Emotional Intelligence and Building Effective Teams

Leading in ways that
Build Emotional and Social Intelligence

“The most effective teams … go far beyond the occasional ‘ropes and rocks’ off-site. They have established norms that strengthen their ability to respond effectively to the kind of emotional challenges a group confronts on a daily basis. The norms they favor accomplish three main things: they create resources for working with emotions, foster an affirmative environment, and encourage active problem solving”.

Vanessa Urch Druskat and Steven B. Wolff HBRs 10 Must Reads (2015) On Emotional Intelligence
Building the Emotional Intelligence of Groups
My Leadership Journey

The leadership moments of which I am most proud; those that I consider my best accomplishments are:

The reasons why I have the energy and drive for leadership are:

The strong beliefs that shape and contribute to my success as a leader are…. I believe that I have been/am successful as a leader because…
Emotion

A smile is a curve that sets everything straight. Phyliss Diller

Emotions can be experienced in micro-moments. Barbara Frederickson

In order to excel, our efforts should align with our passions and vision. Strengths in self awareness let us identify what truly matters to us, as well as areas needing growth. Daniel Goleman

Despite the growing focus on emotions and emotional intelligence... the global deficit in understanding and managing emotions is startling... We enter the workforce knowing how to read, write and report on bodies of knowledge, but too often we lack the skills to manage our emotions in the heat of the challenging problems we will face. Good decisions require far more than factual knowledge.

Luc De Vauvenargues as referenced by Travis Bradberry and Jean Greave

Compassion moves beyond understanding to action... in human systems leading with empathy and compassion inspires trust. Rosalind Spigel, OD Consultant and Coach

Just as water lilies retract when sunlight fades, so do our minds when positivity fades. Barbara Fredrickson

The thoughts, emotions and behaviors that we use to protect ourselves when we are not willing and able to rumble with vulnerability move us out of alignment with our values [and] corrode trust with our colleagues and teams... Brene Brown

Emotions impact performance. They can be motivators or they can be derailers. Hendrie Weisinger, PhD

Self awareness is fueled by an open and curious mind; be curious and honest with yourself; have your own moments of truth. Micheal Adler, PhD

Emotional intelligence is a largely untapped potential. Travis Bradberry
The Four Primary Emotions

GLAD

MAD

SCARED

SAD
"Leadership without mutual trust is a contradiction in terms." The first job of any leader is to inspire trust.

Warren Bennis
What are My Triggers?

My Leadership Journey, given my self awareness, my experience AND the things most important to me…

What might trigger me?

What are my clues that tell me my emotions are being triggered?

How am I currently coping with / managing in these situations?
**Self Management**

Notice HOW YOU are coping by answering the following questions:

What are the 3 most prevalent emotions I have in a working day?

How do I express these emotions? What am I ‘do’ing to cope with these emotions?

**Picture the Future**

Looking 3-5 years into my future, imagine myself as a very effective, highly emotionally intelligent leader:

Describe what you are doing as a leader.

Who is there?

What *emotional impact* are you having on those around you?
My Current Emotional IMPACT

Being very receptive to feedback you’ve noticed or received AND considering criticism as a crucial communication skill to help you improve - take a look at current reality:

Identify and describe the emotional impact you have on those around you;

What is my current positive emotional impact?

What is my current negative emotional impact?

Where are the gaps between the emotional impact I described in my future picture AND my current emotional impact?

Going forward, what are 3 behaviours or actions that I will DO that are different? (these 3 behaviours or actions will close the gap)

How will I rehearse until it becomes automatic?

Who can help me?
Social Awareness

Direct your attention to your interactions with others in a workday or a particular meeting: (observe and listen for different cues)

Given what people said, how they said it and the things they did, what can you determine about their emotional state?

What positive and/or negative emotions might your interactions generate with others?
Relationship Management

How do I understand the ‘psyche’ of others and foster a workplace where everyone feels appreciated and is productive?

- **USE interpersonal understanding**: get to know one another, ask how everyone is doing, find out the reasons for undesirable behaviour, tell people how you are thinking and feeling

- **Use perspective taking**: ask if everyone agrees, ask quiet members what they think, question quick decisions, appoint a devil’s advocate

- **Use confronting**: set ground rules and use them to point out/call out misaligned behaviour, create light-hearted ways to notice and work with yours and others’ emotions

- **Use caring**: help others if they need it, be flexible, provide emotional support, validate other’s contributions, protect people from attack, listen, respect different perspectives, never be derogatory or demeaning

Paired Discussion:
What examples or reasons did you use to come up with your ratings?

What areas of Emotional Intelligence could most positively impact these areas of relationship management?

