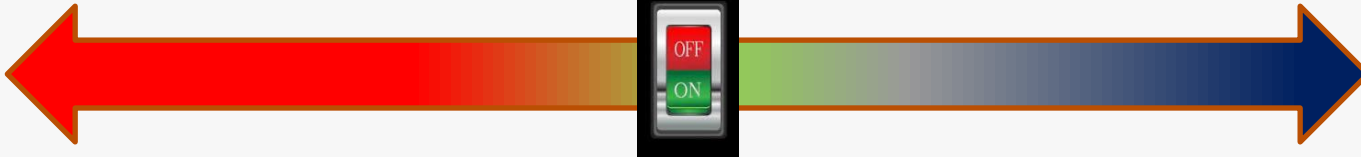
Empathy

Reflection

Inhibitory control

Meaning Making / Purpose

Higher values

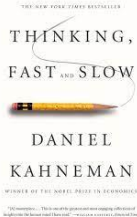




Stress and the brain: THINKING IN TWO MODES



Survival Mode (Dragon)



Fast Thinking:

Narrow focus,
Self-centered,
Black & white thinking,
Make assumptions / Jump to conclusions

Aggressive and dangerous – Stupid

Your **WORST SELF**

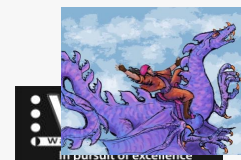
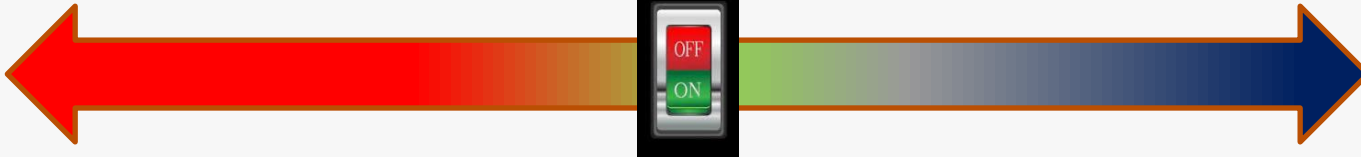
Executive Mode (Dragon master)

Slow Thinking:

Rational,
With perspective, in context,
Logical
Open / considerate

Supportive and Loving – intelligent

YOUR BEST SELF





EMOTION in TWO MODES

Emotions are BIOLOGICAL IMPULSES to DO SOMETHING



SURVIVAL EMOTIONS

FEAR

The biological impulse to **MOVE AWAY**

RAGE

The biological impulse to **DESTROY AN OBSTACLE IN YOUR WAY**

DISTRESS

The biological impulse to **CRY OUT** (triggered by immense emotional pain)

EXECUTIVE EMOTIONS

CARE

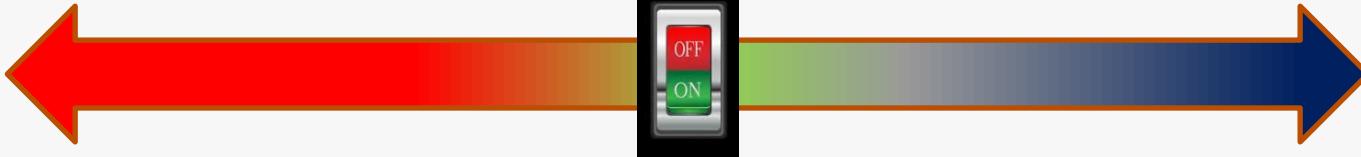
The biological impulse to **GIVE and/or RECEIVE care**

PLAY

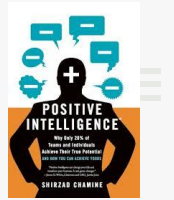
The biological impulse to **INTERACT with the world with enjoyment**

SEEK

The biological impulse to **EXPLORE**. The basis for curiosity, problem solving, exploration.



