



TEAM EMOTIONAL INTELLIGENCE SURVEY REPORT

SAMPLE TEAM
2013

For further information about Team Emotional Intelligence:
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Introduction

This report provides you with the results of the Team Emotional Intelligence Survey that you and your team completed. The Team Emotional Intelligence Survey is a tool designed to assess the frequency with which a team exhibits emotionally intelligent team norms.

Steven B. Wolff, D.B.A. and Vanessa Urch Druskat, Ph.D. developed the survey in 1999. It is based on over 20 years of research on team effectiveness and emotional intelligence. Since its development, it has been used in numerous studies that have demonstrated a strong positive link between Team EI norms and team performance.

Team Norms, Processes, and States Assessed in the Team EI Survey

The team EI survey examined the frequency with which your team engages in actions that fall into three categories: 1) Team EI Norms, 2) Team Fundamental Processes, and 3) Team Social Capital. The specific concepts examined in each of these categories are shown in the tables below.

Table 1: Team Emotional Intelligence Norms

3 Levels	6 Dimensions	9 Norms
Individual	Understanding members	1. Interpersonal Understanding
	Managing members	2. Addressing Counterproductive Behaviour
		3. Caring Behaviour
Team	Team self-understanding	4. Team Self-Evaluation
		5. Creating Emotion Resources
	Team self-management	6. Creating an Affirmative Environment
		7. Proactive Problem-Solving
External	Understanding the larger organisation	8. Organisational Understanding
	Managing the larger organisation	9. Building External Relations

Team Fundamentals

Team Social Capital

Team Fundamentals		Team Social Capital	
	3 Fundamental Team Processes		4 Elements of Team Social Capital
Team Fundamentals	Goals & Objectives	Social Capital	Safety, Trust & Risk Taking
	Meeting Procedures		Team Identity
	Roles & Responsibilities		Innovation
			Creating Debate

Team Emotional Intelligence Theory

Team Emotional Intelligence (TEI) is based on Daniel Goleman's¹ framework of emotionally intelligent behaviour. Goleman's model outlines emotionally intelligent behaviours that fall into two categories: 1) Those that create an awareness and understanding of emotion, and 2) those used to manage emotion. Unlike individual-level emotional intelligence, team emotional intelligence manifests in the norms or patterns of behaviour a team establishes for its members. Team norms define, "How we operate in this team".

What is Team Emotional Intelligence?

Team Emotional Intelligence is defined as a team culture created by a set of nine norms and expectations that build a productive social and emotional environment (e.g. trust, team identity, team efficacy) that leads to constructive interactions, collaborative work processes and team effectiveness. Norms are socially enforced rules for team member behaviour. The Team EI norms are focused at three levels of behaviour in the team: Individual member behaviour, the behaviour of the team as a whole, and externally focused behaviour (aimed at stakeholders outside the team). At each of these levels, TEI norms: (1) create awareness and understanding, and (2) assist with the management of behaviour and emotion in the team. Team EI builds emotionally intelligent behaviour in a team.

What are Team Fundamentals?

Team Fundamentals are processes essential to the team's work. They include clarifying the team's goals and objectives, using effective meeting procedures, and defining the responsibilities of each team member. Once these fundamental processes are in place, they create a platform from which Team EI norms facilitate higher performance.

What is Team Social Capital?

Team Social capital represents the value added by the structure and quality of social relationships. As stated by Goleman² (p. 98), "Like other forms of capital, social capital is productive, making possible the achievement of certain ends that in its absence would not be possible." This survey assesses four elements of Team Social Capital: (1) trust, safety & risk-taking, (2) team identity, (3) innovation, and (4) creating debate. Each of these is considered an emergent state in the team, which means that it cannot be forced to occur, rather it emerges from a productive social and emotional environment (i.e. team EI norms). Team social capital increases cooperation, collaboration, and team effectiveness.

¹Goleman, D. 1995. *Emotional intelligence: Why it can matter more than IQ*. New York: Bantam Books.

²Goleman, J. S. 1988. Social capital in the creation of human capital. *American Journal of Sociology*, 94: 95-120.

Interpreting and Using the Feedback

Differences in Perspectives

This Team Emotional Intelligence Survey Feedback Report provides team scores for each of the nine Team EI Norms, the three Team Fundamentals, and the four elements of Team Social Capital. The scores represent the average of all of the responses provided by the members of a specific team.

The report also includes information about the *distribution or range of member responses*, which allows the team to see how differently members responded to the items within each scale. Large differences among responses (i.e. as seen in a long range bar) usually mean that members are having different experiences in the team. This can be as important to a team's success as the average score for a scale. For example, if there is a wide range of responses to questions about the norm Caring Behaviour, this means that some team members feel people are respected in the team and some do not feel people are respected. This suggests that not all team members feel they are being treated the same. Wide range bars can be as important to understanding a team's strengths and weaknesses as the overall average of a scale. Avoid the trap of attempting to identify which team member provided particular responses. Guesses are often inaccurate. If this information is shared, it should emerge voluntarily.

Purpose of the survey

This is not about:

- Focusing on individual team members' mistakes or attitudes
- Pointing out faults in or outside of the team

It is about:

- Surfacing trends that show strengths and weaknesses that affect team performance
- Generating an honest dialogue that focuses on enhancing teamwork
- Identifying and planning actions that will help the team become more effective

When reviewing the feedback, think about the following:

- What surprises you?
- What are your team's strengths and opportunities for improvement?