**INDIVIDUAL activity:**
Take a Measure:
On a scale of 1-5, 5 being highest 
RATE yourself on each of these 4 bulleted components of relationship management.
To determine your rating, use your insights from the workshop discussions AND your EQi 2.0 assessment scores
Team Emotional and Social Intelligence

Just as a person has emotional intelligence skills, a group of people working as a team have a collective emotional intelligence. Team emotional intelligence is a group’s style of relating to one another, making decisions and responding to other groups in the organization. Bradberry and Greaves

It is not your title that makes you a leader. It is your influence, inspiration and initiative. Linked In Voleg Olishnepolsky

Poorly delivered criticism and displays of anger by leaders are common triggers for high levels of stress. Daniel Goleman and Richard Boyatzis

When things are uncertain, someone in the group should reinforce the team’s confidence in their ability to succeed. Bradberry and Greaves

To excel in social awareness is: the waiter who suggests something better from the menu, the salesperson who goes the extra mile, the supportive team leader, the executive who remembers your name. Daniel Goleman

Leaders who balance their competency in empathy with emotional self-control excel at giving constructive feedback. Vanessa Druskat

Friction is essential for movement... a workplace without disagreement is at risk for getting left behind...emotional intelligence can provide the guidance necessary to turn disagreement into a productive force that drives innovation and success. Daniel Goleman

Collectivism has a way of making you put your best foot forward. Steven Yeun, actor speaking on living and filming Burning in Korea

Collaboration is a composite skill that emerges from the masterful use of your emotional and social intelligence skills. Marcia Hughes and James Terrell

Leaders set the tone, build the processes and invite the interactions that allow team emotional intelligence to thrive. Jeannette Aschenbrenner, EQi coach
Leadership Challenge

UR Leading EQi 2.0
Group Summary Report

Self Perception
- Self Regard
- Self Actualization
- Emotional Self Awareness

Self Expression
- Emotional Expression
- Assertiveness
- Independence

Interpersonal
- Interpersonal Relationships
- Empathy
- Social Responsibility

Decision Making
- Problem Solving
- Reality Testing
- Impulse Control

Stress Management
- Flexibility
- Stress Tolerance
- Optimism

Leading in ways that create healthy, effective teams, high in emotional and social intelligence

Team Emotional and Social Intelligence

Team Identity
Team Motivation
Team Emotional Awareness
Team Communication
Team Stress Tolerance
Team Conflict Resolution
Positive Team Mood

Information compiled by Jeannette Aschenbrenner, EQi and Leadership Coach
TEAM Identity

**Impact...**
“brings with it a high level of loyalty… and a sense of resilience in the face of changes the team will naturally encounter”

**Looks Like...**
- Every team member feels personally associated with / part of their UofR team; there is a sense of belonging and a desire to work together
- Everyone understands why they are on their UofR team; team members are clear about their roles and responsibilities
- There is an acceptance of one another and a commitment to the UofR, their team and its purpose. Team members feel pride in the team and the university
- UofR teams have a good reputation, an identity and credibility across and outside of the organization

**Take a Measure:** (1 -5, with 5 being highest)

How would you rate **team identity for UR leaders** from the UofR? _____

How would you rate **team identity for teams** across the UofR? _____

**Emotional Intelligence skills and abilities** that will enhance Team Identity are:

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TEAM Motivation

**Impact:**
Teams achieve results; they do the necessary tasks and they bounce back quickly and redirect when they encounter obstacles. Levels of commitment are high as people direct their energy and intelligence to achieving team results.

**Looks like:**
- Team members recognize ‘people’. They recognize the needs and desires of their team members.
- They know each others skills and create the opportunity for all team members to contribute their gifts and abilities.
- Team members are on the same page, they set and make progress toward team targets, keep each other accountable and reinforce success.
- They are doggedly persistent in achieving goals that are truly important to the team; they help others to motivate themselves.

**Take a Measure:** (1 -5, with 5 being highest)

How would you rate **team motivation for UR leaders** from the UofR? _____

How would you rate **team motivation for teams** across the UofR? _____

**Emotional Intelligence skills and abilities** that will enhance Team Motivation are:

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**TEAM Emotional Awareness**

**Impact:**
...Is central to the success of every team; emotions provide critical information guiding how we respond to each other; emotional awareness is a critical factor in motivation, productivity and a team’s ability to collaborate

**Looks like:**
- Emotionally aware teams are comfortable with emotions; they are open to others expression of emotions - using that information to understand each other
- These teams are aware there is a continuum and can recognize differences and intensity of emotions. Team members discern whether someone is mildly annoyed, perturbed, frustrated, angry or seething
- They notice when a team member is eager, frustrated or worried and seek to clarify what is triggering those emotions
- Team members take the high road in responding to each other, building positive relationships and diminishing conflict