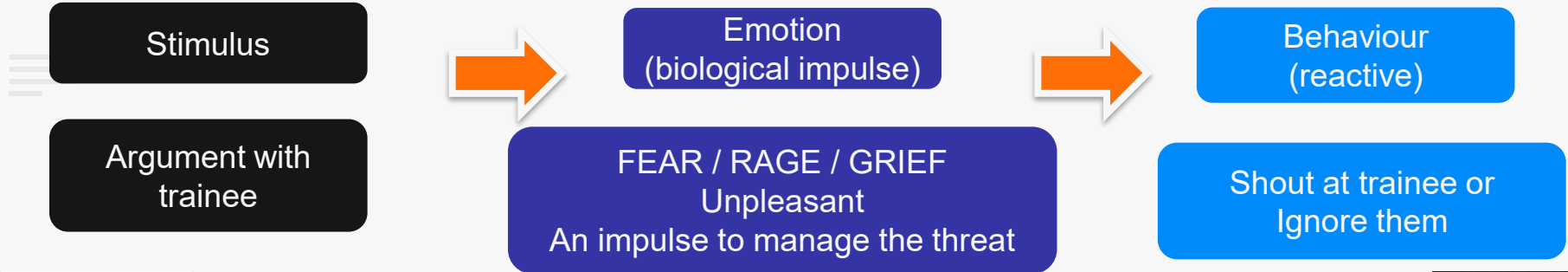
FROM EMOTION TO BEHAVIOUR



PHYSICAL THREAT: the original design



SABOTEURS: When we use those behaviours in relationships



Counter-productive behaviours (saboteurs)



■ FIGHT MECHANISMS TO REDUCE ANXIETY

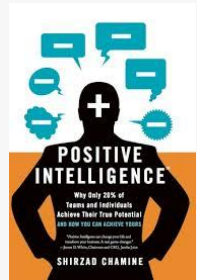
- **JUDGE** - criticizing self and others
- **HYPER ACHIEVER** - competitive, driven to succeed
- **HYPER-RATIONAL** - over-analysing / preaching / lecturing (mansplaining)
- **CONTROLLER** - manipulating, gaslighting, bullying

■ FREEZE/ FAWN MECHANISMS TO REDUCE ANXIETY

- **PLEASER** - sacrificing own comfort and self
- **STICKLER** - obsessing, compulsions, nit picking
- **HYPER-VIGILENT** - worrying, overly 'concerned' with someone else