Scoring Key

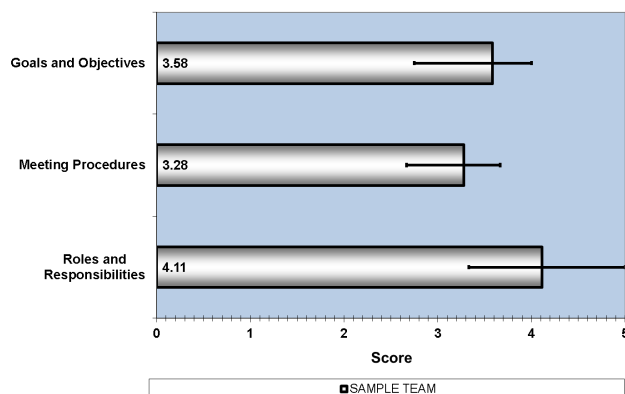
- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Completely Agree

Your Team's Survey Feedback

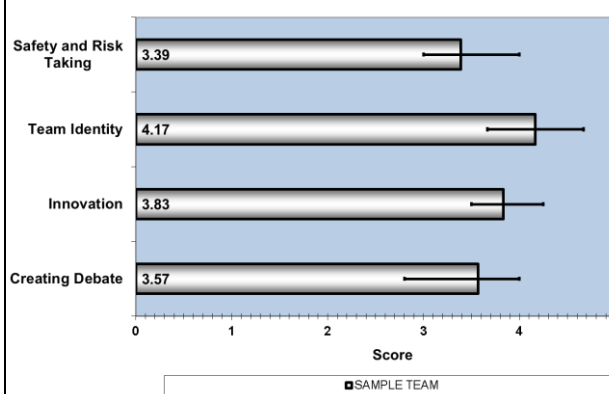
Summary: Team Scores for All Survey Scales