**Take a Measure:** (1 -5, with 5 being highest)

How would you rate team emotional awareness for UR leaders from the UofR? ______

How would you rate team emotional awareness for teams across the UofR? ______

**Emotional Intelligence skills and abilities** that will enhance Team Emotional Awareness are:

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TEAM Communication

Impact:
Creates trusting environments in which all people contribute their talents and expertise. Difficult issues are discussed and emotions that surround them are acknowledged and can be expressed. Performance is enhanced as the ideas and expertise of one or a few is augmented by the contributions of many

Looks like:
- Being fully present, not splitting attention to other messages or tasks, not being self absorbed or preoccupied
- Intentionally paying more ATTENTION to people, giving space to fully LISTEN, to ATTUNE to others and to build RAPPORT – connecting people on the same wavelength
- Drawing people out – engaging people; acknowledging and discussing emotions
- Asking questions about the needs of others
- Having conversations that value people; focus on solving problems not assigning blame
- The meaning and intent of messages is positive and clear

Take a Measure: (1 - 5, with 5 being highest)

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How would you rate team communication for teams across the UofR? _____

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TEAM Stress Tolerance

**Impact:**
Increases performance. Avoids the high personal and organizational costs of burnout, lack of attention and engagement and inability to complete tasks

**Looks like:**
- Finding fun ways to acknowledge and relieve stress and tension
- Taking breaks and honouring work-life balance; paying attention to wellness
- Managing expectations and demands
- Using a sense of humour
- Being flexible
- Showing compassion for others by being humble
- Tolerating stress by being emotionally aware enough to anticipate stress and its impact
- Being assertive enough to protect yourself and team members from the impacts of stress

**Take a Measure:** (1-5, with 5 being highest)

How would you rate team stress tolerance for UR leaders from the UofR? _____

How would you rate team stress tolerance for teams across the UofR? _____

**Emotional Intelligence skills and abilities that will enhance Team Stress Tolerance are:**


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TEAM Conflict Resolution / Management

**Impact:**
- Addressing conflict constructively, rather than being stalled or caught up in conflict
- Creates the opportunity to be innovative, take risks and increase productivity
- Teams deal with adversity resulting in enhanced functioning and output. They take advantage of the awareness managing conflict collaboratively brings, creating the climate essential for productivity and creativity

**Looks like:**
- Effective emotional mentoring; team members helping others manage their emotions which is the hardest thing to do because you have your own agenda
- Using patience and willingness to address, resolve, manage conflict
- Managing conflict well using a balance of assertiveness and empathy in the way they communicate with each other
- Making good choices about how to address difficult matters; choosing a conflict style or approach
- Not taking themselves or any problem too seriously, helping them to open up their thinking and their ability to recognize the possibility of different solutions

**Take a Measure:** (1 - 5, with 5 being highest)

*How would you rate team conflict management for UR leaders from the UofR? _____*

*How would you rate team conflict management for teams across the UofR? _____*

**Emotional Intelligence skills and abilities that will enhance Team Conflict Management are:**

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TEAM Positive Mood

Impact:
- When someone dumps their toxic feelings on us – explodes in anger or threats, shows disgust or contempt – they activate in us circuitry for those very same distressing emotions...emotions are contagious...when I make you frown, I evoke in you a touch of worry; when you make me smile, I feel happy
- Moods are contagious. “Positive team mood is a major support for a team’s flexibility and resilience”
- “being in a good mood, … research finds, helps people take in information effectively and respond nimbly and creatively”
- Positive mood is the heart of a ‘can do’ attitude. Positive teams persevere; they are energized by taking a long term perspective

Looks like:
- Team members acknowledge and discuss group moods; they mentor each other emotionally
- Attentive listening, thinking about how others feel: being attuned to others’ moods
- Foster positive emotional tone, bring out the best in everyone
- Positive teams are hopeful; they believe they can find successful and effective answers to challenges; they are grateful for what is going well today
- They are curious, being open to possibilities. They have a sense of abundance believing that good things will happen for the team
- Positive teams are encouraging, they show a sense of humour and a playfulness that creates energy and a zest for their work

Take a Measure: ( 1 -5, with 5 being highest)
How would you rate team positive mood for UR leaders from the UofR? _____

How would you rate team positive mood for teams across the UofR? _____

Emotional Intelligence skills and abilities that will enhance Team Positive Mood are:

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Personal Reflection and Journaling….

As you reflect on Team Emotional and Social Intelligence and relate it to yourself as a leader, what feelings, thoughts and ideas come up for you?