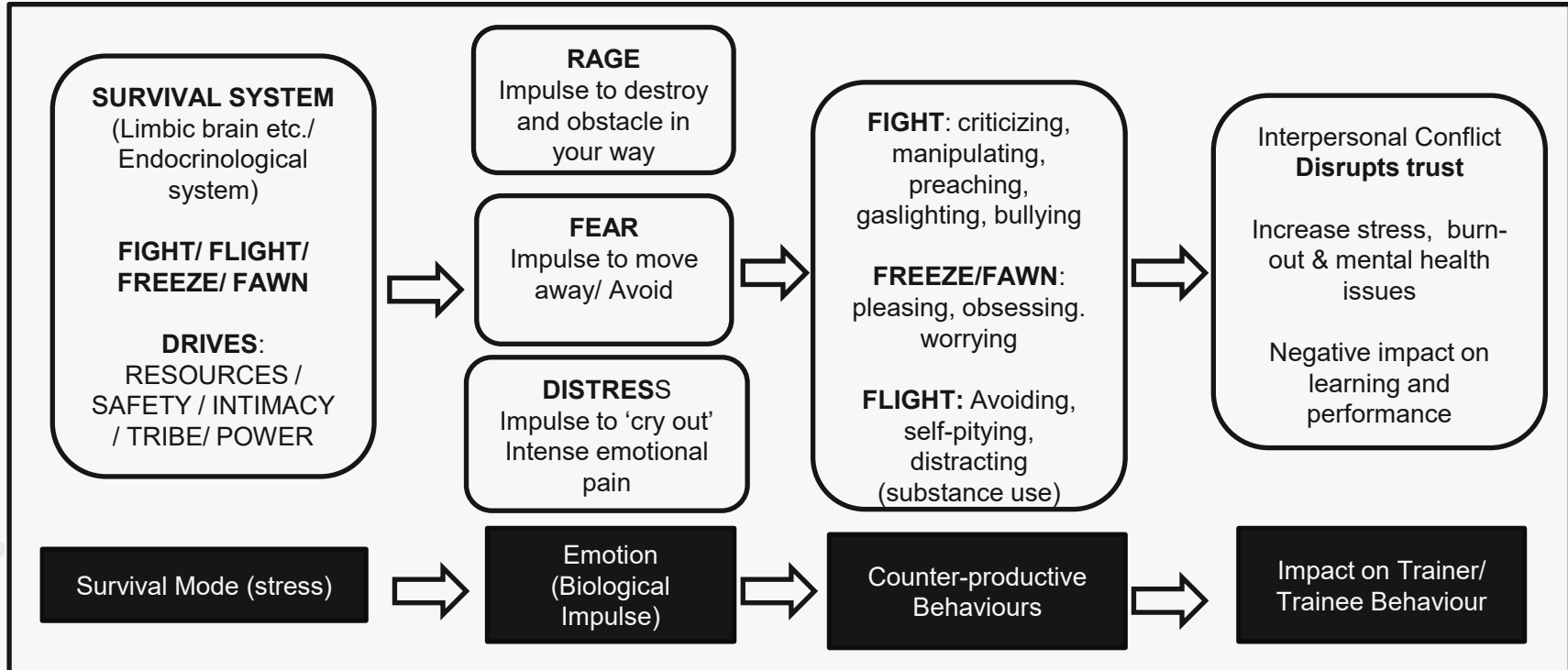
■ FLIGHT MECHANISMS TO REDUCE ANXIETY

- **AVOIDER** - avoiding, non-engaging, apathetic,
- **VICTIM** - self-pity
- **DISTRACTOR** - substances, social media - root of all addictions