Number of respondents: 6

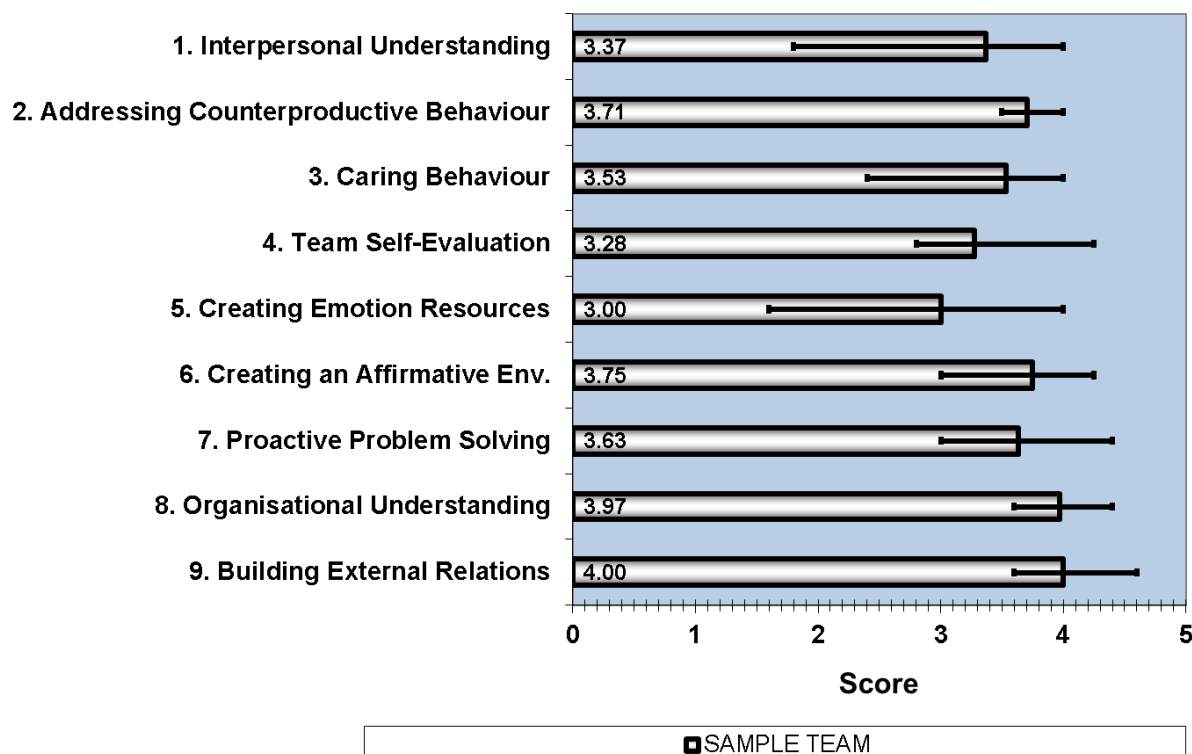
Summary: Scores for Team Fundamentals



Summary: Scores for Social Capital

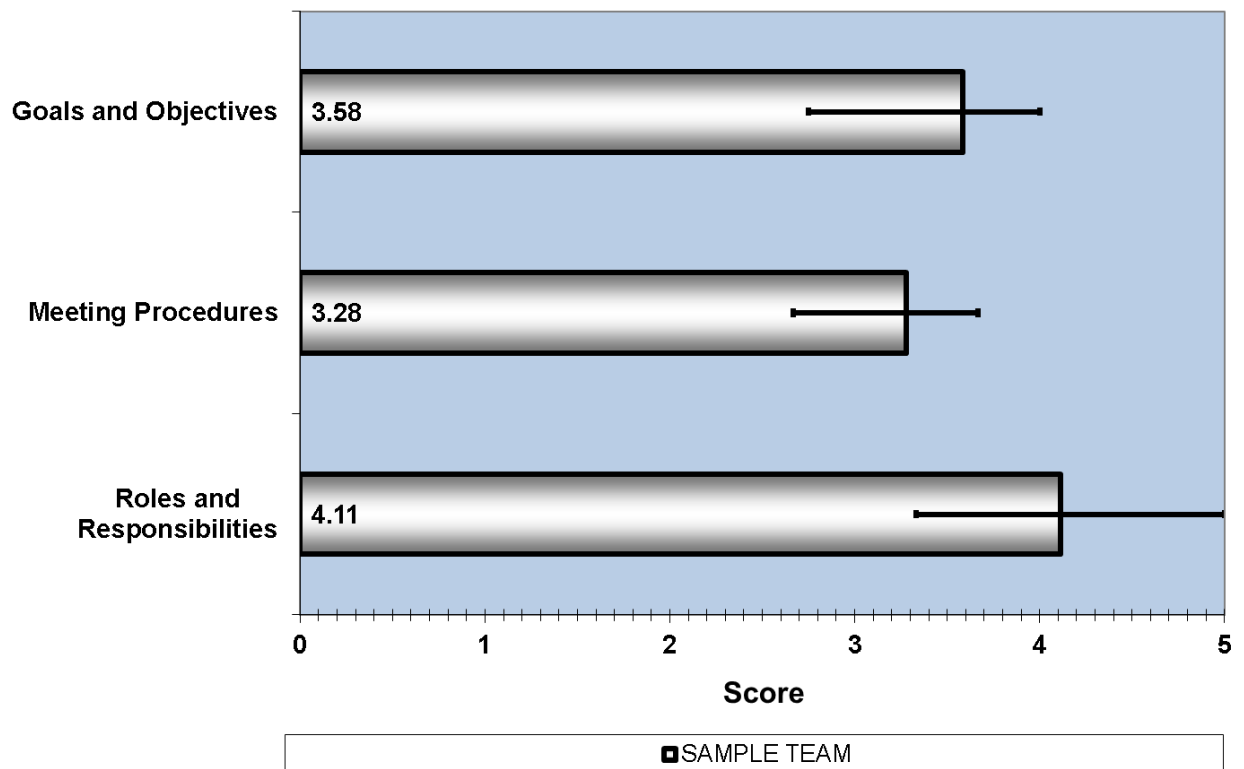


Summary: Scores for Team Emotional Intelligence Norms



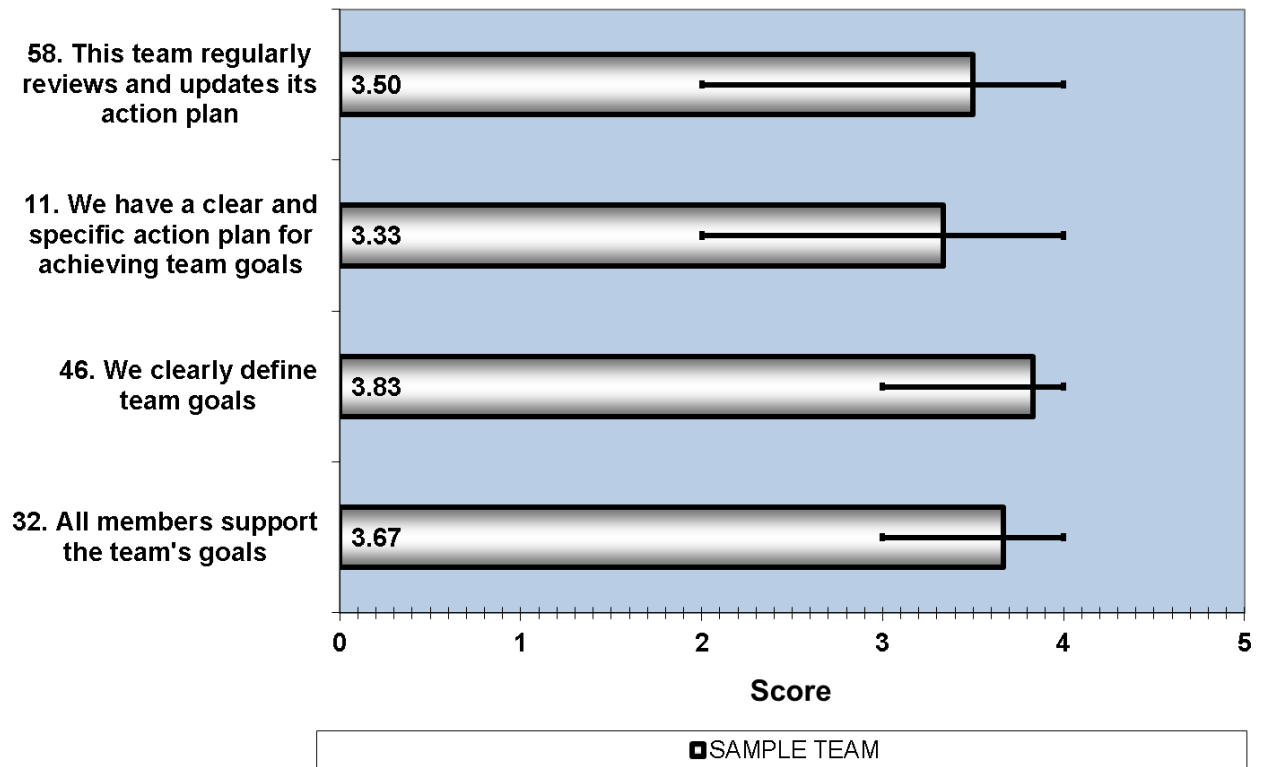
Summary: Scores for Team Fundamentals

Number of respondents: 6



Goals & Objectives

Definition: The degree to which a team has shared goals and up-to-date action plans and timelines.



