

## Fostering team emotional intelligence



Team EQ is a set of norms that develop as group members interact with each other. Norms need to be created, in order to establish the following:

1. Mutual trust among members;
2. A sense of group identity; and
3. A sense of group efficacy.

When working with a group it is important to recognise that developing [team EQ](#) is most effectively done as the group engages in its task. Group norms develop as a result of the actions or inactions of team members.

Using the additional levels of awareness and regulation for team EQ, recommended norms at each level are provided.

### **Individual Level**

- *Working with individual's emotions:*
  - Take time away from group tasks to get to know one another;
  - Have check-ins at the beginning of meetings and ask how everyone is doing;
  - Assume that undesirable behaviour happens for a reason. Understand the reason and avoid negative attributions;
  - Tell team members how you feel or what you are thinking; and
  - Ask whether everyone agrees with a decision.
- *Regulating individual's emotions:*
  - Set ground rules and use them to point out errant behaviour;
  - Hold members accountable for errant behaviour;
  - Support members and volunteer to help if they need it, while being flexible and providing emotional support;
  - Validate individual's contributions - let members know they are valued;
  - Protect members from being attacked by other team members;
  - Respect individuality and differences in perspectives and
  - Never be derogatory or demeaning.

### Group Level

- *Working with group emotions:*
  - Schedule time to examine team effectiveness;
  - Create measurable tasks and process objectives and then measure them;
  - Acknowledge and discuss group moods;
  - Allow members to question the process;
  - Post your work and invite feedback; and
  - Benchmark your processes.
- *Regulating group emotions:*
  - Make time to discuss difficult issues;
  - Find creative ways to express the emotion in the group;
  - Create fun ways to relieve group stress and tension;
  - Express acceptance of group members' emotions;
  - Reinforce that the team can meet a challenge;
  - Focus on what you can control;
  - Remind members of the group's important and positive mission;
  - Remind the group how it solved a similar problem before;
  - Focus on problem-solving, not blaming; and
  - Anticipate problems and address them before they happen.

### Cross-Boundary Level

- *Working with emotions outside of the group:*
  - Create opportunities for networking and interaction;

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- Ask about the needs of other teams;
- Provide support for other teams; and
- Invite others to team meetings if they have a stake in what you are doing.

### References

Druskat, U.V., & Wolff, S.B. (2001). *Building the Emotional Intelligence of Groups*. Harvard Business Review. Retrieved from <https://hbr.org/2001/03/building-the-emotional-intelligence-of-groups?autocomplete=true>.

Wolff, S.B. (2006). *Group Emotional Intelligence (GEI) survey: Technical manual*. Retrieved from [http://www.eiconsortium.org/pdf/GEI\\_Technical\\_Manual.pdf](http://www.eiconsortium.org/pdf/GEI_Technical_Manual.pdf).