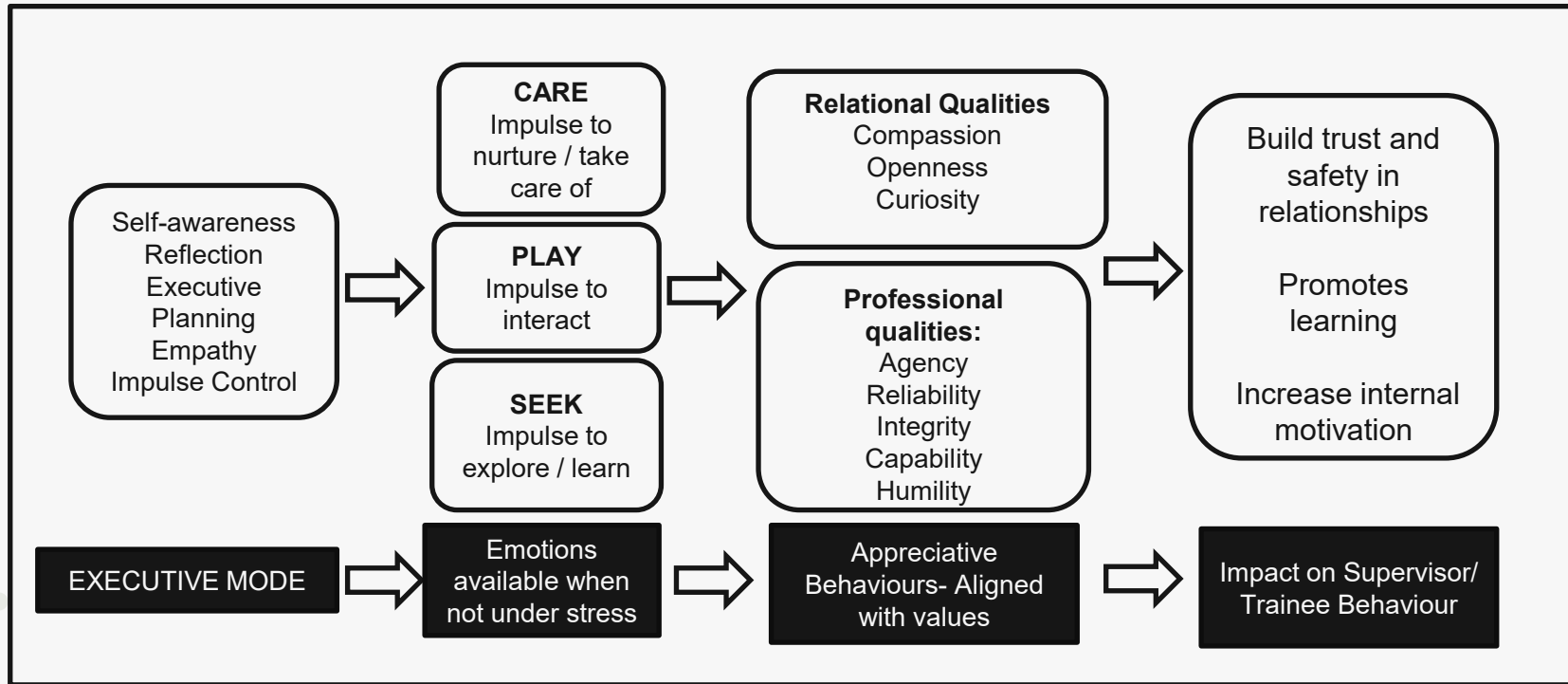


Saboteur Self-assessment

The influence of stress on emotion and the behaviour of the supervisor/ trainee



Emotional regulation as a pathway to Professional & Relational skills



02

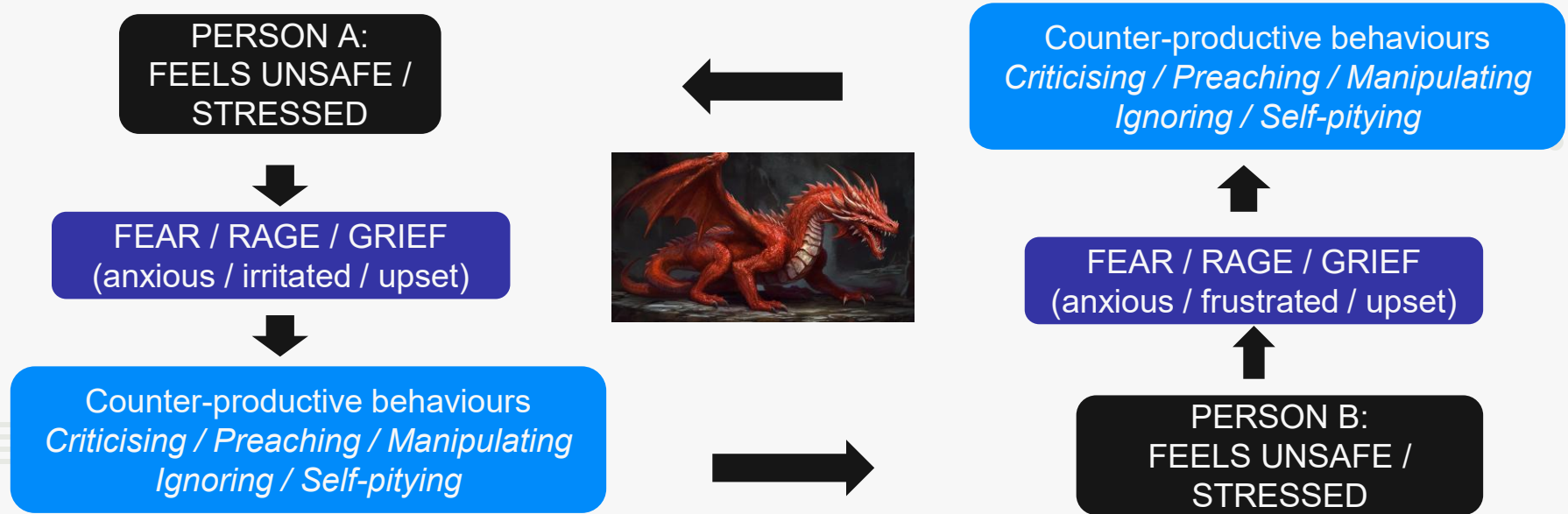
Emotional Management and its impact on Working environments