Meeting Procedures

Definition: The degree to which a team organises its meetings in a productive way.

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Sample Question: We circulate agendas prior to meetings.

Roles and Responsibilities

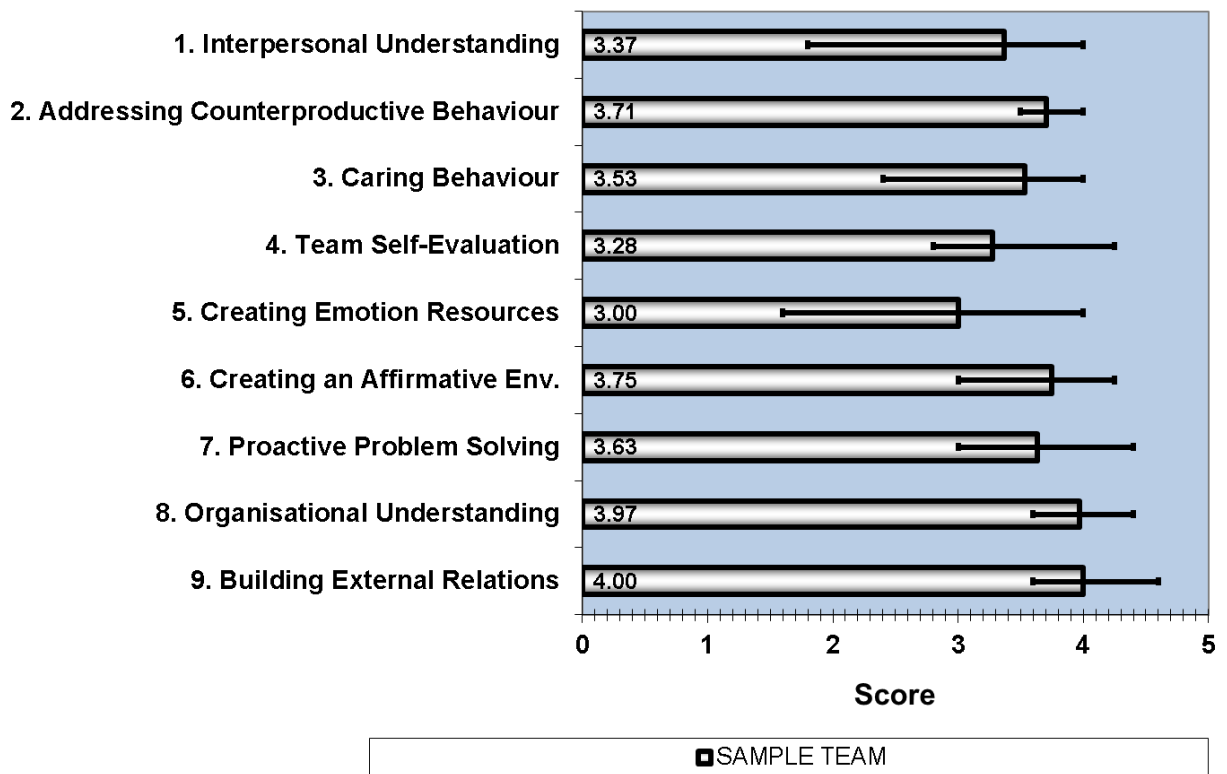
Definition: The degree to which a team defines clear role expectations for each of its members.

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Sample Question: Members know their individual responsibilities in this team.

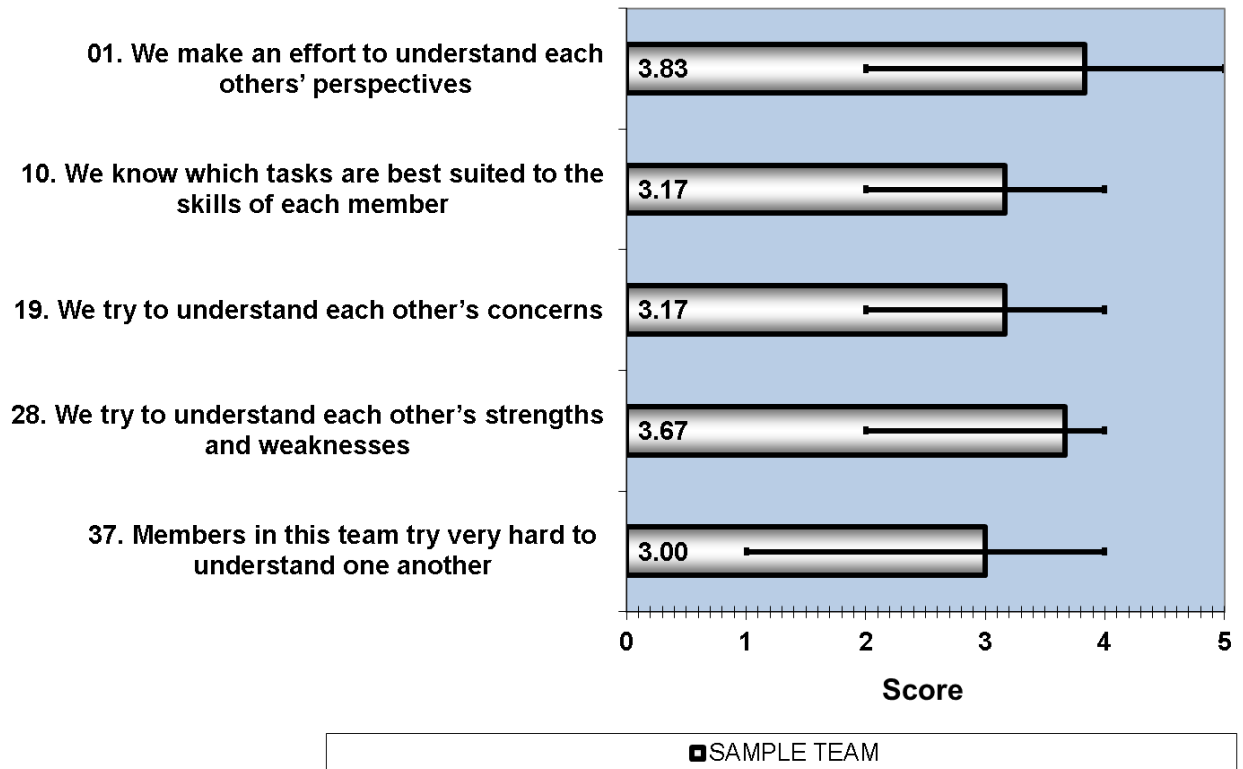
Summary: Scores for Team Emotional Intelligence Norms

Number of respondents: 6



1. Interpersonal Understanding

Definition: The degree to which a team attempts to understand the needs, perspectives, skills, and emotions of its members. The strength of this norm affects the team's ability to build a climate of safety and trust and an inclusive team identity.



2. Addressing Counterproductive Behaviour

Definition: The degree to which a team addresses member behaviour that goes against agreed upon norms or is harmful to team effectiveness. This norm requires skills of empathy, self-control, and persuasion to carry it out effectively. It must also be coupled with the norms of Interpersonal Understanding and Caring Behaviour. The strength of Addressing Counterproductive Behaviour builds team member confidence in the team and aids in building a climate of safety and trust.

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Sample Question: If a member behaves in a way that seems unfair to the rest of us, we let him or her know.

3. Caring Behaviour

Definition: The degree to which a team validates its team members by treating them with respect and kindness and by supporting their needs and efforts. It does not imply that team members must like each other or socialise with each other. The strength of this norm affects the degree to which members build a climate of safety and trust and an inclusive team identity.

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Sample Question: Every member on this team is treated with respect.

4. Team Self-Evaluation

Definition: The degree to which a team takes actions to determine the effectiveness of its processes and performance. It has emotional consequences in that it can create emotional threat. The next three norms help determine how well the team addresses those threats. High performing teams tend to work towards achieving a clear view of “reality” and try not to shy away from difficult conversations or emotional threats. The strength of this norm affects the degree to which team members build a sense of team efficacy, which suggests that they feel stronger and more effective when working together than when working individually.

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Sample Question: We evaluate this team’s performance.

5. Creating Emotion Resources

Definition: The degree to which a team creates resources that enable emotions to surface and get discussed (e.g., time, common language, tools). This facilitates effective problem solving and decision-making by enhancing the quality of thought and by enabling emotions to be effectively managed. The strength of this norm affects the degree to which team members build a sense of team efficacy, which suggests that they feel stronger and more effective when working together than when working individually.

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Sample Question: We take time to talk about frustrations and other feelings in this team.

6. Creating an Affirmative Environment

Definition: The degree to which a team stays hopeful, optimistic, and constructive in the face of day-to-day and larger challenges. The norm has emotional consequences because the degree to which members of the team remain optimistic will affect their sense of efficacy and will minimise the sense of threat caused by the challenge. The strength of this norm affects the degree to which team members build a sense of team efficacy, which suggests that they feel stronger and more effective when working together than when working individually.

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Sample Question: When something goes wrong, we see it as challenge rather than an obstacle.

7. Proactive Problem-Solving

Definition: The degree to which a team anticipates challenges or problems and works purposefully to prevent or address them. This norm has emotional consequences similar to that of Creating an Affirmative Environment. The greater the degree to which a team becomes proactive about anticipating and solving problems, the more control a team will feel it has over its destiny. The strength of this norm affects the degree to which team members build a sense of team efficacy.

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Sample Question: When we see a problem emerging, we act on it right away.

8. Organisational Understanding

Definition: The degree to which a team takes actions to understand the needs and concerns of relevant stakeholders outside the team, as well as the impact of its work and how it contributes to the organisation's goals. This norm has emotional consequences related to the relationship of the team to decision makers and other relevant stakeholders. To build ties with others outside the team, it is first necessary to understand them. The strength of this norm affects the degree to which a team builds networks that can help its future performance.

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Sample Question: We figure out why decisions affect our team get made.