How to create a toxic workspace



The cycle of stress



STRESS CREATES TOXICITY WHICH CREATES STRESS

Depreciative Work Environments



Depreciative Work Environments: An work environment where significant number of interactions are negative/depreciative.

Depreciative interactions include criticising, manipulating, gaslighting, stonewalling, ignoring, sarcasm, interfering and any action that devalues someone else.

“Toxic workplace” is an abstract term to describe **infighting, intimidation, and other affronts that harm productivity.**

- Clinicians DON'T ASK for advise: Fear humiliation / rejection / attack
- Clinicians terrified of making a mistake / admitting a mistake: Disempowered
- Clinicians are not inspired: not in SEEK space – not motivate
- Higher rates of medical errors
- Higher rates of anxiety, depression and burn-out in clinicians

Appreciate Work Environments



An Appreciative Feedback Culture: where the majority of human interactions are positive/generative and affirming.

Appreciative interactions include complements, taking an interest, humility, kindness, generosity, affirmation

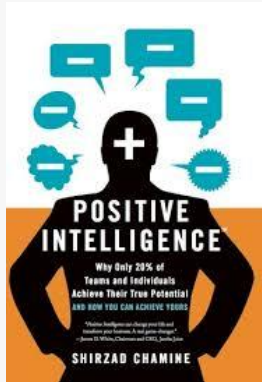
You can create an Appreciative work environment in a hierarchical, strict, top-down, high expectation department. Its not WHAT you do but HOW you do it

CREATES AN ENVIRONMENT OF TRUST



- Emotional **INSIGHT**
- Emotional **AWARENESS**
- Emotional **REGULATION**

03



Building emotional Competence

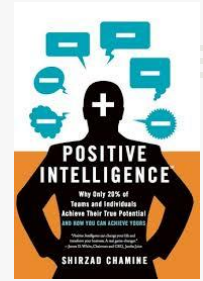
What does it take to manage emotions?

Emotional **INSIGHT**:
how does *my* emotions drive *my* behaviour

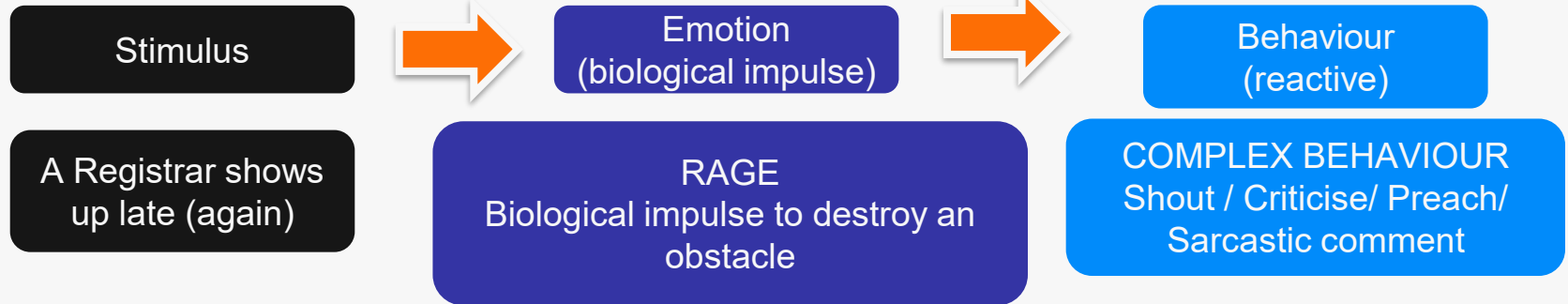
Emotional **AWARENESS**:
Recognising sub-conscious distressing emotions

Emotional **REGULATION**:
Modifying behaviours driven by emotion

Reflection on Habitual Behaviours



How does your emotions at work impact on your behaviour as a Clinical Supervisor?



WHEN YOU ARE BEHAVING BADLY –
A SABOTEUR IS IN PLAY

THE UBUNTU EXERCISE

A reflection exercise to become aware of the interconnectedness of emotions & behaviours between people



Think of a scenario where where you were giving advice to a junior colleague and the interaction did NOT go well.

Using your SABOUTEUR SURVEY do a self-reflection on what happened.

STEP 1: IDENTIFY THE MODE

- Was the colleague in survival mode? If so: What was making them feel unsafe
- Were you in survival mode? If so: What was making you feel unsafe?



The UBUNTU EXERCISE:

STEP 2: IDENTIFY THE EMOTION

- Guess which baseline emotion was predominant for the colleague?
- Identify which baseline emotion was predominant for you?

FEAR

(anxious / nervous /
terrified)

The biological impulse to
MOVE AWAY / AVOID

RAGE

(irritable / frustrated/
annoyed / angry)

The biological impulse to
**DESTROY AN OBSTACLE
IN YOUR WAY**

DISTRESS

(upset / sad / ashamed /
lost)

The biological impulse to
CRY OUT



Identify the baseline emotion that was predominant in yourself:

The UBUNTU EXERCISE:

STEP 3: IDENTIFY THE BEHAVIOUR



- Which counter-productive behaviour was displayed by the colleague
- Which counter-productive/s behaviour was triggered in yourself

FIGHT Behaviours

JUDGE - criticizing self and others
HYPER ACHIEVER – competitive, driven to succeed
HYPER-RATIONAL – over-analysing / preaching / lecturing (mansplaining)
CONTROLLER – manipulating, gaslighting, bullying

FREEZE/ FAWN Behaviours

PLEASER – sacrificing own comfort and self
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HYPER-VIGILENT – worrying, overly 'concerned' with someone else

FLIGHT Behaviours

AVOIDER – avoiding, non-engaging, apathetic,
VICTIM – self-pity
DISTRACTOR – substances, social media – root of all addictions



**Identify the predominant
BEHAVIOUR/s you used
to manage your stress?**

The UBUNTU EXERCISE:

STEP 4: WHAT WAS THE OUTCOME?

- How did the colleague's behaviour impact on you?
- How did your behaviour impact on the colleague?

Consider aspects that may be impacted...

- Mental health (increased depression/ anxiety/ burn-out)
- Learning / personal development
- Relationship
- Health service delivery (behaviour impacting on patient care)
- Learning environment

Etc.

UNCONSCIOUS BIAS & POWER

Basic Physiological drives: Hunger / Exhaustion / Thirst



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Drive for Tribe

Purpose: Safety In Groups

Prefers a group where everyone similar / familiar.

Builds nationalities / identities with flags and branding

When meeting someone/ something unfamiliar: IS IT SAFE?



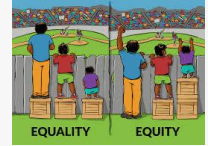
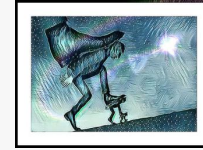
@imodave

Drive for Power

More Power – More Safety: Political power / Financial power / Social “Clout”

The irrational believe that one person has more right to opinion, resources, decisions

Paradigms in human society



Two ways to view humans as society:

- Elitist view (survival view):** Some human beings have more value than others
- Those with power (center) decide which varieties are acceptable and which one not (the periphery).
 - Systems of classification, marginalisation, discrimination and oppression based on this power imbalance.