9. Building External Relationships

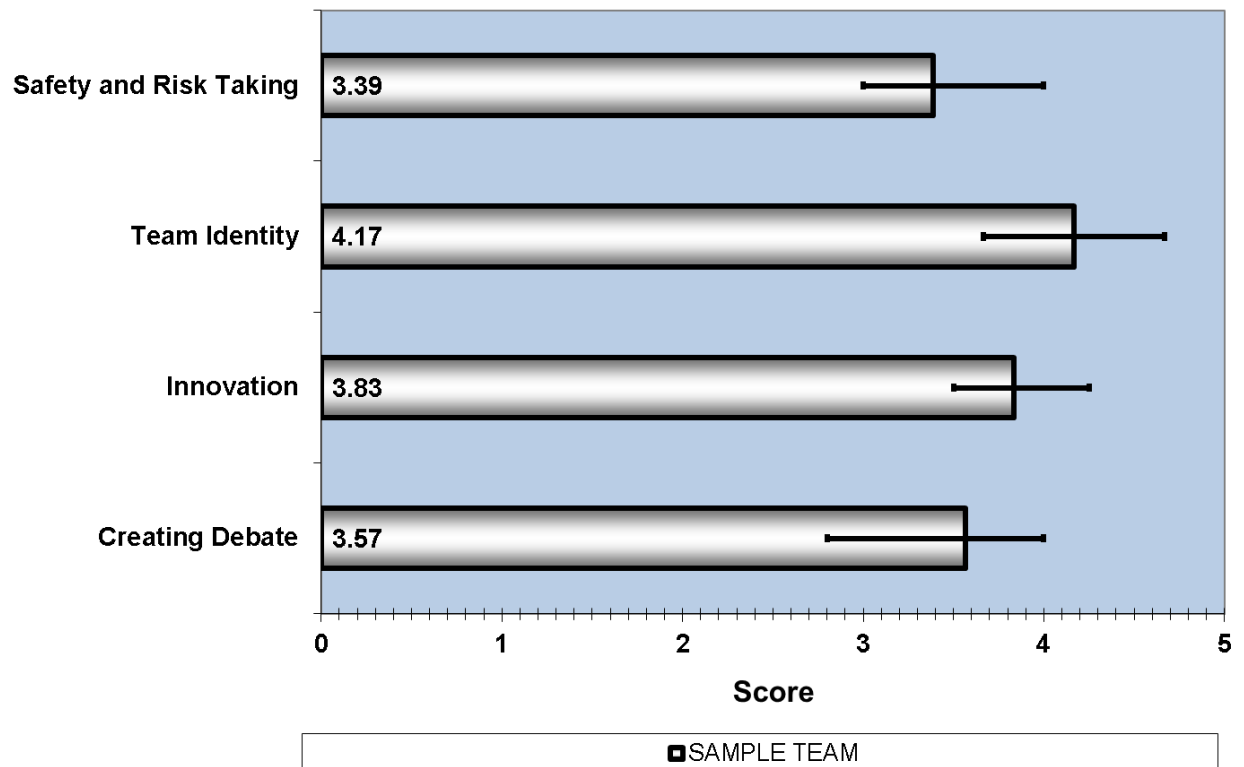
Definition: The degree to which a team actively and strategically builds relationships with people and teams who can provide resources and affect team performance. The norm has emotional consequences in that it builds bonds with people outside the team who will support its efforts and attract resources to help the team accomplish its goals. This leads to a sense of team efficacy.

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Sample Question: We work to build relationships with other teams in the organisation.

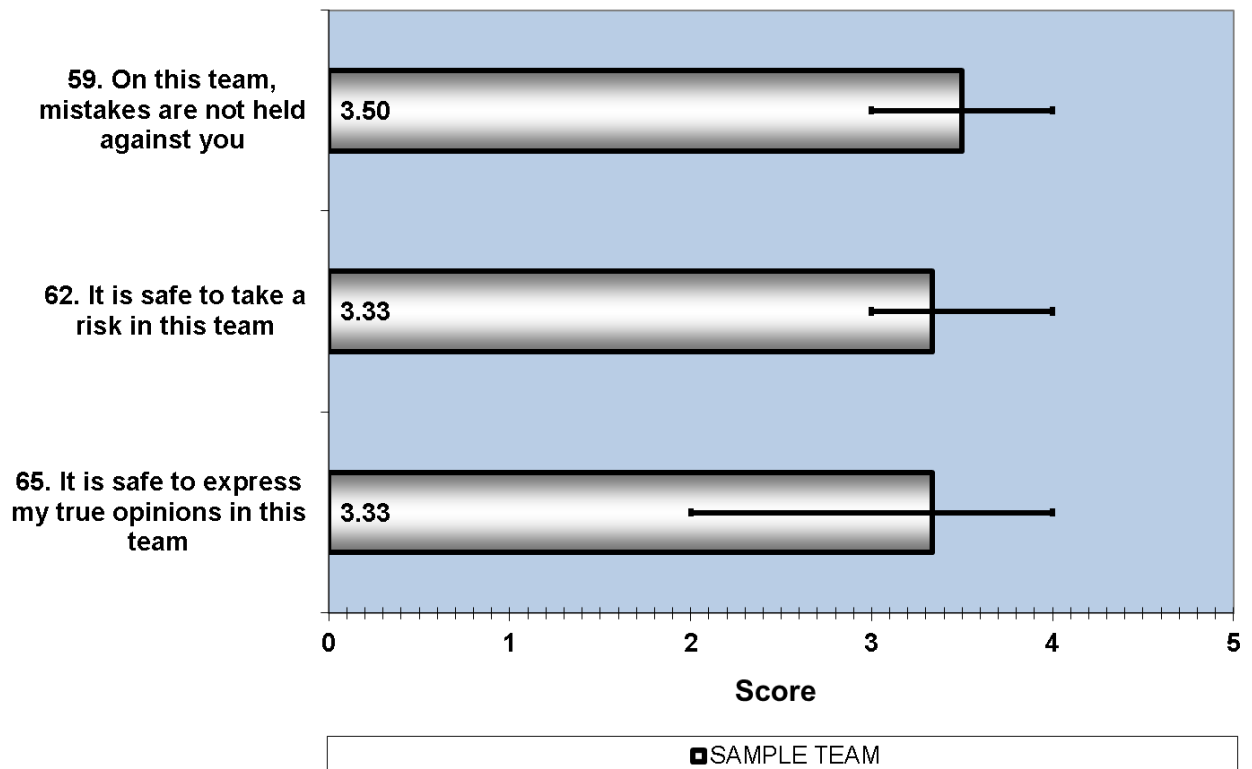
Summary: Scores for Elements of Social Capital

Number of respondents: 6



Safety & Risk-Taking

Definition: The degree to which members feel free to be themselves and to take risks in the team.



Team Identity

Definition: The degree to which team members feel they have an inclusive identity and feel good about belonging to the team.

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Sample Question: We are more effective working together than apart.

Innovation

Definition: The degree to which team members are able to leverage their strengths and make innovative decisions; find ways to do things better and/or faster and develop creative solutions to problems.

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Sample Question: We find new ways to do things better.

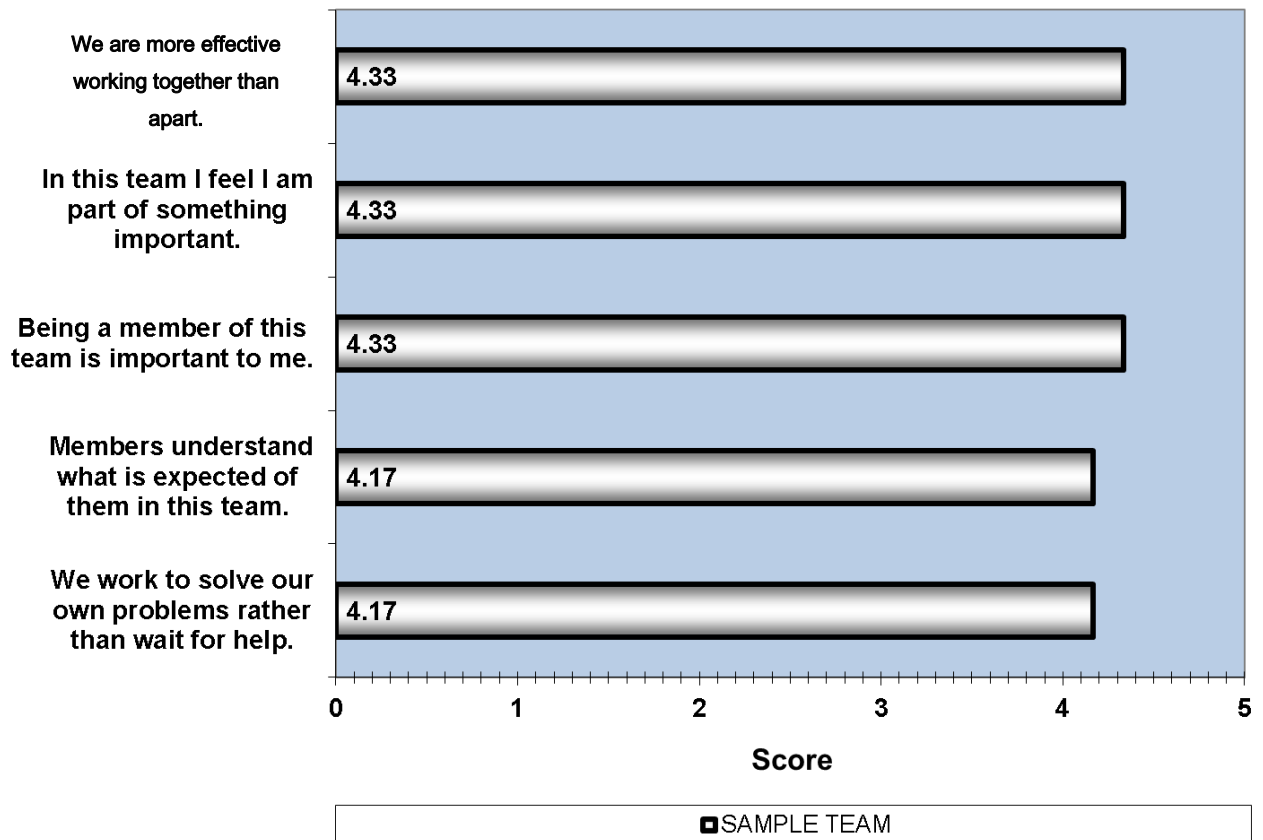
Creating Debate

Definition: The degree to which the team is able to generate constructive dialogue that explores and integrates differing perspectives.