Egalitarian view (executive view): All human beings have EQUAL value
Aim to create a society in which everyone has opportunity and participation

HUMAN SOCIETY STRUCTURES

HIERARCHIAL SOCIETY

Elitists principles

- Pyramid structure: powerful at the top
- Resources are pooled at the top
- Power based on specific attributes e.g. king / money / specific 'tribe'

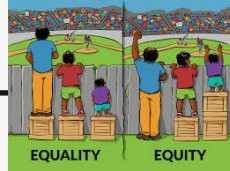
**Monarchies / Caste System / Capitalism
/ Authoritarianism
(academic institutions)**

EQUALITARIAN SOCIETY

Egalitarian principles

- **Diversity**: recognised & celebrated
- **Equality**: everyone treated the same
- **Equity**: people should be given what they need to be successful
- **Inclusivity**: a place for everyone within society

Democracy / Liberalism / Human rights



Ethical Principles are a
product of the
EGALITARIAN Paradigm



Reflection:

Circle all your unearned advantages in the high and average power columns: note the corresponding low power factors: risk of bias

Personal Factors	HIGH POWER	AVERAGE POWER	LOW POWER
Race	White	Different shades	Black
Citizenship	Citizen	Documented	Undocumented
Gender	Male (cisgender)	Female (cisgender)	Transgender / Gender diverse
Sexuality	Heterosexual	Gay	Lesbian, Bi, asexual
Language	English	Learned English	Non-English
Wealth	Rich	Middle class	Poor
Housing	Owns property	Renting / Informal settlement	Homeless
Mental Health	Mentally stable	Mostly stable	Vulnerable mental health
Neurodiversity	Neurotypical	Neuro-atypical	Significant Neurodivergence
Ability	Able-bodied	Some disability	Significant disability
Education	Post-secondary education	High school education	Elementary education



Emotional **INSIGHT**

Emotional **AWARENESS**

Emotional **REGULATION**

05



Emotional Management 101

DUAL AWARENESS



DUAL AWARENESS

- Human beings have the ability to “**think about our thinking**” – the ability to reflect and be self-aware: **Dual Awareness** (Metacognition)
- *The Aim:* to become aware of a negative emotion/ counter-productive behaviour as EARLY as possible.
 - Make subconscious emotions CONSCIOUS
 - **NOTICING** an emotion gives you a **CHOICE** on how to respond
 - **YOU CANNOT FIGHT FIRE WITH FIRE:** You may not be able to control the emotion (survival mode is a biological necessity) but you can choose your behaviour

If you observe from your **EXECUTIVE SELF:**

You will experience a feeling of **COMPASSION & CURIOSITY**

Using the Ubuntu Exercise to build dual awareness



PREPARATION WORK: REGULARLY do the UBUNTU exercise.

Opportunities for REFLECTION: Any difficult encounters that sparked emotion

- *Actual encounters* with patients / colleagues/ managers / partners/ children / friends etc.
- *Indirect encounters:* with social media / emails / messages
- *Social Media encounters:* When watching movies / series

Building awareness of emotions / behaviours and outcomes of yourselves and others – sensitise you to moments when emotions arise.