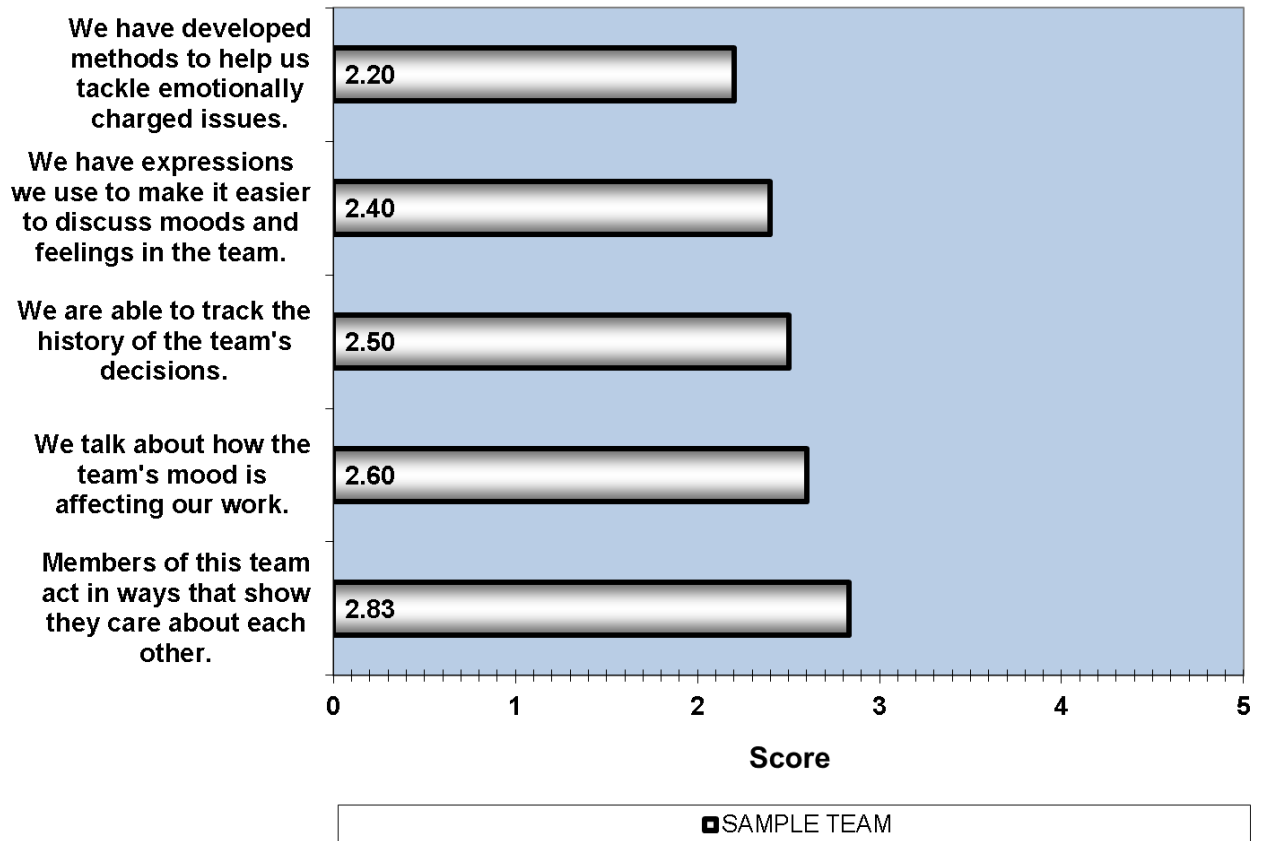
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Sample Question: We encourage members to share their point of view.

Your Team's *Highest* Scoring Items on the Survey



Your Team's *Lowest* Scoring Items on the Survey



Open-Ended Questions

Verbatim responses to the following question:

“What is your team doing well and should be continued?”

We are getting to know each other's strengths and weaknesses better and this should continue.

Its core job within the existing set up - modernising the business.

Clear purpose, targets and priorities, collective responsibility, support network for each other, share ideas and good practice.

Team building.

Developing a working culture and understanding the strengths of each other.

When we compare our team to other teams internally, I think it really highlights how far we have come as a team- operating as one unit, which understands each other, our priorities and have effective ways of working.

Everyone in the team is very supportive of each other. All are open to sharing good work and collaborating to provide more effective service to customers. I trust everyone in the team to represent our team in an extremely professional way. Track performance against monthly and yearly goals and objectives.

Verbatim responses to the following question:

“What is your team not doing now that it should start doing?”

We now need to use our skills, knowledge and experience more effectively on key aspects of work.

Insisting we are trusted to take on more responsibility.

Challenging the status quo, building wider networks and partnerships within and outside, promoting purpose, achievements and the value we add.

Identify and address issues before they become issues.

Sharing the responsibilities i.e. leadership opportunities. Saying no to other teams who aren't working with sensible timescales and processes.

Think we could do more sharing/ discussion of delivery of key objectives and differing approaches.

Have a better understanding of Leadership priorities and decision making.

Verbatim Responses to the following question:

“What is your team doing now that it should stop doing?”

We need to identify which aspects of work are going to have the biggest impact and focus on those areas of work. Prioritisation needs to be better.

Learn to accept the work environment that we operate in. Underselling our achievements and the impact we make.

Taking on too much and taking too much responsibility.

Verbatim responses to the following question:

“Is there anything else you would like us to know about your team and how it functions?”

There is a good atmosphere, culture of personal development.

We do have fun, which is important. We need to recognize that employees watch what we do, what we say and how we treat one another.

As the company grows in size and complexity this is becoming a serious weakness.

Overall the team functions well. All of the members of the team are committed to the team and attentive to results.

Worksheets: What's Next?

Step 1: Given your organization's and your team's context, identify which norms or behaviors need to be further developed to improve your team's performance?

Step 2: Develop specific action steps for improvement. Assign responsibilities and develop a timeline for agreed-upon actions.

Step 3: Identify developmental resources – tool kit, facilitator support, other.