Emotional **INSIGHT**

Emotional **AWARENESS**

Emotional **REGULATION**

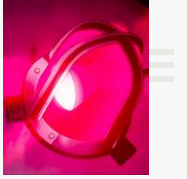
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Emotional Management 101

REGULATION

Emotional Regulation



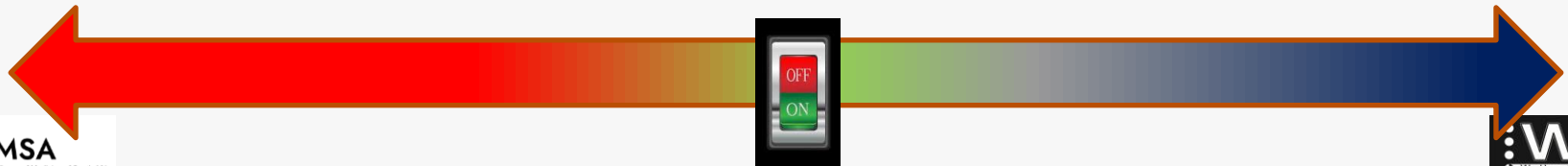
SURVIVAL MODE IS A PHYSIOLOGICAL REALITY: You cannot "think" yourself out of **SURVIVAL** mode.

The body is flushed with **adrenalin**, and hormones such as **testosterone** and **oxytocin** and the **dopamine** reward system.

To manage EMOTION, you have to manage **ADRENALIN** (the stress response)

This requires BODILY INTERVENTIONS.

ADRENALIN



MINDFULNESS EXERCISE



Sit comfortably and relax the body

We are going to experience each of your senses. Focus on a specific sense and describe it in your mind.

5 THINGS YOU CAN SEE: I want you to focus briefly on 5 things you can see. Name them whilst focusing all your attention on that thing.

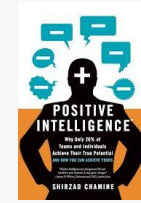
4 THINGS YOU CAN HEAR: I want you to pick out 4 things you can hear.

3 THINGS YOU CAN TOUCH: Now pick out three things you are touching (PQ rep)

2 THINGS YOU CAN SMELL: I want you to find 2 smells - you can also smell your hand/ clothes / an object

1 THING YOU CAN TASTE: I want you to focus on one taste – the taste in your mouth, or you can even lick a finger...

MINDFULLNESS: PQ Reps



PQ Rep (a positive intelligence exercise) are simple mindfulness exercise that can be used at any time. By Shirzad Chamine: Positive Intelligence (saboteurs). You can use any of the following exercises at any time.

- **Fingertip Rubbing:** Focus on the sensation of your skin and the ridges of your fingerprints.
- **Feet Grounding:** Feel the solid support of the ground beneath your feet.
- **Deep Breathing:** Focus on the sensation of your breath entering and leaving your body.
- **Sound Awareness:** Tune into one sound around you and focus on it fully.
- **Body Scan:** Notice sensations in different parts of your body and breathe into areas of tension.
- **Sensation Focus:** During routine activities like washing your hands or drinking coffee, slow down and immerse yourself in the physical sensations.



In Summary

Emotional **INSIGHT**:
Reflect on Emotions & Behaviour

Emotional **AWARENESS**:
Practice noticing emotion in action

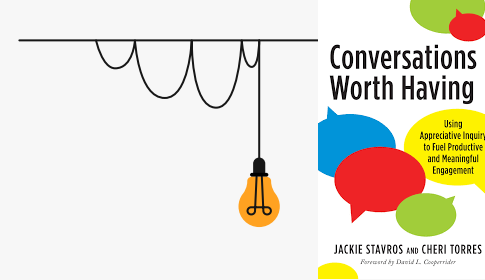
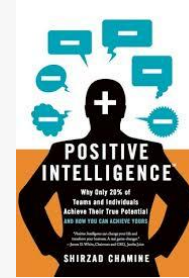
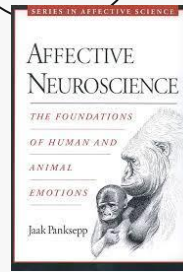
Emotional **REGULATION**:
Choose to step into your Best Self

Thanks

Do you have any questions?

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Dr. Madeleine Muller



Master your Dragon website:

<https://sites.google.com/view/cmh-fam-med-top-tips-tutorials/master-your-dragon>

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